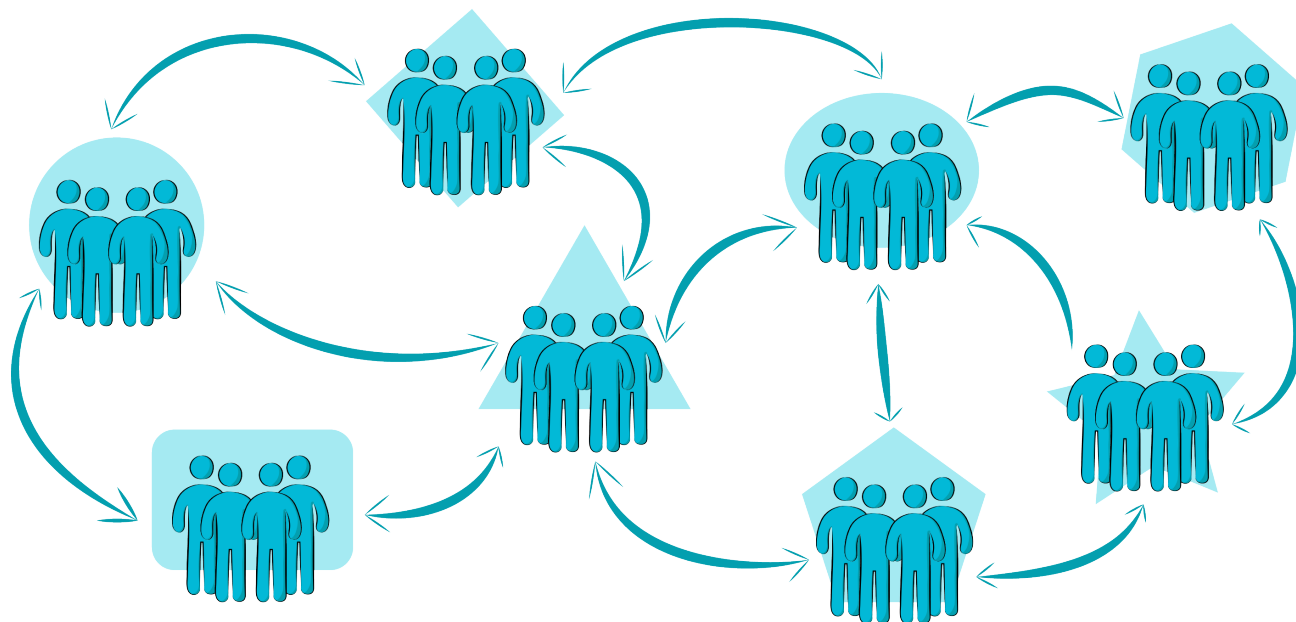


HOW TO BUILD AN EFFECTIVE STATE CARBON PRICING COALITION



Climate change is undeniably too large of an issue for one organization to tackle alone, and putting a price on carbon emissions has long been a challenge. Therefore, mobilizing a **COALITION** — a temporary partnership between groups and individuals — allows organizations to work together toward achieving the common goal of a healthier planet. Working with a coalition has many benefits but is also challenging to form and maintain. We hope that this document offers some insights and best practices, however it is important to remember that every coalition is different and no two function under the same circumstances, members, and shared values. Forming an inclusive group with a diversity of opinions, skill sets, and resources will strengthen your effort while also provide comradery and a sense of community. Simply put, **COALITION BUILDING** is the process by which different groups combine their resources and personnel and in turn become more politically effective. When well-assembled, coalitions can be a powerful tool.

STEP ONE: ESTABLISHING A DIVERSE AND DYNAMIC INNER CIRCLE

The first step of establishing a carbon pricing coalition is deciding who are the early partners. Identifying your likely partners is a great place to start, however it is important that you stretch far beyond this list. The coalition must consider who are the key stakeholders, who they need feedback and engagement from, as well as what different organizations can offer. Four primary factors should be considered during this process:

DIVERSITY Beyond your likely partners, the communities most impacted by carbon pricing and climate change need to be key leaders within your coalition. Members of a coalition must represent diverse demographics, communities, and opinions. Be sure to reach out to environmental justice groups, business leaders, advocates for low income people, the public health community, organized labor groups, civic organizations, etc.

SIZE Larger organizations are especially valuable because they bring with them large numbers of people. Established organizations may have staff members or networks of

volunteers across your state. Having a group with those numbers and name recognition join a carbon pricing coalition would instantly elevate the campaign to the next level.

RESOURCES Different groups offer different resources, like space, materials, technological support, research support, lobbying knowledge, and financial support. These resources can each enhance the effectiveness of the coalition.

POLITICAL INFLUENCE Political influence is critical in ensuring coalitions can actually spur legislative change. (However, it is imperative not to jump straight to this step and only include groups with high political influence.)

Even after the coalition is established, it's important to periodically assess if there are key groups or individuals that have been left out of the conversation.

STEP TWO: MAKING THE ASK

After the core group of the coalition has been agreed upon, the coalition should delineate its goals and priorities in an initial, informal meeting, which should:

Ensure everyone in the room is **FAMILIAR WITH ONE ANOTHER**.

Review climate-related challenges in the state. For example, being a coastal state, Massachusetts is affected by sea level rise.

ESTABLISH A BROAD, VISION-DEFINING QUESTION, such as: what would the state ideally look like in ten years, and what progress would you be most proud of?

Have groups **PRIORITIZE KEY COMPONENTS OF THIS VISION**, like more meaningful employment, improved air quality, and tax breaks for small businesses. These different aspects don't necessarily have to directly involve the environment.

Create a way for groups to share their priorities and challenges they face. It is important to listen and encourage groups to share as much information as possible.

Remember that a successful carbon pricing campaign has to **WORK FROM THE BOTTOM UP**, constantly reaching out to new constituents and strengthening its base.

STEP THREE: THREADING THE NEEDLE

After priorities have been established, the coalition must learn to skillfully navigate through the intricacies of a carbon pricing campaign. There are a couple important points coalition-builders should note here:

Acknowledge that **CARBON PRICING IS NOT A SIMPLE FIX** for all climate change-related issues. However, it can and should be a key component of any comprehensive environmental policy.

ANTICIPATE ATTRITION; with every coalition comes some disagreement from within. This should not be feared.

Whenever possible, **INCLUDE DIFFERENCES IN OPINION IN THE CONVERSATION**.

Listen and engage with the viewpoints of people from different political and thought groups. For example, don't discount conservatives, as under the right circumstances, they can be surprisingly receptive to the carbon pricing cause. In fact, in Massachusetts in 2018, every Republican Senator voted in favor of carbon pricing. At the same time, however, don't feel pressured to include people in the coalition who are completely opposed to the carbon pricing cause or ignorant to the issues of climate change.