Indian River Lagoon National Estuary Program (IRLNEP)
Hosted by the IRL Council, an Independent Special District of the State of Florida

The IRLNEP is a non-regulatory, community-based program established to protect and restore the Indian River Lagoon. There are twenty-eight National Estuary Programs within the U.S. EPA as authorized under the Clean Water Act. The IRLNEP is sponsored locally by the IRL Council, an independent special district of Florida, which includes representatives of the five counties bordering the Lagoon (Volusia, Brevard, Indian River, St. Lucie and Martin), the St. Johns River Water Management District, South Florida Water Management District, and the Florida Department of Environmental Protection. The U.S. EPA serves as an advisory member of the IRL Council and provides guidance, financial and technical assistance to the Program. More information is available at www.onelagoon.org.
INdIAN River lagoon nAtionAl ESTUARy ProGrAm
PuBLIC COMmuNICAtIONS PLaN
2021-2024

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BACKGROUND

About the National Estuary Program

The U.S. Environmental Protection Agency (EPA) established the National Estuary Program (NEP) as a core water program authorized by Section 320 of the Clean Water Act. The mission of the NEP is to protect and restore the water quality and ecological integrity of the 28 estuaries (Figure 1) designated by the U.S. Congress as “Estuaries of National Significance.” Each NEP is governed by a Management Conference composed of diverse stakeholders. The Management Conference is largely responsible for developing a 10-year Comprehensive Conservation and Management Plan (CCMP) to guide estuary science, restoration and stewardship. The management conference ensures the CCMP is uniquely tailored to local environmental conditions, is based on local input, and is focused on local priorities.

The IRLNEP was established in 1990 and joined the NEP in 1991 with the St. Johns River Water Management District (SJRWMD) designated as its host agency. In 2014, the partner agencies within the IRLNEP, with strong leadership from the IRL counties, collectively decided that declining environmental conditions in the IRL required a new business approach. It was clear that local community leadership and additional investment were needed to better align with state and federal efforts to restore the IRL. The IRLNEP was reorganized with goals of improving local community leadership, expanding citizen engagement, expanding funding from multiple sources for restoration efforts, and enhancing strategic partnerships through connected leadership and shared fiscal responsibilities.

The IRL Council was created in 2015 as an independent special district of Florida. It was designated by the U.S. EPA as the host agency for the IRLNEP in January 2016. Each member organization contributes funding, leadership and technical guidance to the program. The EPA serves in an advisory, non-voting capacity.

Working together, this IRLNEP Management Conference (Figure 2) is applying the best science and leading-edge technologies to focus on restoring the Lagoon through efficient nutrient reduction projects, habitat
restoration projects, public engagement programs, development of innovative technologies and scientific research and monitoring to improve understanding of the system.

The IRL Council Board of Directors serves as the IRLNEP Policy Board. It includes members representing the Florida Department of Environmental Protection (FDEP), two water management districts, SJRWMD and South Florida Water Management District (SFWMD), and one elected official from each of the five lagoon counties (Volusia, Brevard, Indian River, St. Lucie and Martin). With reorganization of the Program, the IRL Council Board of Directors brought local communities into the policy leadership structure of the IRLNEP by appointing a diverse group of over 100 scientists, resource managers, community leaders and citizens to serve as advisors and subject-matter experts in the Management Conference. Management Board members represent federal, state, county and local agencies, non-profit organizations, and businesses. STEM (Science, Technology, Engineering and Modeling) Advisory Committee members represent the 22 research and academic institutions in the region; and members of the Citizens’ Advisory Committee (CAC) provide the link between the Program and regional community groups, non-profits, and individuals.

The connected leadership structure of the IRLNEP provides a collaborative governance model where local stakeholders share responsibility for the Lagoon and implement actions to address problems facing one of Florida’s most threatened ecosystems. Since its reorganization, the IRLNEP has become the leading organization connecting local, state, federal and community partners with a common goal to restore the IRL. In 2020, the IRLNEP celebrated its 30th anniversary.

The IRLNEP utilizes three “action pillars” as the foundation for its success. These are reflected in the CCMP as responsibilities of the IRLNEP to its partners, stakeholders and citizens throughout the watershed.
• COORDINATE the development of a CCMP and implement the actions outlined in the plan to restore water quality and habitats, and advance community support for, and stewardship of, the IRL.

• COLLABORATE among stakeholders and partners to promote engagement, investment, effective outcomes and efficiency in management of the IRL and its resources.

• COMMUNICATE knowledge, estuary health status and restoration progress to partners and communities.

Key Messages
Current IRLNEP messaging is built around several key messages that position the program within the context of the NEP, the State of Florida, and the region. These overarching messages are used, with varying degrees of emphasis, in nearly all presentation and print materials, on the website and in social media as appropriate.

• National Estuary Programs (NEPs) are non-regulatory and consensus-building partnerships among federal, state and county governments, research institutions, business leaders, community groups, and individual stakeholders. With funding and support from the U.S. Environmental Protection Agency (EPA), NEPs are effective, efficient, and cost-effective, concentrating on providing collaborative solutions to environmental problems using local expertise.

• National Estuary Programs are excellent examples of cooperative federalism, where the U.S. Environmental Protection Agency provides funding, technical support and guidance to NEPs, empowering them through the Clean Water Act to work toward solving environmental issues in their watersheds by working closely with local and regional stakeholders.

• The IRLNEP is the only lagoonwide restoration and stewardship organization federally authorized under the Clean Water Act and the only regional program that includes federal, state, county, city, private and independent sector partners that work collaboratively under a unique Management Conference structure to implement restoration and protection efforts for the IRL.

• The Indian River Lagoon is a driver of the regional economy. A 2016 study found the annual economic value of the Lagoon to be $7.6 billion with $1.2 billion in Lagoon recreational activities. IRL health impacts all economic sectors, with direct impacts on tourism, property values, and the ability of companies to attract and retain a high-talent workforce. (Source: 2016. Indian River Lagoon Economic Valuation Update. East Central Florida Regional Planning Council and Treasure Coast Regional Planning Council; 2016, Save Our Lagoon Project Plan for Brevard County; Tetra Tech, Inc. for Brevard County Natural Resources Management Department).

• Lagoon restoration is a smart investment. A 2016 study found that for every $1 invested in Lagoon restoration, $33 is returned to the regional economy. A similar study conducted by Brevard County found a $20 return for each $1 invested. That study also found that should the Lagoon be restored, an additional $2 billion in benefits would be realized. However, in the absence of restoration, the economy would lose approximately $4.3 billion. (Source: 2016, Indian River Lagoon Economic Valuation Update. East Central Florida Regional Planning Council and Treasure Coast Regional Planning Council; 2016, Save Our Lagoon Project Plan for Brevard County; Tetra Tech, Inc. for Brevard County Natural Resources Management Department).
• While many of the actions required to return the Lagoon to health are the responsibility of governments and agencies (reductions in wastewater and stormwater discharges, septic removal, growth management, etc.), individuals play an important role in source control of many pollutants (fertilizer use and misuse, illicit discharges, non-point sources, etc.). When individuals take personal responsibility for the Lagoon and learn to live in Lagoon-Friendly ways, water quality in the Lagoon can be restored, habitats can be enhanced, and biodiversity can be protected.

• Standard Information about the IRL Council and IRLNEP: The following standard descriptor of the IRL Council and IRLNEP is attached to news announcements, publications and articles:

  About the Indian River Lagoon National Estuary Program (IRLNEP):
The IRLNEP is a non-regulatory, community-based program established to protect and restore the Indian River Lagoon. There are twenty-eight National Estuary Programs within the U.S. EPA as authorized under the Clean Water Act. The IRLNEP is sponsored locally by the IRL Council, an independent special district of Florida, which includes representatives of the five counties bordering the Lagoon (Volusia, Brevard, Indian River, St. Lucie and Martin), the St. Johns River Water Management District, South Florida Water Management District, and the Florida Department of Environmental Protection. The U.S. EPA serves as an advisory member of the IRL Council and provides guidance, financial and technical assistance to the Program. More information is available at www.onelagoon.org.

SITUATION ANALYSIS

Communication Challenges
The size of the Lagoon watershed, varying degrees of awareness about the IRL and its health issues, the socio-economic diversity of the region, and a small staff tasked with a variety of duties provide both challenges and opportunities for developing and improving effective regional communications among internal and external stakeholders.

  Watershed Size: The IRLNEP watershed is approximately 2,640 square miles in size, spanning 156 miles from north to south (plus an additional 25 miles to the north included as part of a planning boundary for projects and programs). It includes 3 waterbodies: Mosquito Lagoon, Banana River and Indian River. The issues plaguing the Lagoon vary both spatially and temporally. It can be difficult for new residents, tourists and seasonal visitors, and even longtime residents to understand "the Lagoon" as a single, interconnected system. Current conditions along the lagoon can vary from place to place and change quickly. When people ask, "how is the Lagoon doing?", accurate responses can be complicated because Lagoon health concerns are not uniform.

  Regional Diversity and Public Awareness: The narrow linear geography of the Lagoon connects 7 counties, 1.6 million residents and approximately 50 incorporated and unincorporated cities and towns. Although the Lagoon is the thread that connects each of these, local histories, economies and cultures differ enough throughout the region that various aspects of the Lagoon system may mean different things to different people. One person’s stormwater canal is likely to be another person’s fishing spot, or yet another person’s secret dumping ground. Compounding the awareness challenge is the continuing influx of new residents into the region. There is a need for all organizations working
toward IRL restoration and stewardship to provide a solid baseline of accurate information to both new Floridians and long-time residents to prevent inadvertent damage to the IRL.

**Staffing Issues:** Since 2016, the IRLNEP has operated with a staff of three full-time employees. In October of 2019, an additional staff member was added. While this staff expansion helped to reduce the workload on individual staff members, it is difficult to contemplate expansion of communication efforts and development of new engagement programs given the current demands on staff time. The challenge lies in developing communications and workable programs that address Program and partner needs effectively while not overburdening staff or diluting their effectiveness at other essential tasks. A workforce analysis is currently being developed for presentation to the Board of Directors for future consideration and action toward staff expansion.

**SWOT Analysis**
To guide the direction of this Communication Plan, the IRLNEP staff conducted an internal strengths, weaknesses, opportunities and threats (SWOT) analysis with a focus on how it communicates with stakeholders, both internal and external. A SWOT analysis is a commonly used strategic planning tool that consists of a matrix organized into internal and external considerations. Internal considerations are arranged into strengths — those resources and capabilities advantageous to IRLNEP outreach and engagement efforts; and weaknesses — those elements that the IRLNEP has control over, but which it may not perform optimally. External factors were similarly organized into opportunities — areas of unfilled need where new approaches or new technologies could be utilized to fill programmatic gaps; and threats — those factors not under IRLNEP control that nevertheless could impede the program from achieving its goals. The ultimate objective of utilizing a SWOT analysis is for the program to be able to capitalize on each strength; correct each weakness; exploit each opportunity; and defend against, or where possible, eliminate each threat.

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<tr>
<th>Key Findings from SWOT Analysis of IRLNEP Communications</th>
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<tr>
<td><strong>Strengths</strong></td>
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<td>Experienced, professional, and dedicated staff with clear vision for Program goals.</td>
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<td>Leadership in policy, engagement and restoration; transparent fiscal management.</td>
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<td>Strong relationships with stakeholders; positive standing in the community; strong brand alignment.</td>
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Inventory of Communications Collaterals:

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<th><strong>Onelagoon.org Website:</strong></th>
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<tr>
<td>The website was developed in alignment with rebranding of the IRLNEP in 2017 and is organized around the IRLNEP mission: One Lagoon – One Community – One Voice. It provides an overview of lagoon ecology, outlines the major issues affecting lagoon health and provides an overview of lagoon monitoring (with links to continuous monitoring sites) and lagoon history.</td>
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<th><strong>Facebook:</strong></th>
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<tr>
<td>Facebook is utilized as the Program’s primary information platform. Its strategic objectives are to tell the IRLNEP story; communicate information about the IRL; promote events; share information and partner news, events, and successes; and disseminate community information.</td>
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<th><strong>Instagram:</strong></th>
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<td>Instagram is utilized as a virtual artbook. Its strategic objectives are to encourage users to visit the IRL for recreation or relaxation; to endear the IRL to the community; and to inspire appreciation for nature. The IRLNEP library of Photo Contest photos will be curated on Instagram.</td>
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<th><strong>Twitter:</strong></th>
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<td>With demographics that tend toward younger audiences, Twitter is utilized as an engagement tool to build brand awareness. Its strategic objectives are to create brand touchpoints, start a dialogue with the IRL community, and engage audiences in Lagoon-Friendly lifestyle practices.</td>
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<th><strong>YouTube:</strong></th>
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<td>YouTube is the repository for all videos produced by the IRLNEP. Partners and stakeholders are encouraged to share video links for the longform Program overview; the 32 Vital Signs videos that promote CCMP actions; the 10 Lagoon-Friendly Living videos; and the series of 15-second advertisements encouraging Lagoon-Friendly behaviors.</td>
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<th><strong>Constant Contact:</strong></th>
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<tr>
<td>Constant Contact is used to assist with disseminating program news and information. With over 1,600 contacts listed, the platform is useful in personalizing email messages, parsing which information is distributed to which audiences, and tracking the metrics of all messages. A challenge is that many email servers automatically direct Constant Contact emails to Junk Mail folders without messages ever reaching intended recipients.</td>
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<th><strong>Survey Monkey:</strong></th>
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<td>Survey Monkey has been used in limited ways for survey-oriented tasks but has the potential to be more widely utilized in social media to engage audiences on a variety of topics. The Program intends to continue using Survey Monkey and will also promote its availability to program partners who may be interested in utilizing it.</td>
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<td><strong>Annual IRL Calendar</strong>: The annual IRL Calendar continues to be the Program’s most successful and sought-after publication. This level of success is associated with an annual photo contest that features 30 photos taken by citizens within the IRL watershed. Messaging focuses on Lagoon-Friendly practices, ecological attributes and species-specific information. Twenty-five thousand copies are printed each year and distributed through county libraries, government offices and regional non-profits.</td>
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| **IRLNEP Annual Report**: The annual report is the Program’s annual financial and progress report. It also functions to deliver annual information about the status of the Lagoon. It highlights all IRLNEP projects funded and conducted over the past fiscal year. Also included are partner projects, an overview of IRL health and water quality and financial information with project categories, revenues and expenditures. Two thousand copies are printed and distributed to Management Conference partners, the public, state and federal legislators, county and city governments, and non-governmental partners. The document is available on the Program website [www.onelagoon.org](http://www.onelagoon.org). |

| **Annual IRLNEP Business Implementation Plan**: The business plan summarizes priorities and all projects funded in the current fiscal year. It includes the annual budget; expenditure summaries by revenue source and funding category; synopses of cost-share projects and EPA-funded projects. It is made available to Management Conference members and is available on the Program website [www.onelagoon.org](http://www.onelagoon.org). |

| **IRLNEP Annual EPA Work Plan**: The EPA Work Plan is required each year as a grant request to receive Section 320 funding. The Work Plan outlines all work to be performed using U.S. EPA funding, status of projects, work done by partners and other elements. The work plan is made available as an internal communication to Management Conference members and is available to external audiences via the Program website [www.onelagoon.org](http://www.onelagoon.org). |

| **Legal and Programmatic Documents**: To remain compliant with Florida Sunshine Laws, public records laws and requirements for special districts, the Program makes budgets, procurement policies, and operating policies available, along with Special District Required Reporting links to additional information via the Program website [www.onelagoon.org](http://www.onelagoon.org). |
Public Presentations, Articles, Events, etc.: IRL Council staff deliver over 100 public presentations to community groups each year on a variety of topics focused on CCMP implementation, program goals, progress, and other topics. Staff also produce articles for newspapers and newsletters, participate in video productions, live video streaming, and public events geared towards raising awareness about the IRL and its challenges. In 2020, the IRLNEP adopted a highly successful regional high school competition, IRL Envirothon, as an official program of the IRLNEP.

STRATEGIES FOR EFFECTIVE COMMUNICATIONS

Identifying Target Audiences
The IRLNEP has identified a number of target audiences among regional stakeholders. These include both internal and external audiences. Internal stakeholders are the members of the Management Conference’s five standing boards and committees, funding partners and grant recipients. External stakeholders include policymakers who are not part of the Management Conference, community and business leaders and influencers, and members of the public. However, for communication efforts to be successful, “the public” as a broad and diverse audience needs to be parsed into targeted groups where directed communications can increase message effectiveness.

Internal Audiences:
- IRL Council Board of Directors and the organizations they represent
- IRL Council Management Board and the organizations they represent
  - Finance Subcommittee of the Management Board
- IRL Council Science, Technology, Engineering and Monitoring (STEM) Advisory Committee and the academic and research organizations they represent
- IRL Council Citizens’ Advisory Committee and the organizations they represent
- Grant recipients and funding partners

External Audiences:
- Local, State and Federal policy makers
- Community, business and industry leaders
- Lagoon-focused businesses
- Environmental non-profit organizations with Lagoon interests
- Anglers
- Power boat owners
- Passive boaters (kayakers, paddleboarders, canoeists)
- Marinas and marine industries
- Passive recreational users of the Lagoon (festivalgoers, photographers, walkers, etc.)
- Homeowners and waterfront property-owners
- New residents of the region
- Ecotour operators and ecotourists
- Teachers and students
• Internet and social media users
• Local media and consumers of local media

**Communications Goals**

The IRLNEP envisions its role, as outlined in the CCMP, as a nexus for communication, collaboration and cooperation among the interests working toward Lagoon restoration. This includes federal, state, county and city governments, agencies, environmental non-profits, community groups and private-sector interests. While Management Conference partners each have their own constituencies and audiences, the IRLNEP can assist in providing information and technical assistance based on the CCMP to encourage partners to implement, within their areas of responsibility, CCMP actions that will improve conditions in the IRL. The IRLNEP can also assist partners with developing information and messaging aligned with the CCMP and focused on the IRL issues. The various communication channels of the IRLNEP are made available to partners wishing to share their news, events, project successes, and environmental innovations with their counterparts in other areas and with the public.

Staff developed a list of communication goals, separated into broad categories of audience type, that is responsive to Program needs and works toward strengthening partnerships throughout the watershed. Goals that were accepted were those that staff considered to be most workable in the next three years given current staff workloads and limits on the time that could be devoted toward additional programs.

**Management Conference Stakeholders:**

There are four primary goals for communication among Management Conference partners:

• Widely communicate issues and action recommendations in the revised CCMP and encourage local communities to adopt the CCMP into their own comprehensive plans; facilitate coordination and collaboration as opportunities arise.

• Assist county and local governments in getting their messages to the public about local projects and progress that restore and protect the Lagoon.

• Develop and align lagoon-focused messaging among Management Conference members and community partners; provide consistent, accurate and timely information and resources that can be commonly utilized.

• Leverage efforts among federal, state and local governments, community groups, NGOs and others to improve communications coordination, streamline outreach efforts, and reduce the redundancies in lagoon-focused outreach activities that lead to public confusion.

**Community Leaders:**

• Provide community leaders with accurate, science-based information about the IRL's complexity, stressors affecting its health, and appropriate restoration solutions. Communicate the importance of implementing the CCMP as a means of restoring the IRL.

• Educate elected officials about the NEP and the annual federal investment in NEP activities. Improve understanding that NEP funding generates tangible benefits for communities and ensures that important local projects are funded and implemented.

• Improve understanding that the IRL is a regional driver of the economy. Increased resources for IRL recovery are an investment in the economy, jobs, and businesses.
• Build trust in the IRLNEP as an honest broker, a smart investment, a well-run and efficient program that produces results and strong returns on investment.

• Stress the importance of securing stable, recurring funding for the IRLNEP as a long-term stewardship, monitoring and recovery measure for the IRL.

Other Audiences:

• Work to brand the IRLNEP as the primary and trusted source of IRL information throughout the 5-county region.

• Inform target audiences about IRL issues, current conditions, causes of degradation, and long-term solutions to IRL recovery. Publicize the CCMP and educate audiences about how implementation will aid the IRL in returning to a healthier state. Address misinformation and encourage personal behavior change through social media campaigns, communication materials, and common messaging with partners.

• Share actions individuals can undertake within target audience categories (i.e., boating tips, homeowner tips, etc.) to make a personal contribution to protecting and restoring the IRL through Lagoon-Friendly practices. Utilize the 10 Rs (Remove, Reduce, Restore, Rebuild, Research, Report, Respond, Resolve, Responsibility, Resilience) as an integral part of a public communications strategy.

• Improve partnerships between the IRLNEP and local communities to showcase project successes and other accomplishments; focus on progress being well-managed, efficient investments in lagoon recovery.

• Share information on how individuals can connect with volunteer programs, citizen science opportunities, and other ways of becoming involved in order to build a knowledgeable community dedicated to IRL protection and stewardship of the IRL.

• Highlight successful school and local programs (i.e., River Kidz, Youth-Driven Cinema, etc.) focused on educating youth about IRL issues and solutions and work with partners to encourage their expansion lagoonwide.

Web and Social Media:

- The Program website will be more broadly used, refreshed regularly, and better utilized to communicate Program news, current conditions, project successes, and act as a repository for project reports, technical reports, and other information that may be utilized in restoration and protection efforts throughout the watershed. Staff intend to regularly update the website with feature articles, a program newsletter that will drive web traffic, upcoming volunteer and citizen-science opportunities, project success stories, and partner news and information.

- The primary goals for social media using Facebook are to: establish the Program’s brand voice and spread brand awareness; create a community of advocates through meaningful interactions that further the goals of IRL restoration and the IRLNEP brand; serve as a connector for the Lagoon community to bring citizens together to help support the efforts of the IRLNEP; drive traffic to the Program’s website or other supportive tools.

- The primary goals for using Instagram are to: create brand identity and express the essence of the Lagoon through curating quality images of the IRL and its community; establish a brand voice and
spread brand awareness; create public awareness and educate the community about the Lagoon through expressive imagery; and drive traffic to the Program’s website or other supportive tools.

- The following primary goals for social media using Twitter are to: establish a compelling, interactive voice in the online community; actively engage and educate the community about the IRLNEP mission; create or raise awareness about the Lagoon and the community that supports it; discover potential collaborations with new brands and partners that will further the mission of the IRLNEP.

**Special Projects:**

- The IRLNEP adopted the IRL Envirothon as an educational program delivery in 2019. Envirothon is the largest outdoor environmental competition for high school students in North America. The IRL Envirothon covers Brevard, Indian River, St. Lucie, Martin and Okeechobee Counties. Volusia County operates its own Envirothon competition. The regional IRL Envirothon is held in February and enlists high school teams to compete for the chance to represent their counties at the statewide Florida Envirothon, held in April. Should a team be successful at their statewide competition, they would then move on to national competition, typically held in August. The goal of Envirothon is for students to learn collaboratively about the nation’s natural resources to both foster an environmental ethic in students and encourage them to consider careers in natural resources management. Topics covered at every level include forestry, soils, wildlife, aquatics, and a special topic that changes annually. At the IRL Envirothon, students also learn about the IRL.

The goals for adopting Envirothon as a program of the NEP were to grow participation in the program, establish a wider network of teachers specializing in natural resources and lagoon topics, and seek opportunities to collaborate more closely with schools to determine what needs they may have regarding teaching about natural resources in general and IRL issues in particular. Program staff and Envirothon teachers are interested in developing a foundational curriculum for Envirothon that will allow teachers and schools to better-prepare students for Envirothon and may potentially allow for Envirothon to be worked into school requirements as an alternative to Science Fair activities.

- The IRLNEP is also working with the University of Florida Institute for Food and Agricultural Sciences (UF/IFAS) as a partner in the CIVIC (Community Voices, Informed Choices) program, an extension initiative that builds capacity for communities to work toward enhanced quality of life and to seek solutions to local challenges by raising awareness, exploring differences and common perspectives, generating ideas, and creating recommendations. Though COVID slowed the progress of this partnership, the IRLNEP has committed to funding an internship to initiate work in the IRL region that will address diversity and inclusion issues and perform preliminary work to assess issues connected to environmental justice.

- The IRLNEP has recently joined the Southeast and Caribbean Disaster Resilience Partnership (SCDRP) as an advisory board member, the East Central Florida Regional Resilience Collaborative as a member of the Infrastructure Technical Advisory Committee and has accepted an invitation to join the Southeast Coastal Ocean Observing Regional Association (SECOORA) as a formal member. The overarching goal for each of these involvements is to improve the program reach of the IRLNEP and assist in developing and disseminating the best information available on climate resiliency, disaster preparedness, state of the art monitoring and coastal technologies. The IRLNEP is open to considering additional partnerships with other organizations to collaborate on special projects as
opportunities arise so long as those potential programs align with CCMP implementation priorities and improve our ability to communicate the best science available to our community of stakeholders.

Communications Tactics

Management Conference and Public Review of Communications Plan
The IRLNEP will share the draft Communications Plan with its Management Conference for review and comment.

- **Tactics:** When finalized, the Communications Plan will be provided on the [www.onelagoon.org](http://www.onelagoon.org) website for public review and comment. The Plan will be adopted by the IRL Council Board of Directors and shared with the U.S. EPA which will review the document and issue a concurrence. The Plan will be updated concurrent with the update of the CCMP in 2025.

Short Term (1-2 years)

Management Conference:
A primary focus of this plan will be to provide internal audiences with more integrated communications. The 100 members of the Management Conference meet quarterly to set direction for the program, approve spending, and exchange information. While meeting-focused communications and periodic announcements are accomplished effectively, communications opportunities center on:

- Effectively communicating project accomplishments and progress;
- Coordination of Lagoon-focused messaging among counties;
- Substantial information-sharing among organizations;
- Providing information about upcoming staff activities and events.

  - **Tactics:**
    - Bring together county-level message partners for purposes of information sharing and development of common messaging that will engage the public and improve the quality and regional focus of Lagoon information;
    - Develop avenues by which county-specific information can be effectively shared and distributed to highlight particular projects, facilitate technology transfer, and dispel the persistent public misperception that little is being done to improve Lagoon health.

Local Government Partners:
In order to encourage local governments to adopt the CCMP into their comprehensive plans and improve Program outreach to cities, the IRLNEP will:

- **Tactics:**
  - Develop a standard PowerPoint presentation to describe the CCMP, its relevance to local governments, and the long-term goals that can be achieved through IRL protection and restoration efforts.
  - Work to schedule meetings with city and town managers and staff to familiarize them with the role of the IRLNEP, importance of implementing the CCMP, and provide information about available funding opportunities.
  - Seek other opportunities to connect with cities and towns to promote information-sharing, best practices, innovations, and technology transfers.
  - Assist counties and municipalities in developing information into public-facing products that can improve citizen awareness and knowledge of IRL issues. In addition, there is a public perception that nothing is being done to alleviate problems...
in the IRL despite efforts, both large and small, that are ongoing. In FY 2019 alone, more than 40 IRLNEP-funded projects were underway, along with an additional 161 partner projects that addressed stormwater, wastewater, septic to sewer, and habitat restoration. In 2020, 30 IRLNEP projects were funded and IRLNEP partners reported more than 260 projects underway that benefitted the IRL.

- Utilize various communication channels to assist partners and local governments in publicizing their efforts to protect and restore the IRL and develop communications resources that can be employed throughout the entire IRL watershed. Materials may include: Videos, fact sheets, brochures, story maps, infographics, reports, other collaterals as needed.
- Share all videos on the Program's YouTube channel and provide them to partners as MP4 files for purposes of co-branding and message amplification. Print and web materials will be provided to partners and stakeholder groups as camera-ready PDFs, with space available for partner logos to be applied before printing to maximize co-branding opportunities.
- Work to ensure that community leaders become aware of the availability of IRLNEP materials and will encourage their use and distribution. As materials roll out and circulate in the community, the public will be provided with accurate, timely, and useful information to assist them in better-understanding Lagoon issues.

**Community Leaders:**
Responsiveness will continue to be of optimal importance in outreach to community leaders. Staff will provide the best science-based information available to assist with improving knowledge on IRL issues and about the IRLNEP.

- **Tactics:**
  - Key messages will include: 1) Communicating the importance of implementing the action plans in the CCMP as the best means of restoring the IRL; 2) Stressing the economic value of the IRL as a driver of the regional economy; 3) Emphasizing the high return on investment value that Lagoon restoration brings and 4) Communicating that the IRLNEP utilizes public funds efficiently and produces results. At the national level, investment in the NEPs leverages federal funding at an average of $22 to $1, meaning that for every federal dollar delivered to an NEP, $22 is invested into restoration and protection programs throughout their local watersheds. For the IRLNEP, the state/local to federal leveraging amount was estimated by the EPA to be $33 to $1 in 2020.
  - Continue to engage with stakeholders opportunistically: Staff currently give over one hundred presentations to community organizations, business groups, clubs, and non-profit organizations each year. In addition, staff brief elected officials statewide about current conditions and issues, project funding, innovative technologies, and the role of the NEP in convening local stakeholders to work collaboratively in seeking solutions to environmental problems. The program intends to continue this course, connecting with community and business leaders as opportunities arise. Staff will seek additional ways to make meaningful connections with the community through business groups such as chambers of commerce, realtor associations, business roundtables, and other professional groups.
Other Audiences:
There are several different strategies that will be employed to accomplish IRLNEP communication among a variety of target audiences. However, the ability to deliver any substantial outreach efforts or educational programming is hampered by the IRLNEP’s small staff. Until such time as the Program gains the capacity to implement its own public engagement programs, it will rely on the use of social media, the Program website, and opportunistic participation at select events for most communication efforts. The Program will continue to support partners in their efforts to engage volunteers in IRL-focused restoration and protection efforts. Staff will coordinate among partners to feature volunteer and citizen science opportunities on the Program website and help connect organizations to individuals interested in experiencing the IRL as a citizen scientist, oyster restoration, or shoreline restoration volunteer.

• Tactics:
  ▪ Development of common messaging with partners will build a collection of print collaterals that can be employed as a regular part of outreach and engagement activities at presentations and events. Specialty products (such as the IRL Boater’s Guide) may also be developed to address needs among specific groups of stakeholders.
  ▪ Emphasizing Lagoon-Friendly personal behaviors and practices will provide the basis for most engagements with citizen stakeholders and IRL user groups. The IRLNEP has trademarked the Lagoon-Friendly graphic developed by IDEAS as part of Program branding and is considering ways to best capitalize on use of the mark to promote communities, programs and businesses with a Lagoon-Friendly ethic.
  ▪ Since 2015, the Program has maintained a position of not competing with its partners in the education space and has largely left formal education (education that occurs in schools) to the many non-profit organizations that engage students throughout the region. In looking to the future, additional funding and expanded staff capacity would enable the Program to collaborate with science coordinators and teachers in local school districts to develop curricula and other resources to support teachers in educating youth in all grades about IRL issues, ecology and health. Until then, the Program will continue to coordinate the regional Envirothon competition and will assist in promoting and publicizing local school and community programs to encourage their adoption lagoonwide.
  ▪ Work to provide a set of videos describing the thirty-two vital signs addressed in the CCMP. These videos will be brief 30- to 40-second summaries of each action plan in the CCMP. These will first be rolled out via social media, shared on the Program’s YouTube channel, and placed on the Program website as part of an interactive page where users may explore the CCMP to varying degrees of detail.
  ▪ Distribute ten videos focused on the 10 Rs for Lagoon restoration. The videos will be calls to action for both local governments and citizens, highlighting the various roles of each in restoring and protecting the Lagoon. These videos will be provided to any partner or stakeholder group wishing to utilize them and will provide an excellent opportunity for co-branding.
  ▪ Provide a set of 15-second ads for use on social media to promote Lagoon-Friendly behaviors with the goal of maintaining focus on the role that each individual plays in keeping the Lagoon healthy. The tag line for these ads will be “Small change, big impact” to promote the idea that making even small behavioral changes in how we
treat the Lagoon can make a difference. This set of videos will focus primarily on the role of individuals in making choices that improve the health of the Lagoon. The ads will be test marketed on YouTube in Brevard and Indian River Counties initially, and, if successful, they will be marketed in all Lagoon counties and shared with willing partners.

A benefit of these tactics is that target audiences throughout the entire Lagoon region will receive exactly the same information, regardless of the agency or organization that distributes it. This will assist in presenting a unified restoration and protection message; eliminate conflicting messaging, promote Lagoon-Friendly behaviors and practices on a regional scale; and improve brand recognition and confidence in the Program and its partners as reliable sources for information and solutions to IRL-focused problems.

**Longer-term (3-4 years):**
The tactics outlined thus far have been structured based on current staff capacity. However, concentration on information development and the use of social media will only take the Program so far. If the IRLNEP is to fulfill its mission of One Lagoon – One Community – One Voice and garner well-informed public support for long-term solutions to the problems plaguing the IRL, then increased public engagement efforts must occur. This cannot be effectively accomplished at current staffing levels. Contingent upon expanded or redirected funding, the IRLNEP plans to onboard additional staff who will be devoted to implementing additional projects and programs to improve public engagement, strengthen partnerships, improve the visibility of the Program and maintain focus on the issues impacting the IRL. Strategic expansion of IRLNEP staff would improve the ability of the program to engage, communicate with and provide technical assistance to local communities who are working to remediate IRL problems.

The enhanced program capacity created by additional staff will allow the IRLNEP to conduct public awareness campaigns on a variety of Lagoon-focused topics; allow improved message coordination with government and non-profit partners; contribute to event planning and implementation; and equip teachers with a variety of engaging and scientifically accurate resources for students, ensuring that all materials developed meet current education standards. Routine duties of these staff members are anticipated to include:

- Attending public meetings, conducting public presentations and workshops, giving invited presentations to community groups and citizens
- Engaging with traditional IRLNEP audiences and connecting with new and underserved stakeholder groups; make efforts to ensure diversity and inclusion are considered in IRLNEP programming and grant funding
- Coordinating and participating in community events, festivals etc. Conducting adult programs (kayak trips, walking tours, photography workshops, clean ups, etc.) to allow adults unique IRL experiences they may not ordinarily access
- Coordinating with government, agency and non-profit partners to assist in implementing their projects and programs, sharing information, and providing technical assistance as needed
- Developing and implementing citizen science programming and volunteer programs in association with IRLNEP partners
- Coordination with teachers in developing curricula for various grade levels and ensuring alignment with current educational standards

Each of these avenues can assist in raising the visibility of the IRLNEP; improving public awareness about the Lagoon and its issues; fostering a sense of stewardship for the Lagoon; personalizing the uniqueness of the
Lagoon, even among non-users; and increasing understanding of the Lagoon as a driver of the regional economy. As public understanding and support increases, this well-informed citizenry will drive public support and political will for funding the much-needed infrastructure improvements and projects that will return the IRL to health.

The IRLNEP will track implementation metrics of these programs and conduct regular meetings to review, refine or re-focus efforts in each of the areas to maximize the audiences reached and assure the quality of information developed and dispensed.

**Expected Outcomes:**
Achieving the goals of this plan will extend well beyond the timeline set forth in this document. However, this plan establishes the baseline for improving the IRLNEP's internal and external communications efforts. As elements of the plan are enacted and programmatic infrastructure is established, the Program’s long-term partnerships and collaborations will be strengthened and improved upon and new opportunities for collaboration will arise and be sustained.

Program visibility and branding will be enhanced with the focus on assisting community partners in developing and strengthening lagoon messaging. A long-term outcome of this information development effort is a collection of free, Lagoon-focused print, web and video collaterals that partners may easily access and utilize for communication efforts. This effort will form an information umbrella that will reach partners in all 5 Lagoon counties, who will be encouraged to cobrand with the IRLNEP in using these collaterals and multiplying a regional messaging effort. Over time, with repeated messages originating from a variety of sources, a Lagoon-Friendly ethic will begin to permeate the region and a better-informed Lagoon constituency will develop. With this, public support for Lagoon restoration efforts will be more easily maintained and enhanced.

Sharing IRLNEP project successes and assisting local government and agency partners in sharing their IRL-focused successes will assist in combatting the widely held, yet incorrect, perception among many target audiences that little is being done to return the Lagoon to health.

The addition of engagement-focused staff will greatly increase the capacity of the IRLNEP to effectively engage and reach out to a variety of stakeholder groups and target audiences. This effort will improve the Program’s visibility and impact in local communities and allow the Program to better serve established community partners while also establishing new efforts to reach underserved audiences as well as environmental justice communities.

In total, the focus on increasing and improving IRLNEP messaging as detailed in this communications plan will enhance the ability of the IRLNEP to fulfil its role of science-based, collaborative efforts that restore water and habitat quality to the IRL; develop a well-informed constituency throughout the Lagoon region; improve the visibility of the program; and enhance its reputation as an honest broker of factual information and policy priorities. Over time and with continuous effort and performance, the Program will be able to fulfil its mission: One Lagoon – One Community – One Voice.
Appendix A: Specific Activities, Estimated Budgets, Deliverables, Timeframes
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<thead>
<tr>
<th>Goal/Objective</th>
<th>Target Audience(s)</th>
<th>Tools/Tactics</th>
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<tbody>
<tr>
<td>Provide internal audiences with more integrated communications</td>
<td>Management Conference</td>
<td>Communicate project startups, progress, completions and successes; communicate staff activities and invite Management Conference participation in events and at speaking engagements; email, quarterly meetings, social media, and invitations.</td>
<td>Provide summary information on staff accomplishments and IRLNEP project milestones; invite Board members to attend events or speaking engagements when staff is participating.</td>
<td>Staff.</td>
<td>Staff time; ongoing</td>
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<tr>
<td>Communicate the value of the CCMP; encourage local governments to adopt the CCMP and work to implement it</td>
<td>County governments, cities and towns</td>
<td>Communicate with county and city managers and staff to discuss the CCMP, IRLNEP funding availability, information sharing, technology transfer and innovative solutions; emphasize the value proposition of the IRLNEP as a regional coordination and facilitation program for Lagoon restoration; produce videos to explain each of the 32 vital sign action plans included in the CCMP.</td>
<td>Schedule meetings with county and city managers and staff; develop a presentation that communicates the value of the CCMP as a benefit to communities and the economy; develop a community guide to the CCMP; produce videos to explain CCMP vital signs.</td>
<td>Staff, Management Conference members, partners in county and city government, NGO partners.</td>
<td>Staff time, ~$75,000 for contract support and video production; commenced in FY 2020, ongoing</td>
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<tr>
<td>Assist agency, county and local governments in messaging to the public about projects and programs that are working to restore water quality, habitats, and health in the IRL</td>
<td>County governments, agencies, cities and towns</td>
<td>Establish regular communications with agency, county and local governments to discuss project status, assist them in promoting their successes and project completions. Feature project successes to wider audiences.</td>
<td>Schedule webinars to showcase completed and ongoing projects; provide opportunities for agencies and local governments to feature their projects; include presentations to the Management Conference as a regular part of quarterly meetings.</td>
<td>Staff, agency, county and local government partners.</td>
<td>Staff time for coordination, ~$20,000 for contract support and video production; commence in FY 2022, ongoing thereafter</td>
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<tr>
<td>Work to brand the IRLNEP as the primary source for trusted information and data about the IRL. Integrate IRLNEP and partner messages into a suite of Lagoon-focused print, web, and video collaterals; Make these available to partners</td>
<td>County governments, cities and towns, environmental NGOs, community groups,</td>
<td>Utilize social media to publicize partner efforts, project milestones and successes; continue to celebrate partner projects in the IRLNEP annual report; coordinate IRL-focused messaging among Lagoon counties and facilitate sharing information and resources to improve outreach; develop IRLNEP communication and outreach resources that can be utilized by local governments and organizations to inform their communities about IRL issues.</td>
<td>Social media postings shared from partners; partner projects featured in annual report; development of print and web resources made available to partners for cobranding opportunities to assist with streamlining outreach efforts and reducing redundancies.</td>
<td>Staff, agency, county and local government partners</td>
<td>Staff time, ~$25,000 for design and layout of print publications, ~$25,000 for social media management; began in FY 2018, ongoing</td>
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<tr>
<td>Engage with community leaders about the IRL, how stressors affect it, and what solutions are available. Emphasize the role of the IRLNEP in working towards solutions.</td>
<td>Community leaders, elected officials, community influencers, target audiences</td>
<td>Provide accurate, science-based information about the IRL’s complexity, stressors affecting its health, and appropriate restoration solutions. Stress the economic value of the IRL as a regional economic driver; stress that lagoon restoration produces excellent return on investment.</td>
<td>Attend speaking engagements and forums with a wide variety of audience types; outreach to elected officials on IRL issues; produce fact sheets and other print and web materials that can be shared widely.</td>
<td>Staff, citizens, agency, county and local government partners.</td>
<td>Staff time, design, layout and printing publications, ~$25,000; ongoing</td>
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<td>Improve understanding that the IRL is an economic driver and increased resources for IRL recovery are an investment in the economy, jobs, and businesses</td>
<td>Community leaders, elected officials, community influencers, target audiences</td>
<td>Emphasize the role of the IRL in driving the economy in terms of recreational value, real estate value, and fisheries value; emphasize the quality of life benefits that make the region attractive in recruiting and retaining a highly skilled and talented workforce.</td>
<td>Seek partners and update the IRL Economic Valuation at approximately 5 year intervals.</td>
<td>Staff, citizens, agency, county and local government partners.</td>
<td>Staff time, &gt;$80,000 for a full economic assessment of IRL Valuation; timeframe depends on securing funding. IRLNEP has budgeted match dollars only to date. Timeline depends on funding.</td>
</tr>
<tr>
<td>Build trust in the IRLNEP as an honest broker, a smart investment, an efficient, well-run program that produces results and strong returns on investment; stress the importance of securing stable, recurring funding for the IRLNEP as a long-term stewardship, monitoring and recovery measure for the IRL</td>
<td>Community leaders, elected officials, community influencers, target audiences</td>
<td>Continue to share project successes and outcomes, develop and distribute science-based, factual information; engage with community leaders and local events to raise visibility of the Program; continue to tie funding needs to desired outcomes and improvements in Lagoon health; continue to share Return on Investment (ROI) metrics and other measures of success. Emphasize the need for continuing stable funding for IRL restoration.</td>
<td>Develop information for inclusion into newsletters, social media, website news, annual reports and press releases to promote project milestones and successes, funding for projects, ROI value to funding partners, and ecological successes as they can be documented.</td>
<td>Staff, Management Conference members, county and local government partners.</td>
<td>Staff time, potentially &lt;$10,000 for graphics/publication contract support; ongoing</td>
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<tr>
<td>Emphasize Lagoon-Friendly habits and behaviors using the 10 Rs (reduce, remove, restore, rebuild, research, report, respond, resolve, resilience, responsibility)</td>
<td>County governments, cities and towns, non-profits, and community groups</td>
<td>Trademark the Lagoon-Friendly logo; utilize it to co-brand with partners to expand common messaging; emphasize that everyone has a role in lagoon restoration. Produce brochures and fact sheets based around Lagoon-Friendly messaging; Produce a series of short videos explaining the 10 Rs and what they mean for lagoon restoration.</td>
<td>Lagoon-Friendly logo trademarked; 10 Rs videos produced, posted to social media and YouTube and shared with partners; production of print and web resources on Lagoon-Friendly behaviors.</td>
<td>Staff, NGO partners, county and local government partners.</td>
<td>Staff time; ~$124,000 (Trademarking: ~$2,000; Videos <del>$82,000; resource production:</del>$40,000); commenced in FY 2021, ongoing</td>
</tr>
<tr>
<td>Support partner efforts to engage volunteers in restorations and education programs and build a knowledgeable community</td>
<td>Local governments, non-profits and community groups</td>
<td>Assist partners in recruiting volunteers, promoting volunteer events, restorations, clean-ups, and other efforts utilizing social media; share partner message postings, celebrate partner successes.</td>
<td>Social media posts shared from partners, tracking of social media metrics.</td>
<td>Staff, NGOs, academic institutions, community groups, county and local government partners.</td>
<td>Staff time; ongoing with more focused efforts commencing in FY 2022</td>
</tr>
<tr>
<td>Engage with teachers and students to provide education, outreach and volunteer opportunities to students, and professional development experience to teachers.</td>
<td>Teachers, students, schools</td>
<td>Continue support for the IRL Envirothon; seek opportunities to engage in lagoon-focused activities for youth; provide professional development experiences for teachers during the summer months.</td>
<td>Continue to organize and implement the IRL Envirothon, the nation’s largest outdoor environmental competition for high school students. Conduct summer teacher workshops as can be accommodated. Provide IRL-focused engagement and educational experiences in association with partnering organizations.</td>
<td>Staff, public schools, NGOs, agencies participating in Envirothon planning and implementation.</td>
<td>Budget uncertain. Contingent on adequate staffing. Will not be considered before FY 2023 budgeting</td>
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Table 1: IRLNEP Communications Roadmap FY 2021 - FY 2024
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<tr>
<td>Reinforce &quot;One Lagoon&quot; and &quot;Lagoon Friendly&quot; concepts with IRL communities and citizens</td>
<td>All audiences</td>
<td>Execute a comprehensive social media campaign to personalize the IRL to users and activate the IRLNEP brand; improve online engagement and increase audiences; track user metrics; utilize produced media to feature Lagoon Stories collect, curate and disperse user-generated content.</td>
<td>Improved audience expansion, social media management; produced media and user-generated videos on a variety of topics.</td>
<td>Staff, contract support.</td>
<td>Staff time; <del>$120,000 contract support (</del>$36,000 social media management, ~$80,000 produced media and video production); commenced in FY 2021, ongoing</td>
</tr>
<tr>
<td>Utilize the IRLNEP website to include more interactivity and project-focused information. Increase the use of videos on the site to improve viewer focus</td>
<td>All audiences</td>
<td>Add interactivity to the IRLNEP website including an interactive Vital Signs wheel that feeds the thirty-two 30-second action plan videos as well as the CCMP Action plans; the 10 Rs videos and the 15-second ads for living Lagoon-Friendly. Add access to IRLNEP Technical reports and final reports from funded projects.</td>
<td>Work with communications consultants to create interactive web content; ensure all IRLNEP reports posted are ADA compliant;</td>
<td>Staff.</td>
<td>Staff time; ongoing with more focused efforts in FY 2022 and beyond</td>
</tr>
<tr>
<td>IRLNEP Specialty License Plate redesign</td>
<td>All audiences</td>
<td>Redesign the IRLNEP specialty License Plate; develop an advertising program; develop other products to increase affinity for the plate; promote the plate through social media and paid advertising as a means of making a personal contribution to Lagoon restoration.</td>
<td>Redesigned plate; production of associated products (magnets, bumper stickers, etc.) to activate messaging.</td>
<td>Staff.</td>
<td>Staff time. ~$28,000 for contract graphics support and campaign development; graphics support completed FY 2021, marketing campaign commences after approval of design by Florida Dept. Highway Safety and Motor Vehicles. Timeline to roll out depends on FHSMV.</td>
</tr>
<tr>
<td>Update the Boater’s Guide to the IRL</td>
<td>Power boaters, passive boaters</td>
<td>Update the IRL Boaters Guide, last issued in 1995. Expand information on good boating habits, wildlife protection, using pump outs, etc.</td>
<td>Updated Boaters Guide to the Indian River Lagoon.</td>
<td>Staff, contract support. Agency, county and local government partners and NGOs will assist with distribution and publicize availability.</td>
<td>$75,000 ($50,000 contract services, $25,000 printing); anticipated completion by December 2021</td>
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<tr>
<td>Produce a quarterly newsletter</td>
<td>All audiences</td>
<td>Utilize Constant Contact list of 1,600 subscribers to distribute information about progress of projects and programs; give updates on current state of the Lagoon; feature volunteer efforts, publicize new print and web products.</td>
<td>4 newsletters per year produced and distributed; shared with partners for additional distribution.</td>
<td>Staff.</td>
<td>Staff time, continue subscription to Constant Contact, $850 annually; potential to begin in FY 2021 and ongoing thereafter</td>
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<tr>
<td>Presentations to community groups</td>
<td>All audiences</td>
<td>Accept speaking invitations as can be accommodates; provide updates current status, the importance of the lagoon ecologically and economically. Seek opportunities to connect with economically and socially diverse audiences.</td>
<td>Accept all invitations that can be accommodated. Should additional staff be added, seek new opportunities.</td>
<td>Staff.</td>
<td>Staff time, travel. Additional staff not envisioned before FY 2023 budget; ongoing</td>
</tr>
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<td>Participation at indoor and outdoor community events</td>
<td>All audiences</td>
<td>With additional staffing. Program visibility can be raised through attending evening and weekend events to distribute information and print publications, answer resident questions, etc.</td>
<td>Track attendance metrics at all events attended including numbers of contacts made, publications given, etc.</td>
<td>Staff, CAC volunteers.</td>
<td>Staff time, ~5,000 for Tents, table covers, branding materials, etc.; contingent on adequate staffing; will not be considered before FY 2023 budgeting</td>
</tr>
<tr>
<td>Develop engagement opportunities for underserved audiences that are authentic and relevant to community interests and needs</td>
<td>Underserved audiences, environmental justice communities</td>
<td>With additional staffing, begin to ensure that IRLNEP engagement and education efforts are more inclusive and aimed at more diverse audiences; work with underserved communities to assess needs and develop appropriate engagement efforts to address issues.</td>
<td>Work with University of Florida/IFAS as a partner in the CIVIC program; develop opportunities to include communities of color, economically challenged communities and environmental justice communities.</td>
<td>Staff, contract support.</td>
<td>Staff time, budget uncertain; future efforts contingent upon adequate staffing; will not be considered before FY 2023 budgeting</td>
</tr>
<tr>
<td>Explore opportunities to utilize earned and paid media to promote the IRLNEP and its projects and programs</td>
<td>All audiences</td>
<td>Produce press releases to publicize grant awards, completion of projects; explore using billboards to promote Lagoon-Friendly behaviors and practices; consider production of radio and TV public service announcements and purchase of air time;</td>
<td>Track earned and paid media appearances, produce billboard advertising, radio and television spots, leverage ad buys with additional free advertising.</td>
<td>Staff, contract support.</td>
<td>Staff time, minimal budget for earned media. Budget for paid media TBD; will not be considered before FY 2023 budgeting</td>
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</table>