

Our Communities, **OUR POWER**

*Advancing Resistance and Resilience
in Climate Change Adaptation*

- ACTION TOOLKIT -



Created by the NAACP Environmental and Climate Justice Program (ECJP)



NAACP

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Environmental and Climate Justice Program's Mission

Advancing the leadership of frontline communities to eliminate environmental and climate injustices and ignite an environmental, social, and economic revolution.

NAACP Mission

The mission of the National Association for the Advancement of Colored People (NAACP) is to ensure the political, educational, social, and economic equality of rights of all persons and to eliminate race-based discrimination.

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Table of Contents

Introduction	9
The NAACP and Environmental and Climate Justice	10
Equity, Resilience, and Liberation	17
The Toolkit at a Glance	21
Module 1: A Community Coming Together	25
Starting an NAACP Environmental & Climate Justice Committee.....	26
The First ECJ Committee Meeting	30
Connecting with Neighbors	32
Engaging Local Stakeholders.....	33
Balancing Power Dynamics among Stakeholders.....	34
Who Has the Power Over the Power?	37
Developing a Community-Driven Vision	45
Conclusion.....	54
Resources	55
Module 2: Building Social Cohesion	59
Healing Justice	62
Sanctuary For All.....	65
Cultural Preservation	73
Conclusion.....	74
Resources	74
Module 3: Developing a Community Climate Adaptation Plan	77
Locating State and Local Adaptation Plans.....	78
Guiding Principles of Community-Driven Adaptation Planning	80
Mapping Out Community Climate Change Impacts	83
Identifying Community Priorities and Finalizing Goals	99
Developing Community-Driven Solutions	101
Model Resilience and Adaptation Planning.....	102
Assessing Equity and Resilience in Climate Adaptation Plans	106
Conclusion.....	149
Resources	150
Module 4: Passing Climate Resilience Policies	153

Instilling Equity and Justice in Climate Resilience Policy	154
What is Legislative Advocacy?	155
Passing State Policy.....	156
Passing Local Policy	160
Conclusion.....	166
Resources	166
Module 5: Communicating For Impact	170
Crafting a Story-Based Strategy.....	170
Engaging the Media	180
Using Social Media.....	188
Conclusion.....	192
Resources	192
Module 6: Educating and Organizing for Climate Resilience	199
Types of Education and Organizing Activities	199
A Little Planning Goes a Long Way.....	203
Hosting Town Hall Meetings.....	205
Conclusion.....	212
FACT SHEET: Strategy Modules	213
Module 7: Democracy and Governance	214
Strategies for Resilient Democracy and Governance	215
Passing Policy for Resilient Democracy and Governance	216
Launching a Participatory Budgeting Process.....	219
Conclusion.....	222
Resources	222
Module 8: Economic Justice	224
Promising Models for Achieving Economic Justice	226
Passing Policies Towards Resilient Economic Systems	227
Starting a Worker Cooperative	232
Conclusion.....	235
Resources	236
Module 9: Energy Systems	238
Perils of the Fossil Fuel Economy	239
The Promise of Distributed Clean Energy Generation	241

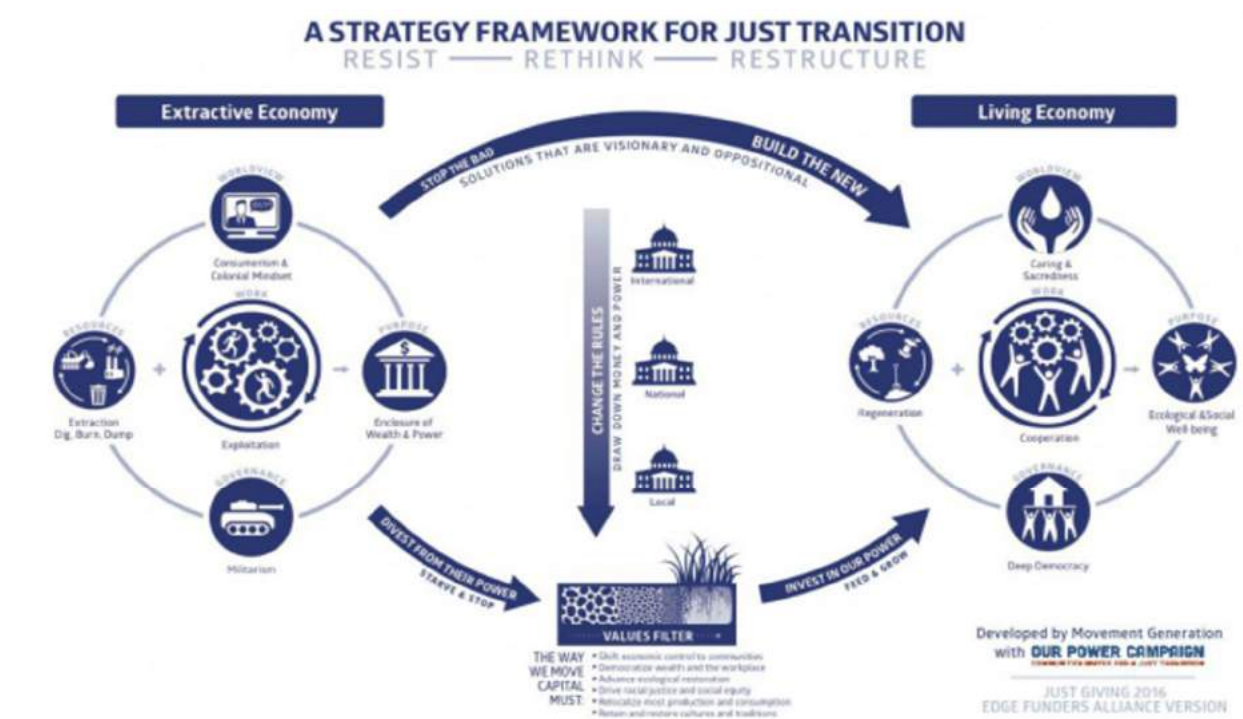
Models for Resilient Energy Systems.....	242
Passing Policy for Resilient Energy Systems.....	244
Starting a Community-Owned Clean Energy Project	248
Conclusion.....	256
Resources	256
Module 10: Emergency Management.....	263
Disparate Impact and Unequal Protection.....	264
Toward Democratic and Inclusive Emergency Management	265
Strategies for Climate Resilience in Emergency Management	266
Passing Policies for Resilience in Emergency Management	269
Community Benefits Agreement.....	298
Conclusion.....	303
Resources	304
Module 11: Food Systems	312
An Inequitable and Unsustainable Food System	313
Whole Systems Thinking to Establish Food System Resilience	314
Models for Climate Resilient Food Systems.....	315
Passing Policy for Resilient Food Systems	317
Starting an Urban Farm or Community Garden	320
Conclusion.....	325
Resources	325
Module 12: Gender and LGBTQ Responsive Climate Resilience	331
Models for Gender and LGBTQ Responsiveness in Climate Resilience.....	333
Advocating for Gender and LGBTQ Responsive Policies	340
Conclusion.....	341
Resources	342
Module 13: Housing	346
Gentrification and Displacement	346
Models for Resilience in Housing	348
Passing Policies for Resilience in Housing	350
Starting a Housing Cooperative	353
Conclusion.....	357
Resources	357

Module 14: Land Use Planning and Management.....	359
Equitable Land Use Planning and Management Models	360
Passing Policies for Resilient Land Use Planning and Management.....	361
Starting a Community Land Trust.....	365
Conclusion.....	369
Resources	369
Module 15: Restorative/Criminal Justice.....	370
Strategies for Reforming and Reimagining Criminal Justice	371
Passing Policy for Restorative Justice and Community Resilience.....	375
Conclusion.....	379
Resources	379
Module 16: Sea Level Rise and Coastal Resilience	382
Strategies for Coastal Resilience and Sea Level Rise Adaptation	383
Passing Policy to Address Sea Level Rise.....	388
Assessing Sea Level Rise Risk.....	391
Conclusion.....	392
Resources	392
Module 17: Transportation Systems	396
Models for Resilient Transportation Systems.....	397
Passing Policy to Support Resilient Transportation Systems.....	399
Gathering Information for a Complete Streets Campaign	403
Conclusion.....	405
Resources	406
Module 18: Waste Management	408
Waste Management and Environmental Injustice	409
Becoming a Zero Waste Community.....	410
Models for Resilient Waste Management.....	410
Passing Policy for Resilient Waste Management.....	413
Starting a Community Compost Project	415
Conclusion.....	418
Resources	419
Module 19: Water Resource Management	423
Water Access and Affordability	423

Water Quality--Common Sources of Water Contamination.....	424
Storm Water Runoff.....	425
Models for Resilient Water Resource Management.....	427
Passing Policy for Resilient Water Resource Management	430
Conclusion.....	433
Resources	433
Conclusion: The Urgent Need for Transformative Action	435
Appendices	437
Appendix A: Glossary	437
Appendix B: Resources.....	445
Appendix C: Sample Community Vision Plans.....	462
Appendix D: References	470

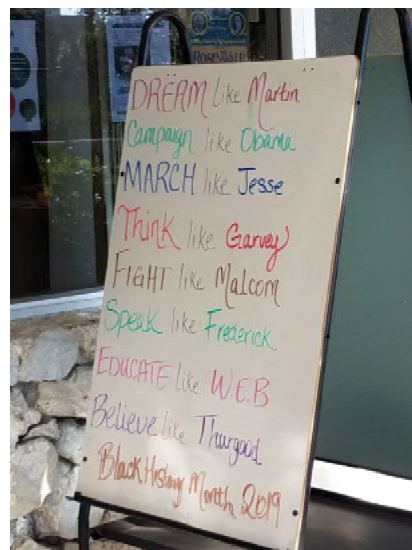
Introduction

The Beloved Community is a vision for our future where all people share equally in the wealth and bounty of the earth, where we protect its abundance, diversity and beauty for future generations. In this vision of liberation, racism, exploitation, and domination are replaced by democracy, cooperation, interdependence, and love. To get there, we pursue transformative, systems-change solutions. What do we mean by this? The root causes of the problems our communities face—like climate change, racism, and economic inequality—are all deeply connected. Since the problems are connected, so are the solutions.



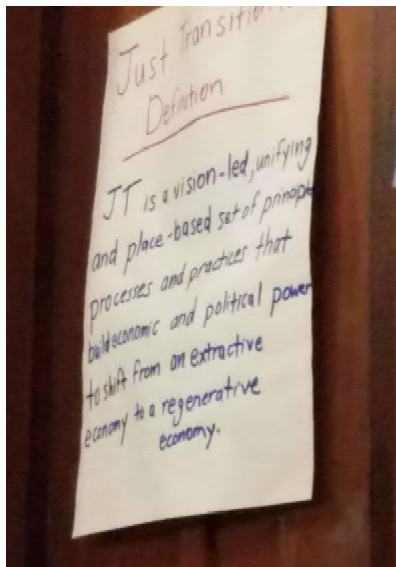
To move away from extraction and domination and towards a society built on regeneration and cooperation, we need a complete and systemic transformation. The transitions we must make to get there include going from:

- Drilling and burning to power our communities, to harnessing the sun and the wind.
- Burying or burning our waste, to recovering, reusing, and recycling waste such that we move towards a zero waste society.
- Trucking and shipping our food, to locally produced food that is nutritious and accessible for all.
- Privatizing the essential resource of water, to acknowledging water as a human right with public



guarantees for the quality, accessibility and affordability of this precious resource for all.

- Displacing people from home and land, to upholding housing as a human right, protecting land from appropriation, and ensuring access to a place called home for all.
- Exploiting labor to upholding living wages and workers' rights for all.
- Surveilling, profiling, criminalizing, incarcerating, and/or militarization based on skin color and country of origin, to prioritizing restorative justice, rehabilitation where necessary, and peace.
- And tokenization, lip service, and superficial diversity, to true shifts in leadership, ownership, and power in decision making to frontline communities.



The purpose of this toolkit is to put us on the path toward achieving this vision. Through the context of building equity and resilience into climate adaptation planning, we introduce strategies to transform our communities and, by extension, society. Our ultimate goal is to create lasting and systemic change. At the same time, we recognize the urgency of the issues our communities face and the need to take action now. That is why we pursue change at every scale—from policy changes to community-based projects—to institute the transformative change we need to uphold our vision of the beloved community.

The NAACP and Environmental and Climate Justice

The NAACP believes that environmental justice and climate justice are civil and human rights issues. We started the Environmental and Climate Justice Program in 2009, after decades of policymaking advocacy, because we saw a connection between issues like pollution and sea levels rising and the affect those are having on the health and wellbeing of African American and lower-income communities.

We have three main goals:

1. Reduce harmful emissions, particularly greenhouse gases

Combines action on shutting down coal plants at the local level with advocacy to strengthen development of renewable sources of energy and monitoring enforcement of

regulations at the federal, state, and local levels. Also includes a focus on corporate responsibility and accountability.

2. Advance energy efficiency and clean energy

Works at the state level on campaigns to pass renewable energy and energy efficiency standards while simultaneously working at the local level with small businesses, unions, and others to develop demonstration projects to ensure that communities of color are accessing revenue generation opportunities in the new energy economy, while providing safer, more sustainable mechanisms for managing energy needs for our communities and beyond.

3. Strengthen community resilience in the context of climate adaptation

Ensures that communities are equipped to engage in climate adaptation planning that integrates policies and practices on advancing food justice, advocating for transportation equity and upholding civil and human rights in emergency management.

Interested in learning more?

Contact the ECJ Program at ecjp@naacpnet.org.

Environmental Justice

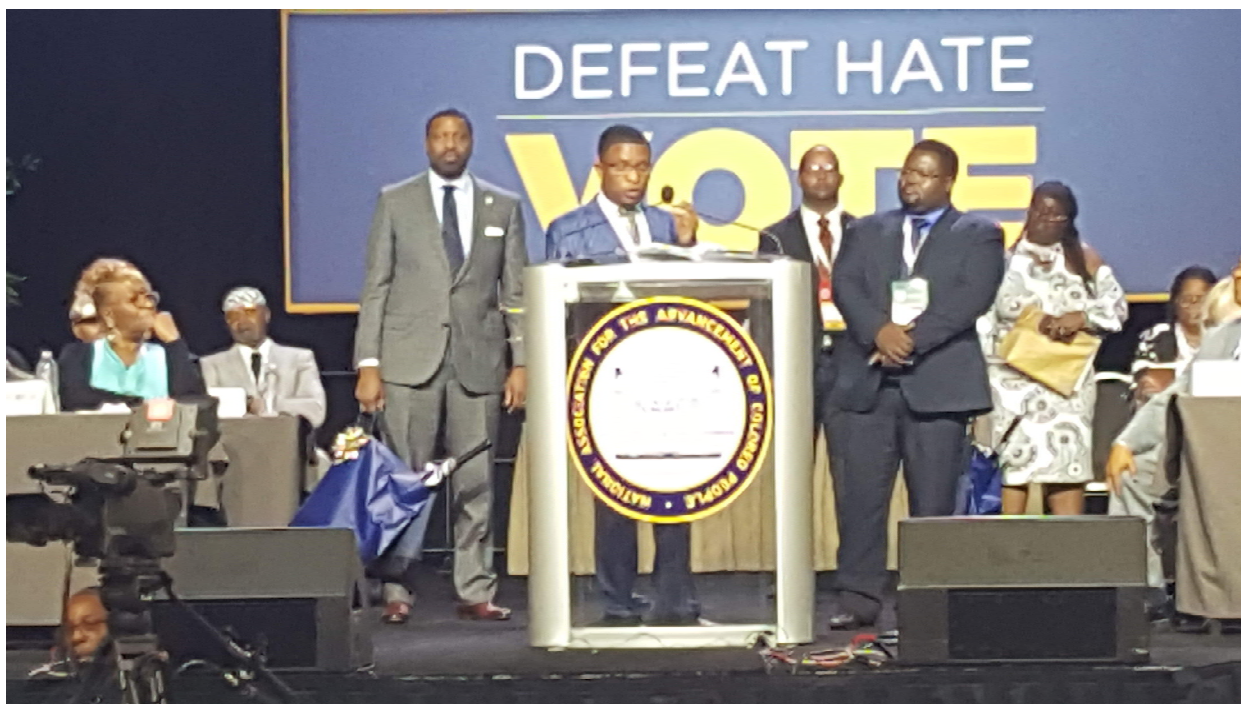
Environmental justice is the fair and equal treatment of all people regardless of race, color, national origin, gender, sexual orientation, gender identity, ability, or income level, etc. in the development, implementation, and enforcement of environmental laws, regulations, and policies. Environmental justice is about equal access to and enjoyment of the world's beauty and resources. It is about preservation of lifeways which are dependent upon natural resources and

certain environmental and climactic conditions. It involves free, informed and prior consent for communities related to resource rights and any proposed development or extraction processes affecting them. It is about the right for individuals and communities to be safe and healthy. It is a commitment to future generations that they will inherit a world which is at least as safe, healthy, and beautiful as the one we inherited. And finally, at the heart of our approach to environmental justice work is the ethic of including the community in every step of public processes to make their environment safe and their area a healthy place to live.



Climate Justice and Climate Change

The NAACP supports and operates under the fact that climate change is real and the effects of climate change hit African American, low-income, and other frontline communities first and worst. The term “climate justice” emerged in the early 2000’s as an extension of the environmental justice movement. It recognizes that the impact of climate change – increased floods, hurricanes, tornados, sea level rise, drought, etc. – affects people who already experience inequity more in other ways. As climate justice advocates we advance human and



Frontline communities are groups of people who are directly affected by climate change and inequity in society at higher rates than people who have more power in society. They are “on the frontlines” of the problem. For example, people of color, people who are low-income, who have disabilities, who are children or elderly, who are LGBTQ, who identify as women, etc. have less advantages and access to resources in our society than other people. In the context of climate change, frontline communities’ health, income, and access to resources is less than people who have social privilege (people who are white, upper middle-class or upper-class, able-bodied, in middle age ranges, heterosexual, non-trans, etc.).

In other words, people who experience oppression because of race, income, gender, sexual orientation, disability, gender identity, age, etc. are more likely to have less resources and protections in our society in general and even less access to resources and protections not only to adapt to our changing climate but also to pass policies and legislation that are fair and culturally significant.

civil rights, to change climate policies, principles, and practices. We recognize the injustice of those suffering the most from climate change, as well as those who are left out of climate legislation.

Climate change is a shift in the typical or average weather patterns of a region or city or the earth over a long period of time – over tens, hundreds or thousands of years. One aspect of the weather changes involved is global warming, which refers to the increase in the temperature of the earth's near-surface air and oceans. Climate change is primarily driven by emissions of carbon dioxide. In the United States, the largest contributors of carbon dioxide emissions are the transportation sector and the power sector (through the burning of fossil fuels to generate electricity). It is made worse by deforestation because forests play a key role in absorbing carbon dioxide. Other climate change causing emissions include methane and nitrous oxide. Because of climate change, we experience more floods, droughts, hurricanes, tornadoes, as well as a warming of the ocean, sea levels rising, land loss, and a number of other issues.



Some of the ways that frontline communities in the US experience climate change are:

- Climate change can exacerbate the impacts of air pollution that frontline communities often face – leading to more respiratory problems like asthma and cancer. This can be especially harmful to children and elders. As a result, people may miss more days at school and work, and at its worst, they die earlier than those who live in other communities.
- Climate change is increasing both the frequency and severity of storms. This can be particularly tough on low-income households and communities of color who may have harder times finding alternative locations to flee storms, difficulty in having transportation to evacuate, less of a financial cushion if their paycheck or income is disrupted, etc.





- Increasing temperatures and numbers of “high heat” days pose special difficulties for communities of color, the elderly and lower-income households. These groups are already spending upwards of 40% of their income on utilities now. As bills escalate, people are forced to turn off their A/C to save money. And they may have no money to fix their A/C when it breaks, as units often do under extreme heat waves. If there are no cooling centers or other options available, they are left at home and susceptible to heat-related illness and death.
- Many low-income, indigenous, and communities of color are located in areas which are being battered by sea level rise, coastal erosion, or melting sea ice and permafrost. They are on the front-lines of climate change and yet local, state and national government bodies are not making the technical and financial resources available to help these communities adapt to changing conditions so people can safely continue to live where they are, or relocate, should that be necessary. In fact, recent investigations have found that FEMA (Federal Emergency



Management Agency) buy-outs for families whose homes have been totally destroyed more likely go to more affluent white homeowners than to others.

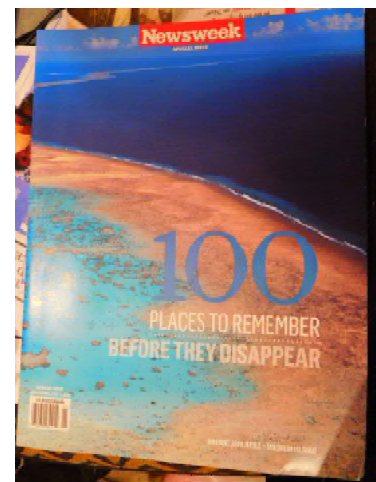
- Research has documented the link between where people of color live and where hazardous waste facilities and coal-fired power plants are located – the institutional racism in land use policy, industrial zoning and siting, and housing policies. This means that when storm winds or surges batter these facilities, they may cause toxic releases into the air, water, and soil, and structures (homes, schools, etc.) in the neighborhoods around them. This can exacerbate the health challenges these toxics have already been causing the community, and further depress home prices/property values, diminishing the financial resources of residents.



- Emergency planners often do not consider communities of color, low-income communities, nursing home facilities, people with disabilities, women, and LGBTQ people when they plan emergency transportation needs, evacuation routes, shelter needs, food and clean water access, utility shut-offs and reconnection processes, medical needs, etc. When they make plans, they do not organize educational programs that reach these communities as well as rural communities in disaster preparedness.



- People who are undocumented and/or people whose first language is not English do not receive the same resources during natural disasters caused by climate change. Often, these individuals do not seek government resources for the fear being deported, which does happen in some cases, and because of prejudice and bias in emergency responders. There are not resources like pamphlets or community education programs created in their language or with their culturally specific needs in mind.



- Women of color and children are at higher risk for sexual assault when placed in emergency shelters, emergency housing, or when they are forced to live with family members or partners who may be their abuser or perpetrator.

For more information on including sexual violence considerations in disaster planning, read *Sexual Violence in Disasters: A Planning Guide for Prevention and Response*, by the National Sexual Violence Resource Center.

Both Spanish and English versions are available at www.nsvrc.org. Look in their “Publications” page or at this link: <https://www.nsvrc.org/publications/nsvrc-publications/sexual-violence-disasters-planning-guide-prevention-and-response>

To learn more about how climate change impacts women of color, read this article *Natural Disasters, Climate Change Uproot Women of Color (2)*.

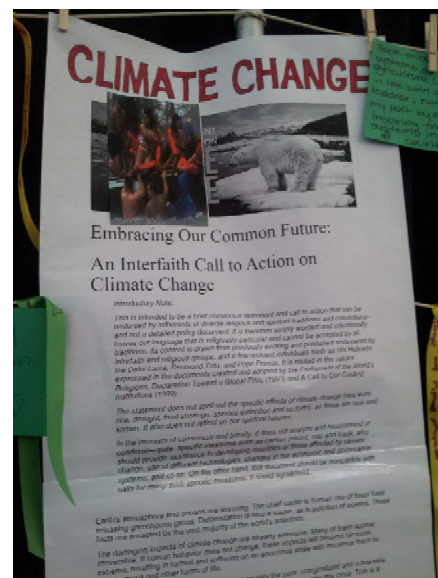
Find the article under the “resources” section of our Environmental and Climate Justice home page at <http://truth-out.org/archive/component/k2/item/86799:natural-disasters-climate-change-uproot-women-of-color-2>

- Many LGBTQ individuals of color and particularly transgender people of color are subject to discriminatory housing practices (that are legal in most states) that force them into lower priced and lower quality homes, and as mentioned previously, these homes are located closer to or next to dirty energy plants and other “undesirable” properties. Additionally, their needs, particularly those in the transgender community, are not considered when emergency planners consider shelter needs. In fact, many shelters refuse to take in transgender or gender non-conforming people.

For more information on how the African American community is impacted by climate change, check out this NAACP op-ed, *Your Take: Climate Change is a Civil Rights Issue*. Find the article under the “resources” section of our Environmental and Climate Justice home page at www.naACP.org or at this link: <http://www.theroot.com/your-take-climate-change-is-a-civil-rights-issue-1790879295>

Climate Justice and Civil Rights

The NAACP believes that equity in climate change adaptation is a civil and human right that belongs to everyone. Everyone has a right to live in a world that is free from the impacts of climate change we deserve the same resources for climate adaptation planning as other communities. Unfortunately, energy companies, the energy industry, corporations, some politicians and lawmakers, and others who pollute our air, water, and soil do not operate under this principle. The way they do business not only impacts the environment but the people who live in it, which results in health problems and other issues for our communities. This also is an issue of morality and fairness in that the people who have least benefited from the economic system which created climate change – in the US and around the world – are the ones who are disproportionately bearing the burdens of the negative consequences.



Climate Adaptation

One of the ways we fight the effects of climate change is through climate adaptation. These are actions we take to combat climate change and adapt to the changes it brings. Climate adaptation plans are long-term plans that include goals, objectives, action plans, and a multitude of other steps groups will take to adapt to the new conditions that climate change brings. We use these plans to make sure that our neighborhoods are ready for storms and floods, that our community's needs are met in emergency planning, and that our needs are included in policies passed on the state and local level.

Normally climate adaptation work focuses on practical actions to manage risks from climate impacts, framing resilience within the scope of disaster and crisis response. For example, preparing communities for extreme weather events that increase with climate change. We want to do that too, but we want to take a more transformative approach to climate adaptation that accounts for the inequities already in our communities and moves to reduce or minimize further harm through reducing or eliminating the kinds of emissions that create climate change.

Equity, Resilience, and Liberation

Equity

What do we mean when we talk about **equity** in climate adaptation planning? In most cases, existing climate change adaptation plans and policies do not include the specific needs of

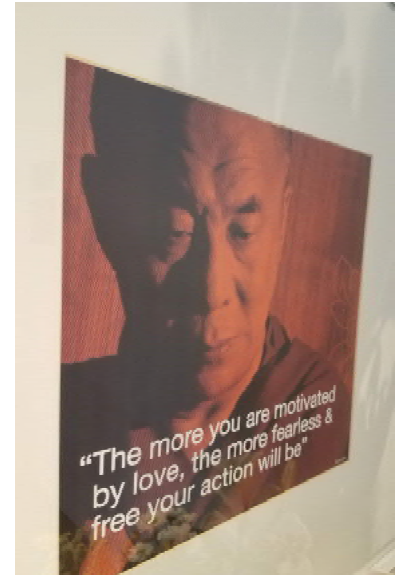
frontline communities, or more specifically, African Americans, people of color, women, people with

disabilities, people who are low-income, young people and people who are elderly, etc. We believe that frontline communities can create their own plans, or that they should be an integral part of the formal planning process, so that those plans equitably meet community needs. We will go deeper into how equity can be utilized in climate adaptation planning later on.

Resilience

Mainstream definitions of climate **resilience** refer to a community's ability to adapt to or "bounce back" from the impacts of climate change. This focuses narrowly on preparing for the natural disasters and other shocks associated with climate change. Our vision of climate resilience takes a holistic view of the challenges our communities face and pursues solutions at the intersection of people, the environment, and the economy.

There are many different paths that communities can take to build resilience, but we find this basic formula useful to understanding the various components of resilience. At the core of resilience are the following elements:



$$\text{Climate Change Mitigation} + \text{Adaption} + \text{Deep Democracy} + \text{Equity} \\ = \text{Resilience}$$

When we talk about "**climate change mitigation**" we mean that we must reduce the greenhouse gas emissions that are the main cause of climate change. Burning fossil fuels like coal or oil for electricity and transportation are the main sources of greenhouse gas emissions. Climate change **adaptation** refers to the shifts our communities must make to survive in a changing climate. Adaptation is about planning and altering our systems, including built environments, to account for current and anticipated effects. Mitigation and adaption are closely related and should work together. **Deep democracy** is the practice of democracy that recognizes the importance of all voices in a group or society, especially those on the margins. It is about fostering a strong sense of community, inclusion, power, and participation. **Equity** involves redressing social harms, and dismantling structures of oppression and inequality.

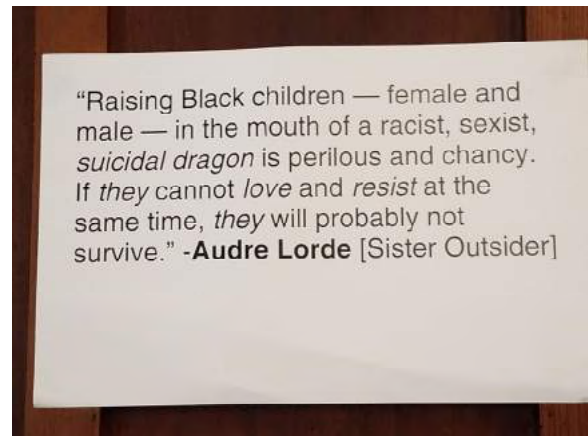


Effective climate resilience strategies incorporate all of these elements. In this way, resilience is not just about adapting or bouncing back. Rather, **resilience is a broad, multidimensional, “bounce-forward” response to the causes of climate change and the potential transformational solutions.**

A Few Examples of Equity Looks Like in the Context of Climate Adaptation Resilience

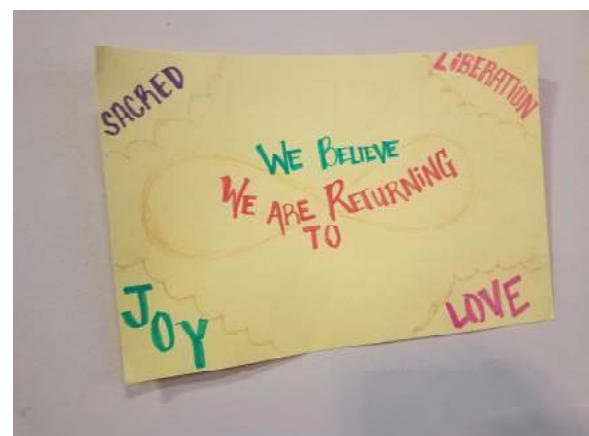
Now that we have equity and resilience defined for our work in climate adaptation, what does that look like? Here are a few brief examples:

- Equity includes opportunities, especially jobs and apprenticeship opportunities, policies, and infrastructure investments for African American communities in long-term climate adaptation plans.
- Equity in resilience building for climate adaptation means that a community leads the planning process based on their own communities' needs. For example, if they live near the coast where sea level rise is a concern, they decide as a community how to support people who can't or don't want to relocate, and what infrastructure like a sea wall or homes on stilts, etc. that they would need to live in their area.
- Equity in resilience building for climate adaptation lobbying and policy change means that communities write and pass legislation, building practices, renewable energy initiatives that slow down the impact of climate change and create a safer and healthier community for future generations.



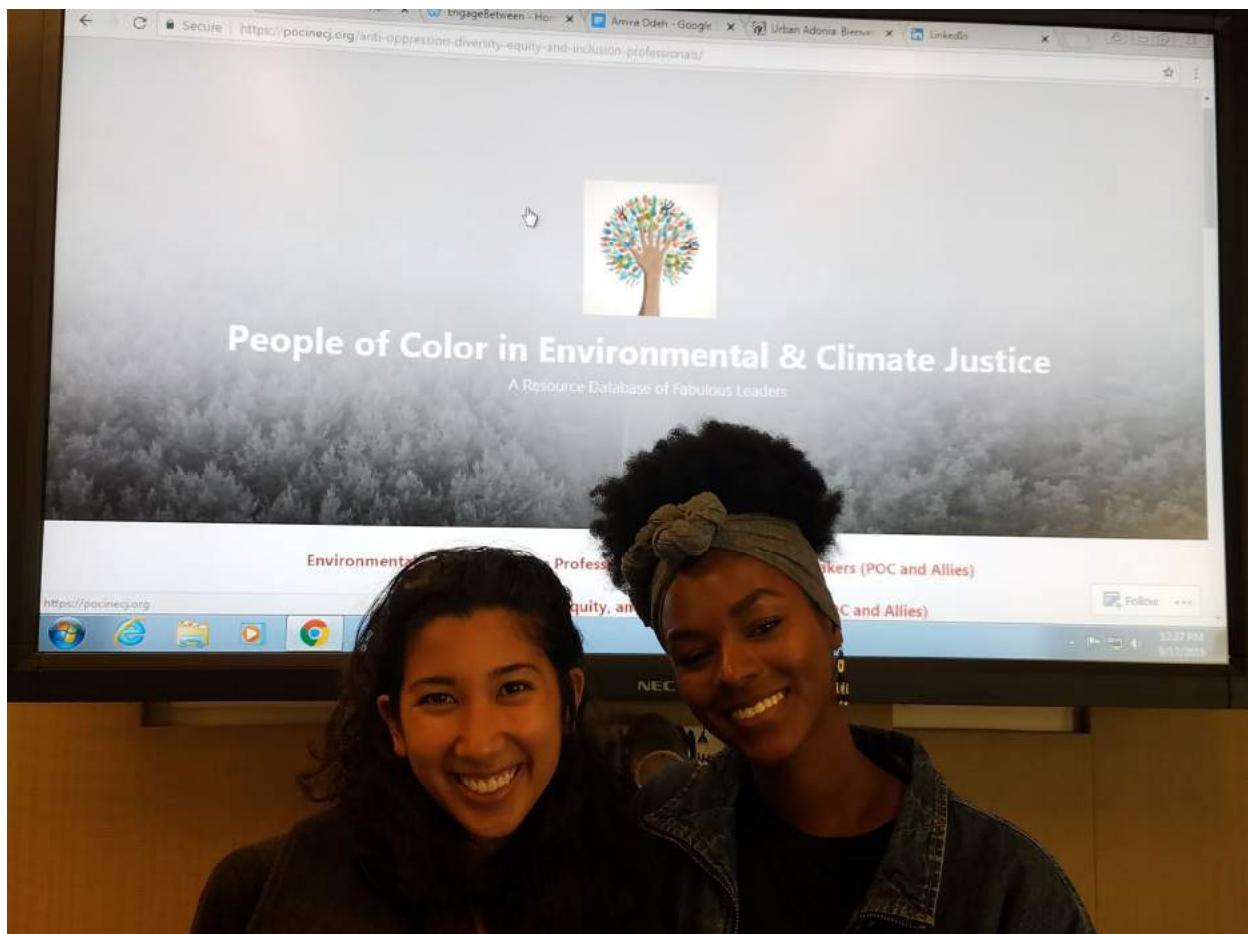
Liberation

Even as we strive to incorporate principles of equity and resilience into every aspect of community-driven climate resilience planning, we must remain grounded in our ultimate goal of freedom and collective liberation. We are fighting for a world where we are *all* free from *all* forms of oppression and exploitation. This liberatory vision is free from the confines of existing models or systems, including limits on thought or behavior. In other words, our liberation is not contained to improving the systems and conditions that we



have today. The collective liberation of our people and ecosystems requires transformative action. When we liberate our spirits and allow our imaginations to run free we allow ourselves to articulate a bold vision for a future worth working for.

“Our work must be organized through democratic and voluntary cooperation, rather than coercion and exploitation. When we freely apply our labor together to solve our problems and meet our needs, we will both liberate the soil from the physical concrete that paves over life, and liberate our spirits from the cognitive concrete that has paved over our imaginations.”



The Toolkit at a Glance

This toolkit is specifically designed for NAACP units and their Environmental and Climate Justice (ECJ) Committees. Through a series of individual modules—each devoted to a specific topic—this toolkit guides NAACP units through the process of establishing an ECJ Committee and developing a climate adaptation plan. Each community is different so some modules may apply more than others. We designed the toolkit so that modules can be used by themselves or together with the other modules so that every community can develop the adaptation plan that best meets their needs.

A note about language: this toolkit is specifically designed for NAACP units and their Environmental and Climate Justice (ECJ) Committees so we use that language throughout. For groups or individuals that aren't NAACP units or members, we encourage consideration of partnership and/or membership.

Find the Find a Local Unit section listed on our website, or visit: www.naacp.org/find-local-unit.

Module 1: A Community Coming Together

In this module we outline the steps groups can take to establish an Environmental and Climate Justice (ECJ) Committee or community workgroup, develop partnerships with other stakeholders, and build a vision for your community's future.

Module 2: Building Social Cohesion

This module is dedicating to cultivating social cohesion. We discuss what social cohesion means and how to strengthen social cohesion as a community. This includes discussions regarding healing justice, sanctuary, and cultural preservation.

Module 3: Developing a Community Climate Adaptation Plan

This module is all about advancing equity in climate adaptation planning. We discuss how to locate state and local plans, how to evaluate existing plans with a lens for equity in resilience building, and how to organize your own plan. We also provide examples of what equitable, resilient climate adaptation plans might look like.

Module 4: Passing Policy for Climate Resilience

This module is all about how to pass policies and enact legislation. We break down the legislative process and explain how ECJ Committees can write and pass state and local policy for climate resilience.

Module 5: Communicating Climate Resilience Narratives

In this module we explain how to utilize and develop a story-based strategy to change narratives in climate change adaptation. We also outline various communications strategies ECJ Committees can use to advance these narratives.

Module 6: Educating and Organizing for Climate Resilience

In order to change the way the world thinks about climate adaptation and resilience, we must develop education and awareness campaigns that convey our systems-change approach to climate resilience. In this module, we outline some of the platforms that Environmental and Climate Justice Committees can use to engage the community in creative and innovative ways.

Module 7: Democracy and Governance

An important part of building community resilience is reforming our systems of governance to reflect a vision of deep democracy that is truly by the people and for the people. In this module, we discuss the concept of “deep democracy” and the important role that it plays in effective, community-driven climate resilience planning. We also introduce several strategies ECJ Committees can incorporate into adaptation plans to improve democratic governance.

Module 8: Economic Justice

In this module we discuss our vision for a just transition as it relates to completely transforming the way our economy works. We introduce several short and long-term economic justice strategies for building a living economy that works for people and the planet.

Module 9: Energy Systems

Transforming the way we produce and consume energy is not only essential to fighting climate change, but also to building communities that remain resilient to the impacts of climate change that we are already experiencing. In this module, we introduce several strategies that communities can use to establish a more resilient, clean, and equitable energy system.

Module 10: Emergency Management

Climate change increases the frequency and severity of extreme weather events and other natural disasters. In this module, we discuss some of the strategies that communities can take to prepare for and be more resilient to these events.

Module 11: Food Systems

There are a variety of strategies that can be used to build more resilient food systems and strengthen access to and the production of nutritious food. In this module we outline several of those strategies including a step-by-step guide to launching an urban agriculture project.

Module 12: Gender and LGBTQ Responsive Resilience Building

This module provides strategies on how to protect and empower marginalized gender and identities during weather disasters and other climate-related events. We explain some of the

ways that women and those in the LGBTQ community experience the impacts of climate change differently and how climate adaptation planning can be more responsive to gender.

Module 13: Housing

Safe and affordable housing is a human right and an essential component of a climate resilient community. In this module we discuss the relationship between housing and community resilience and introduce several strategies for equitable housing that can be incorporated into community-driven climate change adaptation planning.

Module 14: Land Use Planning and Management

Equitable land use planning and management practices are central to building community resilience to adapt to climate change. To build community resilience, land use planning and management should address the climate vulnerabilities that exist within every community. We introduce several strategies to make land use planning and management more resilient to the impacts of climate change.

Module 15: Restorative / Criminal Justice

In this module we explain the concept of restorative justice and why it is an effective approach to ‘criminal justice’ that also helps to build community resilience.

Module 16: Sea Level Rise and Coastal Resilience

One of the major impacts of a warming climate is changes in the global sea level which is already causing displacement of coastal communities with more to come. This module is dedicated to planning for and adapting to sea level rise and building coastal resilience.

Module 17: Transportation Systems

Transportation is a lifeline. In this module, we explain how transportation justice relates to climate justice. We outline the three main areas groups should account for in establishing more resilient transportation systems.

Module 18: Waste Management

Waste management is how we collect, move, and dispose of garbage, recycling, and other waste products. In this module we discuss how our current waste management practices fuel climate change and environmental injustice.

Module 19: Water Resource Management

Water is life, and sustainably managing water resources is absolutely essential to building resilient adaptation to the impacts of climate change. Check out this module for more information about the main ways communities can better manage water resources and preserve this essential resource for future generations.

APPENDICES: Resources, Fact Sheets, Samples, Glossary, and More

And lastly, we have put together a lot of resources that can be used in the climate adaptation planning process. This includes lists of other useful resources, fact sheets and samples that accompany modules, and a glossary of terms used in this toolkit. All of these resources (and this entire toolkit!) can be copied and distributed as many times as needed.

MODULE 1:

A Community Coming Together



Module 1: A Community Coming Together

We talk about “the community” a lot throughout this toolkit because at the heart of every climate adaptation plan is the people who make up the heart and soul of a community. Coupled with the earth and ecosystem, a community’s livelihoods, cultures, languages, religions, foods and traditions create a life force that is unique and powerful.

Climate resilience planning is most effective when we work together through a community-driven process. All the members of our communities, especially those who are most vulnerable to the impacts of climate change, have relevant experiences and information that is often not accessible to, or shared by, the public officials or other groups who often develop climate adaptation plans.

A critical resource to utilize in this process, which was developed by a group that included the NAACP, was produced by the Movement Strategy Center: [Community Driven Climate Resilience Planning](#).



In practice, a community-driven climate resilience planning process should build community leadership. It should focus on connecting neighbors to one another to share knowledge and experiences. And through the process, communities will work together to build on existing assets and develop solutions to the specific problems confronting each community while advancing the components of a broader vision of a thriving community. As we move through this process, we should ask ourselves:



- How can we instill equity into every stage of the planning process?
- What are the best ways to center members of our community most impacted by climate change in the resilience planning process? How can we position these members of our community as leaders in this process?
- How can we make our resilience planning efforts democratic?
- What *processes* and *partnerships* can we create to address the uneven social, political and economic power dynamics in our community that create barriers to equity and a systems-based approach?
- How can we create an organizing model that will sustain the planning work as well as create resilience in the very process of planning?
- How do we ensure that our planning processes lead to meaningful outcomes that build on the assets that already exist in our community and also meet our real needs?

In this module we go over a variety of ways an Environmental and Climate Justice (ECJ) Committee can bring neighbors, business owners, faith leaders, etc. together for climate justice. We start with how to start an ECJ Committee and end with how to develop a community vision.

Starting an NAACP Environmental & Climate Justice Committee

For NAACP units that do not already have established Environmental and Climate Justice (ECJ) Committee, this is a good time to start one! And, as of a resolution passed by the Board in 2017, ECJ is a standing committee. A good way to spark interest in ECJ Committee membership is by hosting an event. Oftentimes a simple movie screening with discussion afterwards or potluck can bring surprising results! At these events, pass around a sign in sheet that has space for

people to write in their email addresses and phone numbers, to collect contact information for following up afterwards. More ideas are:

- Host an event featuring a special speaker, preferably on a topic that is relevant to climate change, climate adaptation, etc. Or host a film screening on related topics. Partner with a local environmental justice or climate justice group or other community group, school, community center, and/or university who can provide space for the event. At the end, ask people to get involved in climate adaptation planning.



- At the state level, organize and host a webinar and/or presentation on climate change, climate adaption, equity in emergency response, sea level rise, etc. And/or do a presentation at an existing state level event that pulls together stakeholders. Make a specific point to ask if anyone would be interested in participating in climate adaptation work and gather names and contact information for future follow-up.



- Host a prayer breakfast to put a moral lens on climate change. Invite local churches and other places of worship, as well as community groups, etc. to attend. Faith leaders have a unique perspective in confronting environmental and climate injustices: faith communities' beliefs are rooted in proper communion with nature. The earth is our irreplaceable, sacred home that has been provided to humankind to support and nourish every form of life. Faith leaders guide communities in understanding how to appropriately steward the earth's resources, sustaining it that it would continue to sustain us. The faith community also recognizes the necessity of caring for our fellow human beings and understands that when the earth



is abused and poisoned, those abuses lash back on the lives that the earth preserves, often hurting those who are most vulnerable. Faith communities are equipped to lead in protecting the planet and people against environmental injustice, declaring that we are all connected; we are one.

See the Resource section for a handout, “Starting a State/Local Environmental and Climate Justice Committee.”

These types of events are often good ways to identify folks who demonstrate an interest in participating in climate justice work. A few questions to consider when recruiting ECJ Committee members include:

1. **What roles are needed in community visioning and planning for climate adaptation?** Each ECJ Committee can choose whatever roles work best for their specific needs. Here are a few suggestions: ECJ Committee Chair, ECJ Policy and Research, Community Organizers, Administrative Volunteers, Committee Members, etc.
2. **What expertise do we already have and what expertise do we need?** Do we need people who have experience in climate adaptation planning, equity, resilience, social change, environmental justice, policy change, etc.? “Expertise” can come in all forms from knowing local homeowner’s ordinances to having firsthand knowledge of how emergency response works from personal experience. Gather people who represent a broad spectrum of experience.



3. **What are the talents of the prospective members and what tasks would they best provide?** Perhaps they are a faith leader who has a large congregation that are active in volunteering and can assist in organizing educational events. Another person may have a knack for websites, social media, and design. Still, another may have access to policy knowledge and how to pass ordinances, create procedures, and craft strategic plans.
4. **Do potential members have community, business, or other types of connections?** Many community members have a host of connections that an ECJ Committee or team could utilize. While recruiting community leaders to get involved, gather contact information of these contacts and consider reaching out to them or adding them to an email distribution list.
5. **How much time will be required of them in a given month and for how long?** Consider how often the ECJ Committee will meet each month and for how long – 6 months? Two years? Indefinitely? Craft a general timeline and offer to meet people where they are. For example, they might not be able to make every meeting, but they are more than willing to distribute fliers or help edit policies. Most everyone will be able to commit to at least a little time so being flexible is key to keeping people engaged for the long-term.



Young people are often left out of decision-making processes that impact them, including planning for climate adaptation. How can we better create space especially for youth and also design and facilitate intergeneration engagement? This useful resource from our allies at The Movement Strategy Center about developing a youth-led process for defining resilience, researching community climate impacts, and developing solutions for climate resilience.

ReGeneration: Young People Shaping Environmental Justice

Find under the “Resources” section on www.movementstrategy.com or go directly to [www.movementstrategy.org/b/wp-content/uploads/2015/08/MS-
ReGeneration_Young_People_Shaping_EJ_Movement.pdf](http://www.movementstrategy.org/b/wp-content/uploads/2015/08/MS-
ReGeneration_Young_People_Shaping_EJ_Movement.pdf).

To get a better idea of how to center young-people in climate justice organizing, check out the **UPROSE Youth Justice Initiative**. UPROSE is an intergenerational, multi-racial, nationally recognized community organization that promotes sustainability and resiliency in Brooklyn's Sunset Park neighborhood through community organizing, education, indigenous and youth leadership development, and cultural/artistic expression. The UPROSE Youth Justice initiative is a platform for political education and leadership for young people. For more information, visit www.uprose.org and navigate to the “About” section and select “Youth Organizing.”

Or go directly to www.uprose.org/youth-summit-2017.

The First ECJ Committee Meeting

Once an NAACP Unit has a group of interested members, the next step is to host an Environmental and Climate Justice (ECJ) Committee meeting. The purpose of these meetings is to come together to formulate plans, get organized, and have a sense of community around the issue of climate justice. Meetings can be both in person, over the phone, online via a webinar program or a combination of these methods. Below is a basic check box of things new ECJ Committees may want to have in order before their first meeting.



Before the First Meeting

Create an agenda and email it a few days before the first meeting.

- Schedule time for introductions and for the new team to discuss why they are there and why environmental and climate justice is important to them.
- Discuss the local NAACP chapter and what goals or direction the chapter hopes to take around environmental and climate justice.
- If they haven't already been assigned roles, ask people to volunteer for various committee roles (i.e. Vice Chair, someone to take notes, etc.).
- Leave a time for “dreaming” or for sharing big ideas they may have that is not on other areas of the agenda. This is a good strategy for every meeting.
- Conclude with scheduling the next meeting. A suggestion is to schedule meeting at a set date/time, like every first Friday of the month. Setting a specific schedule allows committee members to have something to count on and although they might not make every meeting, a regular meeting takes the guesswork out of finding future dates and times that work for everybody.

Pro tip! Use a free online scheduling site like www.doodle.com or www.whenisgood.net to take the effort out of finding the date and time that works for everyone!

- Create a contact list with the group member's contact information and either hand it out at the first meeting or create an online drive where others can access it.
- Find a location that is accessible to everyone, including those who may have physical disabilities. Consider spaces close to public transportation and other factors.
- Plan to have food. Depending on the schedules of ECJ Committee members, meetings may take place during lunch, after school, or after the workday. Offering food even occasionally can help or entice committee members to attend more often. Many local restaurants may donate food. If not, a good alternative is to have a potluck, which is a great way for everyone to share food and minimize the cost for the unit.

During the First Meeting

Be sure to take notes and be prepared for things to go slightly off schedule. First meetings can be exciting and people may take longer getting to know each other than planned. That's okay. Try to encourage each person to talk and capture what they say in the meeting notes.

Shared notetaking and planning is much easier to do as a group when working in Google Docs. Check it out! Search for “google docs” in the google search engine or visit this link: www.google.com/docs/about

After the First Meeting

After the first meeting (and subsequent meetings) send the ECJ Committee a thank you email with the notes attached and either a link to the online scheduling site or the date/time for the next meeting. This is also the time to begin preparing the next agenda meeting and doing any research required. If committee members were assigned any tasks, following up with them to see if they need help will keep the Committee moving in the right direction.

Connecting with Neighbors

It is essential that the voices of the community be at the center of every part of the planning process, including our research. These are the people who experience the impacts of climate change and whose needs must be at the center of any proposed action.

Unfortunately, some community members know very little about climate change and are not aware of the ways it impacts their community. Community members who are used to things being a certain way might not consider the changes the community can make to become more sustainable. Asking questions to gain a better understanding of the community’s awareness of these issues is a good place to start. Gather feedback from neighbors to ensure that community-driven projects reflect the needs and experiences of community members.



Here are a few suggestions of types of organizations to reach out to:

- Neighbors/neighborhood associations/tenants’ groups
- Church groups and other faith institutions
- Students and youth groups
- Non-profits
- Parent/Teacher Associations
- Schools and universities
- Health care clinics and hospitals

Sample questions to ask include:

1. What kind of changes do you notice in our community that might be coming from climate change? How do these changes impact you?
2. How do you think climate change will change our community in the future?
3. What do you think would help make our community more sustainable?
4. Do you have ideas for how our community can adjust to these changes?
5. Are there parts of our community that you think are particularly vulnerable to the impacts of climate change?
6. Would you be interested in getting involved with a project to make our community more sustainable and resilient to climate change?



Engaging Local Stakeholders

Before beginning the planning process, it is important to identify potential partners. Sound resilience planning reflects the needs and interests of the full range of stakeholders. Partner organizations also bring resources (information, technical assistance, finances, materials, facilities, volunteers, etc.) that can be shared with the ECJ Committee and might also represent

other parts of the community that are missing from the ECJ Committee. Some suggestions to consider are:



- Environmental Justice Organizations
- Labor Organizations
- Government Agencies
- Emergency Response/First Responders
- Housing Organizations
- Religious and Interfaith Groups
- African American Sororities and Fraternities
- Other Civil Rights Organizations
- Civic Associations

Balancing Power Dynamics among Stakeholders

Planning for climate resilience brings a diverse group of stakeholders together. A part of the process for community transformation is recognizing and confronting the imbalances of power that negatively impact some groups in the community while benefiting others. These same systems can show up within the community-driven climate adaptation planning process. One way to balance power dynamics among diverse stakeholders involved in the planning process is to adopt a set of principles or guidelines for equity and inclusion that everybody agrees to follow and remains accountable to in the planning and organizing process.



The Jemez Principles were developed by participants of the 1996 “Working Group Meeting on Globalization and Trade” in an effort to build common understanding between people of different

culture, politics, and organizations coming together for the meeting. The Jemez Principles have since become a common set of rules adopted by working groups and collaborations where there are imbalances in power. Here are the Jemez Principles:

1. Be Inclusive

If we hope to achieve just societies that include all people in decision-making and assure that all people have an equitable share of the wealth and the work of this world, then we must work to build that kind of inclusiveness into our own movement in order to develop alternative policies and institutions to the treaties policies under neoliberalism. This requires more than tokenism, it cannot be achieved without diversity at the planning table, in staffing, and in coordination. It may delay achievement of other important goals, it will require discussion, hard work, patience, and advance planning. It may involve conflict, but through this conflict, we can learn better ways of working together. It's about building alternative institutions, movement building, and not compromising out in order to be accepted into the anti-globalization club.



2. Emphasis on Bottom-Up Organizing

To succeed, it is important to reach out into new constituencies, and to reach within all levels of leadership and membership base of the organizations that are already involved in our networks. We must be continually building and strengthening a base which provides our credibility, our strategies, mobilizations, leadership development, and the energy for the work we must do daily.



3. Let People Speak for Themselves

We must be sure that relevant voices of people directly affected are heard. Ways must be provided for spokespersons to represent and be responsible to the affected constituencies. It is important for organizations to clarify their roles, and who they represent, and to assure accountability within our structures.

4. Work Together in Solidarity and Mutuality

Groups working on similar issues with compatible visions should consciously act in solidarity, mutuality and support each other's work. In the long run, a more significant step is to incorporate the goals and values of other groups with your own work, in order

to build strong relationships. For instance, in the long run, it is more important that labor unions and community economic development projects include the issue of environmental sustainability in their own strategies, rather than just lending support to the environmental organizations. So communications, strategies and resource sharing is critical, to help us see our connections and build on these.

5. Build Just Relationships Among Ourselves

We need to treat each other with justice and respect, both on an individual and an organizational level, in this country and across borders. Defining and developing “just relationships” will be a process that won’t happen overnight. It must include clarity about decision-making, sharing strategies, and resource distribution. There are clearly many skills necessary to succeed, and we need to determine the ways for those with different skills to coordinate and be accountable to one another.

6. Commitment to Self-Transformation

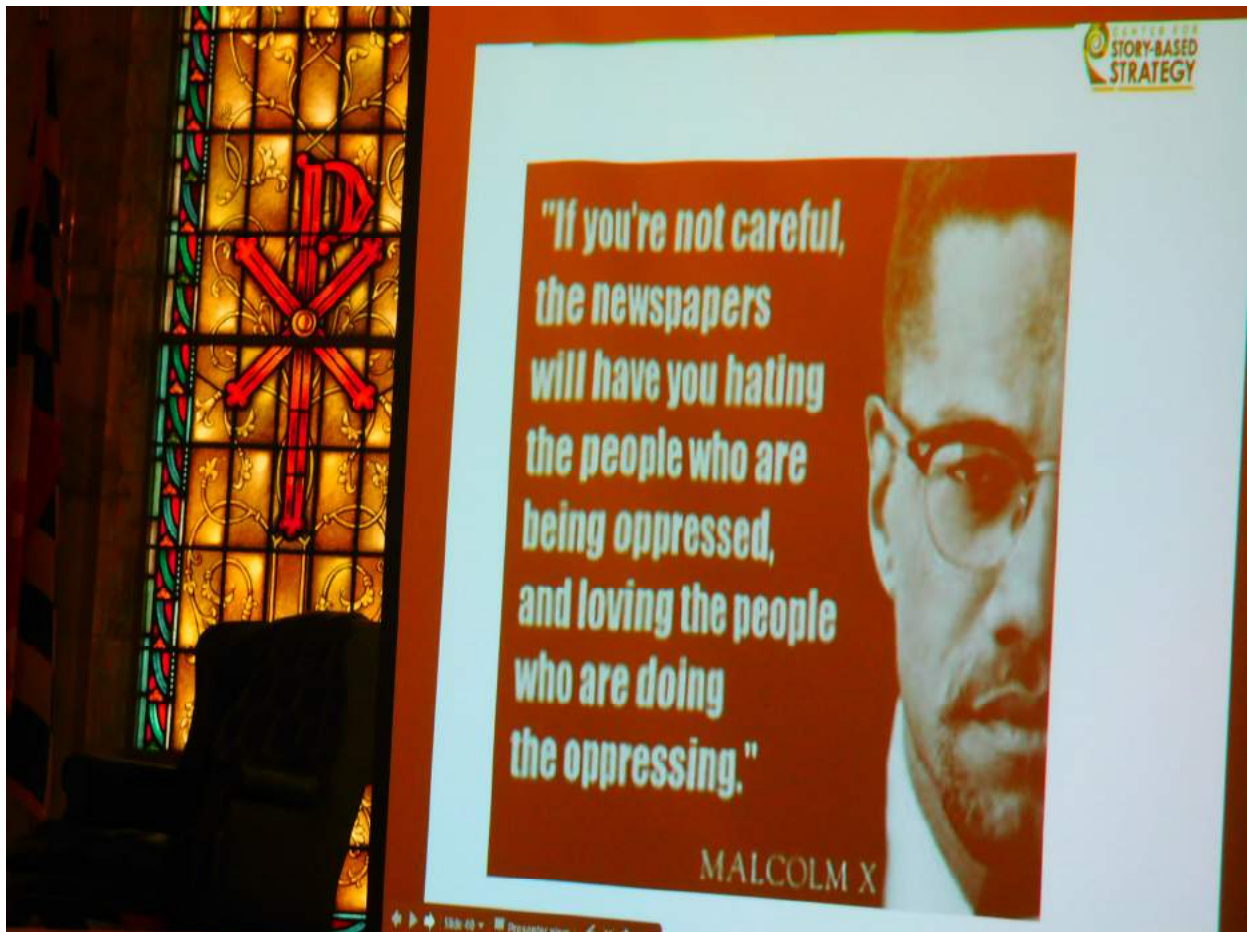
As we change societies, we must change from operating on the mode of individualism to community-centeredness. We must “walk our talk.” We must be the values that we say we’re struggling for and we must be justice, be peace, be community.



[Grab your reader’s attention with a great quote from the document or use this space to emphasize a key point. To place this text box anywhere on the page, just drag it.]

Who Has the Power Over the Power?

A power analysis is a tool to chart out the power relationships in a community that are relevant to community resilience work. This exercise is used to help determine the social, political, and economic systems that have influence over what a group is trying to achieve. Examples include city council, zoning commissions, public utilities commissions, the Environmental Protection Agency, etc. These people and organizations impact adaptation and resilience – in either a helpful or not so helpful way – in a community. This exercise is useful for mapping out power dynamics in a community.



The five steps of Power Analysis are:

1. Goal setting
2. Organizational considerations
3. Constituents, Allies, Opponents
4. Influencers
5. Tactics

Goal Setting

After developing a vision for climate resilience, it is time to set goals over an agreed upon period of time (6 months, 1 year, 2 years, etc.). Keep in mind that goals are flexible; they can change, are generally long-term, open-ended, and sometimes never totally achieved. The chart below outlines several key questions to consider when setting goals.

Table 1: Long-Term Goals Planning

Long-Term Goals	Brainstorm	Timeline
What long-term changes do you want to make?		
What does your group consider a long-term victory for your community?		
How will your unit or committee make improvements in people's lives for generations to come?		
How will your unit or committee empower the community in the long-term?		
What resources will you need to make these long-term goals happen?		
Who will you need to get involved other than your committee or unit?		

Organizational Considerations

Organizational considerations are the strengths, challenges, and limitations with which the NAACP unit or community-based organization are working. Examples include the budgets and other resources available to the group as well as leadership and other people connected to the group. The chart below outlines questions related to organizational considerations.

Table 2: Organizational Considerations

Key Questions	Brainstorm
How do your climate resilience plans fit into your unit's bylaws?	
What resources does your unit bring to the campaign? Money, staff, facilities, reputation, etc.	
What is the budget, including in-kind contributions, for this project?	
How do you want the unit to be strengthened by this project? Examples may include: developing new leaders; increasing experience of existing leaders, building a membership base, raising money, etc.	
What internal problems have to be considered if the project is to succeed?	
How much time does your ECJ Committee, unit, staff, etc. have to devote to this issue? How much time per	

week/month will it take to succeed?	
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Constituents, Allies, Opponents

Climate justice affects all the people in our communities, from business owners and community members to employers and government agencies. Some people in a community will be our allies and some people will be our opponents. Use the chart below to brainstorm allies, opponents, and constituents.

Table 3: Allies, Opponents, and Constituents

Key Questions	Brainstorming
Allies:	
Who are the unit's allies? In other words, who is already working on the issues or cares about the issues enough to join in or help? You may have the answers to this from your earlier partnership information gathering.	
How are potential allies organized?	
What resources do allies have that could benefit your cause?	
Constituents:	
Who are your constituents? In other words, who in your community are negatively affected by the problem and would benefit from the changes?	

What do your constituents gain when you win?	
What, if any, risks are your constituents taking?	
Opponents:	
Who are the unit's opponents? In other words, who are the people or organizations that will try to stop your efforts?	
What will they do to oppose you?	
How will your opponents be negatively affected if your cause succeeds?	
How much money or other resources do your opponents have?	
How, if at all, are potential opponent organized?	

Cross-sector coalitions made up of diverse stakeholders can help build the power necessary to influence public policy at local, regional, and statewide levels. NAACP units and ECJ Committees may consider connecting with local allies in the public health community, labor, public planners, and others driving climate-focused or resilience-focused planning. While coalition building is often strategically powerful, it is no simple process. This resource from our allies at The Movement Strategy Center is a useful guide to this process:

Nuts and Bolts of Building an Alliance by the Movement Strategy Center

Go to www.movementstrategy.org and find the publication in the “Resources” section. www.movementstrategy.org/directory/nuts-and-bolts-of-building-an-alliance/

Influencers

Every issue has people who can help or hurt the cause and it is good to know who these people are ahead of time. Respond to the questions below to determine positive and negative influencers in the community. Keep these lists fresh and current throughout the planning process.

Table 4: Influencers Brainstorming

Key Questions	Brainstorm
Positive Influencers	
Who are people in your community who have a lot of influence (money, credibility, reputation, knowledge, etc.) that could help your ECJ Committee or team’s cause?	
How does your cause fit into their work or interests?	

Why might they be interested in helping you?	
Negative Influencers	
Who are people in your community who have a lot of influence (money, credibility, reputation, knowledge, etc.) that could hurt your ECJ Committee or team's cause?	
How does your cause fit into their work or interests?	
Why might they want to stop your progress?	

Tactics

Tactics are tasks that an ECJ Committee or other community group creates to work around the negative influencers or to enlist the help of the positive influencers. For each influencer brainstormed above, list the tactics and actions to engage them in the table below.

Here are some ideas:

- Media events like press releases
- Actions for information and demands
- Public hearings
- Strikes
- Lawsuits
- Elections
- Referendums

Table 5: Tactics Strategizing

Key Questions	Brainstorm
Positive Influencers	Tactics to Engage Them
Negative Influencers	Tactics to Address Potential Setbacks

Developing a Community-Driven Vision

The community visioning phase is where a community comes to imagine what climate resilience looks and feels like in their community. This phase should be thought of as both a process and a product. In this case, the purpose of the visioning process is to produce a community-based vision for climate resilience. While this might sound like a simple task, don't underestimate the importance of community visioning in the planning process. Think of it this way: we must have a clear vision for where we want to go before we can develop a plan for how to get there.



The purpose of the visioning process is to:

- Ensure that a community-driven vision is at the core of the resilience project
- Build social bonds rooted in a shared commitment to place
- Inspire a sense of possibility and purpose that strengthen community support
- Expand the range of possible solutions and imagine community transformation

The Vision vs. The Plan

A community vision and a community plan are related, but they are not the same and easily confused. Visions and plans not only serve different purposes, but they also require different modes of thinking to create. The Community Visioning Handbook, published by the Maine State Planning Office, provides these useful examples to help differentiate between *the vision* and *the plan*:

The vision is the dream	The plan is the blueprint
The vision is about possibilities	The plan is about policies
The vision describes what	The plan shows how
The vision is an aspiration	The plan is a legal document
The vision appeals to imagination	The plan appeals to reason
The vision is striven for	The plan is implemented

Designing the Community Visioning Process

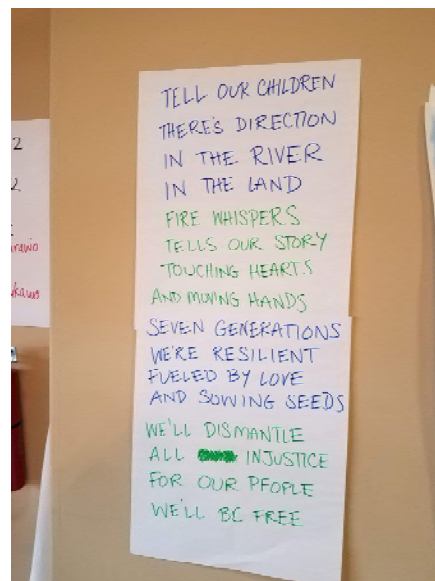
The community visioning process will look a little bit different in every community and should be designed with the specifics of a locality in mind. In order to design a process that is appropriate, consider the following:

Context and Scope

What is the context of the visioning process, or why is the community interested in visioning for climate resilience? Is the community responding to a specific need or working toward a broad vision? What is the scope of the vision? What are the boundaries of the “community”? Is this a vision for a neighborhood, city, region, etc.?

Pace

Take the pace of the visioning process into careful consideration. Different communities have different levels of camaraderie and trust. Does the community have experience coming together on projects in the past? How divided are people in the community? Are there trust issues that need to be confronted? If the community is more familiar and trusting of one another the process will move quicker. If community members know each other less or there are trust issues, then the process will need to be slower paced.



Place, Time and other Logistics

Visioning sessions should take place in a safe and comfortable environment that is familiar location for community members. Make thoughtful considerations to make visioning sessions accessible and inclusive. Identify possible barriers that might prevent community members from participating, such as the time of day, location, transportation, childcare, accessible building, etc. What language(s) are spoken? What kind of translation/interpretation is needed, if any, for advance publicity and for the meeting(s) to make sure everyone can be included and understood? Consider providing multiple options to meet the varying needs of people in the community.

Resources

What resources are available? Take visioning seriously and commit some resources to the process if possible. This doesn't necessarily have to be money, but keep in mind that a comfortable meeting space, food, and effective community outreach are all beneficial. Consider the resources available and use this information to determine how the process might take shape. The more people and resources available, the more ambitious the visioning process can be.

Part of building community resilience is making sure that we are building multi-generational movements with parents, women, and children at the center. One important way to better incorporate these groups into planning spaces and processes is to organize childcare services at all meetings and gatherings. Childcare collectives offer free and skilled childcare services.

Check out **The InterGalactic Conspiracy of Childcare Collectives** webpage for more information on childcare collectives and a list of collectives around the country:
www.intergalactic-childcare.weebly.com.

Facilitating a Visioning Session

There are many creative ways to facilitate community-driven visioning sessions. Communities might have experience facilitating visioning sessions for various purposes in the past and found methods that are effective in that community. For groups without experience facilitating visioning processes, we've outlined steps that other NAACP units have used and found effective in the past:

- Host a series of community meetings. Structure these community meetings as open forums where community members are able to come together to share their experiences, concerns and complaints. Community members may also offer their recommendations for reform. It is important that meeting facilitators take copious and detailed notes.
- Once several meetings have been held and extensive notes gathered, compile these notes into a summary document with all points represented but grouped into categories. Use this summary document to draft a multi-point plan. (See Appendix C for a sample 20-point and 12-point plan).
- Next, host a town hall meeting to share the draft plan. At this town hall meeting, pass out index cards and request participants list feedback, recommendations for adjustments, corrections, additions, etc. to the plan on these index cards. In addition to gathering written feedback, make time in this meeting for people to share feedback aloud with the group. Again, be sure to take copious notes.
- In situations where people are not comfortable writing on index cards – for a variety of possible reasons – it may be helpful to break people into small groups and invite them to talk through their ideas, concerns, and questions – and then to report back. One advantage of this small group approach is that sometimes conversations create group insights, more group buy-in, group cohesion and relationship-building. In this case, when they report back, have people assigned to take notes – on flip chart paper, on lap tops (perhaps connected to a screen so people can see the ideas as they are presented)



- Compile all notes and notecards from the town hall meeting. Review these notes and compare to the existing draft plan. Make adjustments to the plan to accommodate the feedback gathered at the town hall meeting. This might mean adjusting existing categories and/or adding new points to accommodate entirely new thoughts.
- Host a second town hall meeting to share the revised plan. Explain the ways in the plan reflects the input shared over the course of the various community meetings. Seek community approval of the plan. If the community approves of the community plan and there is consensus that it reflects their collective thinking, then consider the plan complete. If not, gather more feedback (more copious notes!) and continue with the process until consensus is reached.
- Declared the plan ratified and release to general public.

Check out Appendix C for two example community plans that were produced through the community visioning process outlined above. One of is a 20-point plan produced in Flint, Michigan after the Flint water crisis and the second is a 12-point plan produced in East Chicago, Illinois after the East Chicago lead crisis. In these instances the visioning process was used in a post-disaster context, but their approach is also relevant to visioning for forward-thinking community resilience and climate adaptation.

Here are some other approaches to the community visioning process:

Guided Visualization Exercise

We adapted this visioning exercise from **The Movement Strategy Center**. Check out the resources box below for more from this great organization.

Materials: Large or poster paper and writing instruments such as pens or markers

Facilitators: Several people should volunteer as facilitators for this exercise. These individuals will help give instructions, pass out materials, and take detailed notes. Identify a primary facilitator and have this person guide participants through the following activity:

1. Start out by reminding participants why they have gathered together: to work together to come up with a shared vision for our community. Set the tone in the room by encouraging people to be creative, imaginative, and have fun with the process. This exercise is not about deciding what is “realistic,” it’s about adopting an aspirational dream for the future. Then, ask participants to get comfortable in their seats and, if they feel comfortable doing so, close their eyes and relax. Read the following scenario aloud:

Imagine that it is 100 years from now and the movement work you are connected with today has been part of bringing about a great transition in this future world. Imagine that the shifts we began to make, in ourselves and in the world, took root and brought about a world of love, care, and beloved community that recognizes the interdependence of all life. Imagine we have transitioned to a resilient way of life.

2. Now, ask participants a series of more focused, but still somewhat broad, questions to add details to their visions. For example:
 - a. What do you see around you? What do you hear and smell?
 - b. What does it feel like in this resilient, sustainable, and loving future world?
 - c. How does your home look and feel?
 - d. Who is a part of your community? How is it organized?

Spend about five minutes in this guided visualization.

3. Ask participants to open their eyes and find a partner. Instruct partners to interview one another about their visions, describing this future world as if they're in it. Ask partners to consider:
 - a. How did we get to the resilient, loving world we live in today?
 - b. What were the movement breakthroughs that made this possible?

Spend about five minutes per person and then switch roles.

4. While partners converse, pass out a sheet of paper and writing instruments like pens or markers to everybody. Once partners have finished their interviews, ask everyone to express the core elements of their vision on the paper. Participants can use words or pictures. The purpose is to get the general and most important elements of the vision down on paper. Give about five to ten minutes to do this.
5. Next, ask everyone to hold their posters facing outwards so that others can see it. Instruct everyone to move around the room silently and take in everyone's vision posters. Ask participants to find two or three other people whose posters they connect with so that the participants form into three to four person groups. Again, ask everyone to share their personal visions. While they are sharing, pass out a clean poster and pens to each group.
6. Once everyone has had the opportunity to share (no more than five minutes each), ask each small group to work together to create one visual image to represent the emerging future they envision. Again, this image can use words and/or pictures, but it is up to the group to decide how they want to represent their collective vision. Leave room for creativity. Once complete, ask each group to hang their posters on the wall and give each group the opportunity to share their vision with the entire group. Give steps five and six about 30 minutes to complete.
7. Make sure that the facilitators take detailed notes of what each group shares aloud. Try to capture exactly what people say rather than putting things into your own words. Remember, this is all about representing the community's vision. Once every group has shared, leave some time at the end for people to view the posters up close. If time allows and people are still attentive, ask the group some general discussion questions:
 - a. What do you notice as you at the images?
 - b. What are the commonalities among the visions?
 - c. Does anything surprise you?
 - d. What do these images tell us about planning for resilience?
8. Save the posters and notes to use to write the vision statement.

World Café Method

“World Café” is a visioning method designed for facilitating conversation in large groups. The method helps connect multiple ideas and perspectives on a topic together by engaging participants in several rounds of small-group conversation.

Materials: Large or poster paper, loose paper or index cards, and writing instruments such as pens or markers

Facilitators: Several people should volunteer to help facilitate this exercise. In addition to a primary facilitator, select several other people to serve as “hosts” or discussion leaders.

1. Before the visioning session, schedule an ECJ Committee meeting to come up with a series of discussion questions. This method can be used to explore a single important or broad question from multiple perspectives, or to explore several questions on a given topic. Determine which approach meets the community’s needs. Examples of discussion questions are:
 - a. What are the qualities of a thriving community?
 - b. What does a resilient community look like?
 - c. What would our community look like at its very best?
 - d. How does climate change threaten our community?
 - e. What would it look like to be prepared for climate change in our community?
2. Identify “hosts” who will serve as small group discussion leaders. Hosts’ will welcome participants, start conversation, and summarize key ideas shared. More on this below.
3. Choose a meeting space with a room large enough to allow participants to move freely. Set-up the room “conversation clusters” to accommodate small groups. Depending on what is available, arrange tables or groups of chairs for about four to six participants at each. At each table, provide several large sheets of paper, such as butcher paper, and markers in multiple colors.
4. Begin by having the primary facilitator share a brief introduction to the exercise by explaining how it will work and reminding participants the purpose of the gathering.
5. Participants should be seated at the “clusters” set up before they arrived. Instruct each table to begin the first round of conversation. Each table’s host should be prepared with a discussion question as decided in advance. Like we said above, each table can respond to the same question, or each can discuss different questions.
6. The host poses this question to the group, and gets the conversation going. The host should take notes and encourage participant to express their thoughts on the posters on the table through words or pictures. The round should last about twenty minutes.

- ## Completing a Vision Document

[illegible]

A group can draft a vision statement, but it's often easier to leave the final steps to an individual or small group. Gather all of the materials from the visioning process—images, notes, posters, etc. Review these materials and organize into main themes. From all of this information put together a draft vision document. The format for the vision document can take any shape, although it is usually takes the form of a vision statement.

Usually a vision statement is a concise paragraph that captures what community members most value about their community and their shared image for the future and what they want the community to become. It's a good practice to have a review period to share drafts of the vision statement with the community and receive feedback before approving the final document.



Movement Building Practice: Leading with Vision and Purpose

This resource created by *Move to End Violence* and the *Movement Strategy Center* gives instructions on several visioning exercises.

Go to www.movetoendviolence.org and select “Resources” from the toolbar. On the Resources page, select “Movement Building” under “Move to End Violence Core Elements.” Scroll to the “Webinar” section and select “Movement Building Series Week 2: Leading with Vision and Purpose” or go to www.movetoendviolence.org/resources/vision-purpose-webinar-recording-guide/.

Community Visioning Handbook: How to Imagine- and Create- a Better Future

This booklet is a useful guide to the community visioning process. Use this resource for more information on how to organize an effective community visioning process and for examples or community visioning activities and products.

For more information go to: www.maine.gov and search “community visioning” in the search bar. “Community Visioning Handbook” should be listed among the top results. Select this or go directly to <https://www1.maine.gov/dacf/municipalplanning/docs/visioning.pdf>.

The Municipal Research and Services Center

The Municipal Research and Services Center (MRSC) is an organization that supports local governments. The MRSC webpage offers several community visioning resources.

To learn more go to www.mrsc.org and select “Explore Topics” on the main toolbar. Select “Governance” from the list of topics. Under “Community Strategic Planning and Visioning” select “Creating a Community Vision.” Or go directly to www.mrsc.org/Home/Explore-Topics/Governance/Community-Strategic-Planning-and-Visioning/Creating-a-Community-Vision.aspx.

Conclusion

Taking the time to establish strong community relationships is an essential first step to effective community-driven climate resilience planning. The process of establishing an environmental and climate justice committee, building partnerships with allies and stakeholders, and visioning as a community are the foundation of the community driven planning process and should be completed methodically and with intention. Try not to rush through these steps too quickly. In the following modules we’ll discuss building social cohesion and developing climate adaptation plans.

Resources

Movement Building Practice: Leading with Vision and Purpose

This resource created by *Move to End Violence* and the *Movement Strategy Center* gives instructions on several visioning exercises. Go to www.movetoendviolence.org and select “Resources” from the toolbar. On the Resources page, select “Movement Building” under “Move to End Violence Core Elements.” Scroll to the “Webinar” section and select “Movement Building Series Week 2: Leading with Vision and Purpose” or go to www.movetoendviolence.org/resources/vision-purpose-webinar-recording-guide/.

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A Quick Reference Guide for Hosting World Café

The World Café webpage includes several free resources to help facilitate a World Café style visioning session. This includes a detailed Hosting Tool Kit. For more information go to www.theworldcafe.com and hover the cursor over “Resources” on the main toolbar. Select “For Hosts” and then “Hosting Tool Kit.” Or go directly to www.theworldcafe.com/tools-store/hosting-tool-kit/

FACT SHEET: Starting a State/Local Environmental and Climate Justice Committee



Starting a State/Local Environmental and Climate Justice Committee

1) Conduct a Preliminary Needs/Issues/Opportunities Assessment

- a. Examine the NAACP ECJP Unit Capacity Building Document and the resources contained within, to get an initial sense of national priorities to generate ideas on what might have local relevance that is already part of the NAACP agenda.
- b. Conduct an internet search naming your state/community and “environmental justice” and see what you find!
- c. Speak to community members to get a sense of what they know about environmental justice issues in the community and whether they have a sense of the threat of climate change.
- d. If you are at the state level, request that your state president ask unit presidents to appoint representatives to join a listening session call where you get a sense of what they know about environmental justice issues in the community and whether they have a sense of the threat of climate change, and how they envision the role of the NAACP in this space.
- e. Speak to environmental groups in the community/state to find out what they are working on and what they see the issue being as well as what they have prioritized.
- f. Meet with your state/local environmental department, planning department, energy department, emergency management department, and others, to get the lay of the land.

2) Spark Interest of Membership

- a. Host a film screening and discussion, preferably on a topic that is relevant to some of the findings of the needs/assets assessment.
- b. Host an event featuring a Special Speaker, preferably on a topic that is relevant to some of the findings of the needs/assets assessment.
- c. Host a prayer breakfast to put a moral lens on environmental injustices, including climate change.
- d. At the state level, organize and Host a Webinar on a topic that is relevant to some of the findings of the needs/assets assessment.
- e. Release a mini-report of your needs/opportunities assessment findings.

3) Recruit Your Team

- a. Identify folks who through the above processes, seem to have an extra interest in participating.
- b. Be sure to make an extra effort to reach out to college/university chapters and other youth.
- c. Identify persons from the environmental/social justice orgs you would like to engage.
- d. BEWARE: Of people with zeal but who want to take us off course of established NAACP ECJ Principles and Policies.

4) Schedule Your Meetings

- a. With the core group, decide on most convenient meeting times.
- b. Initiate the first meeting for the sooner the better. Strike while the iron is hot!
- c. Identify an accessible venue and time (if it's a conference call, time only).
- d. During the first meeting focus on having the team get to know each other, including identifying interests and strengths.
- e. During the second meeting, begin to solicit ideas for the draft the plan of action for the state or local unit.

5) Draft Your Plan

- a. Rank the priorities you've identified from the needs/opportunities assessment.
- b. Consider both urgency of the issues in prioritization, as well as interests and assets of the group as it pertains to engaging on the issues.
- c. Consider whether other groups in the community are working on the issues and whether you can build synergies in jointly addressing and which ones you want to spearhead as the issues are largely going unaddressed.
- d. Consider National ECJ priorities and past resolutions/policies.
- e. Consider resources available to you from the National ECJP Office.
- f. Make sure all committee members have a role and that they have concrete activities to do early on such as testifying at state/local meetings to provide a sense of usefulness and success.

6) Get Feedback on The Draft Plan

- a. Share the plan with the community through community forums and solicit feedback.
- b. Share the plan with the state/unit membership and solicit feedback.
- c. Share the plan with partner groups/allies/environmental justice organizations and solicit feedback.

7) Finalize Your Plan

- a. Incorporate feedback gleaned from sharing sessions and send the revised draft around one more time to ensure that all feedback has been properly incorporated. Then incorporate any resulting revisions.
- b. Disseminate the final plan broadly and post on the state/local NAACP website.
- c. Potentially conduct a press conference to launch the action plan!

8) Activate The Plan

- a. Ensure that you have a solid and realistic timeline and responsible parties for each aspect of the action plan.
- b. Execute!
- c. Ensure that there are measures and regular intervals to evaluate the effectiveness of the plan.

FACT SHEET: Jemez Principles of Democratic Organizing

Fact Sheet: Jemez Principles of Democratic Organizing

1. Be Inclusive

If we hope to achieve just societies that include all people in decision-making and assure that all people have an equitable share of the wealth and the work of this world, then we must work to build that kind of inclusiveness into our own movement in order to develop alternative policies and institutions to the treaties policies under neoliberalism. This requires more than tokenism, it cannot be achieved without diversity at the planning table, in staffing, and in coordination. It may delay achievement of other important goals, it will require discussion, hard work, patience, and advance planning. It may involve conflict, but through this conflict, we can learn better ways of working together. It's about building alternative institutions, movement building, and not compromising out in order to be accepted into the anti-globalization club.

2. Emphasis on Bottom-Up Organizing

To succeed, it is important to reach out into new constituencies, and to reach within all levels of leadership and membership base of the organizations that are already involved in our networks. We must be continually building and strengthening a base which provides our credibility, our strategies, mobilizations, leadership development, and the energy for the work we must do daily.

3. Let People Speak for Themselves

We must be sure that relevant voices of people directly affected are heard. Ways must be provided for spokespersons to represent and be responsible to the affected constituencies. It is important for organizations to clarify their roles, and who they represent, and to assure accountability within our structures.

4. Work Together in Solidarity and Mutuality

Groups working on similar issues with compatible visions should consciously act in solidarity, mutuality and support each other's work. In the long run, a more significant step is to incorporate the goals and values of other groups with your own work, in order to build strong relationships. For instance, in the long run, it is more important that labor unions and community economic development projects include the issue of environmental sustainability in their own strategies, rather than just lending support to the environmental organizations. So communications, strategies and resource sharing is critical, to help us see our connections and build on these.

5. Build Just Relationships Among Ourselves

We need to treat each other with justice and respect, both on an individual and an organizational level, in this country and across borders. Defining and developing "just

relationships” will be a process that won’t happen overnight. It must include clarity about decision-making, sharing strategies, and resource distribution. There are clearly many skills necessary to succeed, and we need to determine the ways for those with different skills to coordinate and be accountable to one another.

6. Commitment to Self-Transformation

As we change societies, we must change from operating on the mode of individualism to community-centeredness. We must “walk our talk.” We must be the values that we say we’re struggling for and we must be justice, be peace, be community.

FACT SHEET: Principles of Environmental Justice

<https://www.ejnet.org/ej/principles.html>

WE, THE PEOPLE OF COLOR, gathered together at this multinational People of Color Environmental Leadership Summit, to begin to build a national and international movement of all peoples of color to fight the destruction and taking of our lands and communities, do hereby re-establish our spiritual interdependence to the sacredness of our Mother Earth; to respect and celebrate each of our cultures, languages and beliefs about the natural world and our roles in healing ourselves; to ensure environmental justice; to promote economic alternatives which would contribute to the development of environmentally safe livelihoods; and, to secure our political, economic and cultural liberation that has been denied for over 500 years of colonization and oppression, resulting in the poisoning of our communities and land and the genocide of our peoples, do affirm and adopt these Principles of Environmental Justice:

The Principles of Environmental Justice (EJ)

- 1) **Environmental Justice** affirms the sacredness of Mother Earth, ecological unity and the interdependence of all species, and the right to be free from ecological destruction.
 - 2) **Environmental Justice** demands that public policy be based on mutual respect and justice for all peoples, free from any form of discrimination or bias.
 - 3) **Environmental Justice** mandates the right to ethical, balanced and responsible uses of land and renewable resources in the interest of a sustainable planet for humans and other living things.
 - 4) **Environmental Justice** calls for universal protection from nuclear testing, extraction, production and disposal of toxic/hazardous wastes and poisons and nuclear testing that threaten the fundamental right to clean air, land, water, and food.
 - 5) **Environmental Justice** affirms the fundamental right to political, economic, cultural and environmental self-determination of all peoples.
 - 6) **Environmental Justice** demands the cessation of the production of all toxins, hazardous wastes, and radioactive materials, and that all past and current producers be held strictly accountable to the people for detoxification and the containment at the point of production.
 - 7) **Environmental Justice** demands the right to participate as equal partners at every level of decision-making, including needs assessment, planning, implementation, enforcement and evaluation.
 - 8) **Environmental Justice** affirms the right of all workers to a safe and healthy work environment without being forced to choose between an unsafe livelihood and unemployment. It also affirms the right of those who work at home to be free from environmental hazards.
 - 9) **Environmental Justice** protects the right of victims of environmental injustice to receive full compensation and reparations for damages as well as quality health care.
 - 10) **Environmental Justice** considers governmental acts of environmental injustice a violation of international law, the Universal Declaration On Human Rights, and the United Nations Convention on Genocide.
 - 11) **Environmental Justice** must recognize a special legal and natural relationship of Native Peoples to the U.S. government through treaties, agreements, compacts, and covenants affirming sovereignty and self-determination.
 - 12) **Environmental Justice** affirms the need for urban and rural ecological policies to clean up and rebuild our cities and rural areas in balance with nature, honoring the cultural integrity of all our communities, and provided fair access for all to the full range of resources.
 - 13) **Environmental Justice** calls for the strict enforcement of principles of informed consent, and a halt to the testing of experimental reproductive and medical procedures and vaccinations on people of color.
 - 14) **Environmental Justice** opposes the destructive operations of multi-national corporations.
 - 15) **Environmental Justice** opposes military occupation, repression and exploitation of lands, peoples and cultures, and other life forms.
 - 16) **Environmental Justice** calls for the education of present and future generations which emphasizes social and environmental issues, based on our experience and an appreciation of our diverse cultural perspectives.
 - 17) **Environmental Justice** requires that we, as individuals, make personal and consumer choices to consume as little of Mother Earth's resources and to produce as little waste as possible; and make the conscious decision to challenge and reprioritize our lifestyles to ensure the health of the natural world for present and future generations.
- More info on environmental justice and environmental racism can be found online at www.ejnet.org/ej**

Delegates to the First National People of Color Environmental Leadership Summit held on October 24-27, 1991, in Washington DC, drafted and adopted these 17 principles of Environmental Justice. Since then, the Principles have served as a defining document for the growing grassroots movement for environmental justice.

MODULE 2:

Building Social Cohesion



Module 2: Building Social Cohesion

A key aspect of community resilience is social cohesion. There are many definitions of social (or community) cohesion; we like this definition from *The Organization for Economic Co-operation and Development*:

“A cohesive society works towards the well-being of all its members, fights exclusion and marginalisation, creates a sense of belonging, promotes trust, and offers its members the opportunity of upward social mobility.”

Put simply, a spirit of cooperation defines socially cohesive communities. What does this have to do with building resilience in the context of climate adaptation? Communities are able to more effectively cope with climate stresses and respond collectively to the related challenges when there are strong relationships, trust, and a spirit of cooperation, unity, and mutuality. This requires neighbors to know and care for one another and for residents to feel connected to their built environment.



In August 2016 record breaking flooding occurred in Baton Rouge, Louisiana after over two feet of rain fell over a 72-hour period. The devastation that ensued was significant—the floods were considered the worst natural disaster in the United States since Superstorm Sandy. The floods came the month following the police killing of Alton Sterling and the retaliatory killing of police officers in Baton Rouge. The lack of social cohesion and extreme racial tension in the community significantly negatively impacted flood recovery efforts.

A poll conducted by the Associated Press-NORC Center for Public Affairs Research confirmed that communities that lack social cohesion and trust tend to have a more difficult time recovering from disasters.

There are lots of different ways of thinking about social cohesion and likewise various approaches that can be taken to build cohesion in a community. Because every community is different, the process for building social cohesion will look a little bit different depending on the specific community context. With this in mind, efforts to build social cohesion should:

- Explicitly be linked with reducing inequities in the community
- Consider and respond to local contextual factors and have a sense of local specificity
- Connect to a broader “systems-change” mentality

While processes for building social cohesion should be place-specific, there are several useful and relevant resources available to community groups. Check out these resources for more information about the methods that can be used to build social cohesion:

The Ties that Bind: Building Social Cohesion in Divided Communities by Catholic Relief Services. To download the resource go to www.crs.org and search for the resource title in the search bar. Or go directly to www.crs.org/sites/default/files/tools-research/crs_ties_rev-08-03-2017_web.pdf.

Building Social Cohesion in our Communities by Australian Human Rights Commission. To download the resource, go to www.humanrights.gov.au and search the resource title in the search bar. Or go directly to www.humanrights.gov.au/sites/default/files/document/publication/WEB_Building_social_cohesion_A4_brochure.pdf.



Women, Faith and Social Cohesion: Models for Building Cohesive Communities by the Joseph Rowntree Foundation. To download the resource go to www.jrf.org.uk and search “Women, Faith and Social Cohesion” in the search bar. Or go directly to www.jrf.org.uk/report/women-faith-and-social-cohesion.

Another possible resource for techniques is Welcoming America, which explicitly focuses on embracing new immigrants and cross-racial/ethnic/religious/cultural identities. <https://www.welcomingamerica.org/>



It is important to understand that building social cohesion is not only achieved by strengthening interpersonal relationships among community members. As noted by *The Center for American Progress*, a community “may lack social cohesion because they do not have the communication, funding, or organizational tools needed to foster cooperative networks in a community.” Historic inequities in a community also impact a community’s social cohesion. Policymakers play an important role in building social cohesion by establishing policies that help correct systemic inequities in a community. Go to Module 4: Passing Policy for Climate Resilience for more information about NAACP policy recommendations.

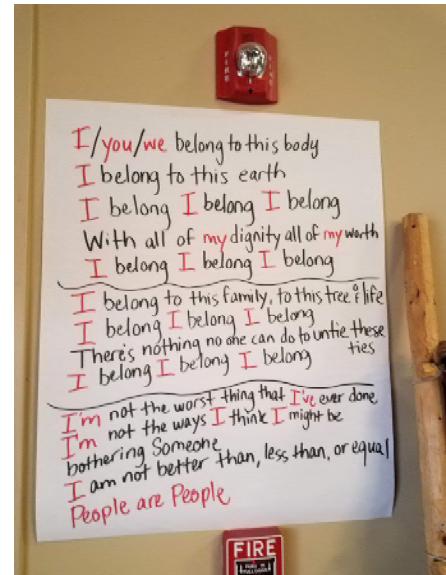
Healing Justice

If we hope to build resilient communities that remain strong and connected in the face of climate disruption, we must build a true sense of community among our neighbors. To do so we must address the trauma and pain inflicted on our communities by generations of violence, exploitation, and oppression. We must pave paths of collective healing that make way for transformative change.

Healing justice, a framework created by Cara Page and the Kindred Southern Healing Collective,

“Identifies how we can holistically respond to and intervene on generational trauma and violence, and to bring collective practices that can impact and transform the consequences of oppression on our bodies, hearts and minds.”

Healing justice is about bringing practices of collective healing and transformation into our work for social change. It is about acknowledging and addressing the intergenerational trauma and pain that lives in our bodies. It is about building movements that last because we value how we treat ourselves and how we treat one another.



In the spirit of whole-systems thinking, healing justice must be a part of every stage in building community resilience. Healing is not a single step in your path to build community resilience. Rather, your ECJ Committee should identify healing practices to interweave throughout the process to support the healthy and lasting participation of all community members.



Grounding Exercises

One way to set a tone of health and wellness is to incorporate grounding exercises into your ECJ meetings. When ECJ Committee or team gathers together as a group, take the time to ground yourselves at the beginning of the meeting. Grounding is a simple act of becoming aware of yourself, your body, and how you are showing up in a space. It is being present and developing an awareness of what you need to do to take care of yourself and interact with others. Here are a few grounding techniques your ECJ Committee can use to help stay grounded and centered:

- Check-ins

At the start of your meeting, make time for check-ins to get an idea of how everyone in the room is doing. A check-in is simple: it's asking one another how we are doing, how we are showing up today, and what we need to feel more present and grounded. This is an exercise in listening—to yourself and others.

- Breathing Exercises

Especially when we are in stressful situations, working long hours, or confronted with triggering topics, breathing exercises can be a useful tool for soothing anxiety. Breathing deeply helps to relax your body and calm your mood.



- Feet on the Floor

You can do this exercise while sitting or standing. Place all your awareness on the bottom of your feet. Feel your feet on the ground, connecting to the earth. Breathe deeply and slowly.

A Healing Justice Practice Space is an inclusive and accessible space for practicing and receiving healing that is built in partnership with social justice movement work and sites of political action. These are spaces devoted to healing, health, and wellness for the members of your community involved in movement work.

For more information about how your ECJ Committee can establish Healing Justice Practice Spaces, check out “Healing Justice Practice Spaces: A How-To Guide.” To find the resource go to www.justhealing.wordpress.com and navigate to the “Resources” section. Or go directly to www.justhealing.files.wordpress.com/2012/04/healing-justice-practice-spaces-a-how-to-guide-with-links.pdf.

For more information on the concept of Healing Justice and various resources to help incorporate the practice into your climate adaptation planning process, visit www.healingcollectivetrauma.com.

Sanctuary For All

A critical component of building social cohesion in a community is taking action to institutionalize the protection of marginalized community members. In this spirit, the sanctuary movement has emerged as a response to contemporary manifestations of aggressive law enforcement, specifically as a means to establish real protections for community members who may be threatened under the oppressive regime of our current Administration. As it relates specifically to protecting immigrant communities, sanctuary came about in the 1980s to refer to churches that declared the need and will to protect Central American immigrants fleeing violence and war in their home countries.



The sanctuary movement has gained prominence in recent years as immigrant and refugee communities have experienced increased state repression. Since the election of Donald Trump in 2016, advocates, organizers, local governments, and community members have developed various strategies to support immigrants and refugees in their communities. Today states, cities, congregations, and campuses have become “sanctuary” areas that work to protect their residents, students, and neighbors from detention and deportation by Immigration and Customs Enforcement (ICE), to keep families together, and to develop systems of community support for immigrants seeking refuge. In a true spirit of social cohesion, sanctuary areas seek to maintain communities in which immigrants, people of color, and people of all religious faiths can live, work, and study.



The term “sanctuary city” (or sanctuary campus, congregation, etc.) generally refers to a jurisdiction that has adopted a policy limiting the degree to which local and state law enforcements offices may assist or work in cooperation with federal immigration enforcement. Over the past decade, hundreds of localities and institutions have embraced such “sanctuary” or “community-trust” policies, known as such because of their role in maintaining or building trust between immigrant communities and local law enforcement.

In Louisville, Kentucky activists passed a local sanctuary ordinance that explicitly states that no government employee is able to ask for a person's immigration status or assist with federal ICE agent efforts. Check out this profile of the organizers reflecting on how they achieved this victory:

"Mijente Crew in Louisville, KY Push Forward Sanctuary Ordinance," available at <https://mijente.net/2017/11/09/mijente-crew-louisville-sanctuary-ordinance/>.



Sanctuary Policy Priorities

Mijente is a digital and grassroots hub for latinx and chicanx movement building and organizing. Mijente identified eight policy changes that encompass both protections for immigrants from federal law enforcement and begins to envision city policies that address policing and criminalization more broadly. These efforts are essential components to building strong relationships, trust, and a spirit of cooperation, unity, and mutuality. According to Mijente's

resource, “Expanding Sanctuary: What Makes a City Sanctuary Now?” (listed in the resource bank below), any city claiming to be a “sanctuary” should seek to address the following policy considerations as a minimum standard:

1. Separation of local law enforcement and immigration enforcement;
2. Policies that de-criminalize and reduce arrests;
3. Eliminate use of local and state gang databases;
4. Create programs to support transgender immigrants in finding meaningful employment;
5. Fund organizing as well as legal representation;
6. End local contracts with immigration enforcement;
7. Decrease police funding and reinvest in community institutions that provide long-term safety; and
8. Adopt and enforce directives against profiling, demand respectful treatment of transgender people.

For more details on these policy recommendations, check out the original resource by visiting <https://drive.google.com/file/d/0B1xql8UTis-QQm9hSnNnNV9FNUE/view>.



Demos, a public policy organization, and LatinoJustice PRLDEF, a national nonprofit civil rights legal defense and education fund, outline the following main types of protections that local jurisdictions have implements in their resource “Sanctuary, Safety and Community: Tools for Welcoming and Protecting Immigrants Through Local Democracy:”



1. Policies affirming constitutional protections against racial profiling and equal protection of all persons, and demonstrating the jurisdiction’s commitment to aggressively prosecuting hate crimes.
2. Policies prohibiting immigration enforcement in public schools, where constitutional equal protection guarantees safeguard undocumented students.
3. Policies prohibiting immigration enforcement in other sensitive locations, such as churches and hospitals.
4. Inclusive programs that provide benefits to undocumented immigrants and their families, such as provisions that expand access to identification cards or health care; extend professional licenses to immigrants; and/or strengthen workers’ rights in areas that predominantly affect low-wage immigrant workers (including farmworkers’ and domestic workers’ rights).
5. Amending or applying state criminal laws to reduce or eliminate the immigration consequences that might result from a criminal conviction, pardoning past felony convictions, or other applicable criminal justice reforms (including offering community

policing training, or passing laws restricting officers' ability to arrest individuals for misdemeanors or for certain immigration offenses).

6. Policies or practices of declining to honor federal civil immigration detainers, which are requests issued by Immigration and Customs Enforcement (ICE) that local law enforcement continue to detain individuals already in custody.
7. Policies limiting use of community resources for enforcement of federal immigration law (or the civil provisions thereof).
8. Policies restricting inquiries into or investigations about immigration status.
9. Policies shielding information about immigration status from federal authorities. To avoid conflict with federal laws permitting individual state and local government employees to exchange immigration information with federal authorities, some jurisdictions have enacted policies restricting access to information about immigration status.
10. Policies providing public funds for legal services for undocumented immigrants, including those facing deportation

To review the resource in its entirety, including a discussion of the rights of local communities to self-determination and inclusive democracy, visit:

https://www.demos.org/sites/default/files/publications/Sanctuary%20Cities%20English_0.pdf.



Sample Sanctuary Policies

Policies that prevent local governments from participating in Federal deportation efforts and create *and* assure protection for other vulnerable city residents:

- City of Seattle Welcoming City Resolution (January 2016),
<https://drive.google.com/file/d/0BwM4wtwR8Yn3V0VXZ1MwazkydFU/view>
- New Jersey's Fair and Welcoming Municipality Model,
<https://drive.google.com/file/d/0BwM4wtwR8Yn3cF83cUZTSjVOcEE/view>

Policies that limit city government participation in immigration enforcement efforts, ensure equal access to city services, and prevent discrimination based on nationality, religion:

- Oak Park Welcoming City Ordinance (February 2017), <https://drive.google.com/file/d/0BwM4wtwR8Yn3VDU4WnZEeEpTOVvk/view>
- Model Welcoming City Ordinance (February 2017), <https://drive.google.com/file/d/0BwM4wtwR8Yn3RmU2MvV1Ynp6ekhWQWxicHd6cUw3OWc1Ovcw/view>
- Fair and Welcoming Municipality Executive Order Model, <https://drive.google.com/file/d/0BwM4wtwR8Yn3cF83cUZTSjVOcEE/view>
- The San Francisco Language Ordinance (April 2009), <https://drive.google.com/file/d/0BwM4wtwR8Yn3UTBIZDB5eUpGWUU/view>
- Hartford, Connecticut's City Services Relating to Immigration Status Municipal Code, <https://drive.google.com/file/d/0BwM4wtwR8Yn3SS1SaDVWNktOQVvk/view>



Policies that prohibit police profiling and provide measures for oversight and accountability:

- Providence Community Safety Act Key Points (February 2017), <https://drive.google.com/file/d/0BwM4wtwR8Yn3SzZVUTJMaGlyTWM/view>
- NAACP Model Racial Profiling Bill, <https://www.naACP.org/criminal-justice-issues/racialprofiling/>
- Vermont State Model Policy on Biased Policing (June 2016), https://www.ilrc.org/sites/default/files/resources/vt_state_policy.pdf

Guidelines for the treatment of transgender and other LGBT people by local police:

- Model Policies for Police Interactions with LGBTQ people, <https://ric-zai-inc.com/Publications/cops-w0837-pub.pdf>
- Proposed Policy to the New Orleans Policy Department, https://drive.google.com/file/d/0BwM4wtwR8Yn3ZDZqRVlhTUNSaWs/view?usp=drive_open
- New York City Policy Changes to the Patrol Guide for related to Transgender People, <https://drive.google.com/file/d/0BwM4wtwR8Yn3OTBrODJzY00zSDq/view>

Reducing jail and detention center population and decriminalization of certain activities:

- New Orleans City Bond Policy (September 2016),
<https://drive.google.com/file/d/0BwM4wtwR8Yn3RVYyU1laYm1aT3FNWkY4WFJMLXFfaEdWNEExN/view>
- Ordinance from the City of Tacoma to limit the growth of the Immigration Detention Center (March 2017),
<https://drive.google.com/file/d/0BwM4wtwR8Yn3QUV1bIR6ODdIZFk/view>
- Memphis Ordinance Decriminalizing Marijuana (October 2016),
<https://drive.google.com/file/d/0BwM4wtwR8Yn3c3pEOHVWYVRndms/view>

Policies to make schools safer and remove police, immigration enforcement, and other threats from public and educational facilities:

- Removing Police Officers from Schools,
<http://dignityinschools.org/>
- Immigrant Safe Zones Act of Illinois,
<https://drive.google.com/drive/folders/0BwM4wtwR8Yn3d0hPaTVCMDBod2c>



Sanctuary Resources

There are many free and thorough resources available online for NAACP members seeking to institute sanctuary policies and practices in their community. Check out the bank of resources below for a wealth of additional information:

For Localities:

Local Options for Protecting Immigrants, <https://www.ilrc.org/local-options>

Sanctuary, Safety and Community: Tools for Welcoming and Protecting Immigrants Through Local Democracy, <https://www.demos.org/research/sanctuary-safety-and-community-tools-welcoming-and-protecting-immigrants-through-local>

Protecting Immigrant Communities: Municipal Policy to Confront Mass Deportation and Criminalization, <https://populardemocracy.org/news/publications/protecting-immigrant-communities-municipal-policy-confront-mass-deportation-and>

National Immigration Law Center Sanctuary City Toolkit,
<https://www.nilc.org/issues/immigration-enforcement/sanctuary-city-toolkit/>

Fact Sheet on Sanctuary Policies, <https://www.ilrc.org/fact-sheet-sanctuary-policies-and-federal-funding>

Expanding Sanctuary: What Makes a City Sanctuary Now?,
<https://drive.google.com/file/d/0B1xgl8UTis-QQm9hSnNnNV9FNUE/view>

Expanding Sanctuary Policy Solutions – A Crowdsourced Guide,
<https://mijente.net/2017/02/16/sanctuary-policies/>

Building Support for Keeping Local Law Enforcement out of Deportation,
<https://www.nilc.org/wp-content/uploads/2017/02/Sanctuary-focus-groups.pdf>



For Faith Institutions:

Interfaith Sanctuary Toolkit,
https://www.sanctuarynotdeportation.org/uploads/7/6/9/1/76912017/interfaith_sanctuary_toolkit.pdf

Unitarian Universalist Sanctuary Toolkit, <https://uucsj.org/wp-content/uploads/2017/03/Sanctuary-Toolkit-2017.pdf>

For Academic Institutions:

UWD #HereToStay Toolkit for Educators, <https://docs.google.com/document/d/1o-zD9Yy-oJboGOtWkBD3E8bz3DhEPPikOBBzYOOXSdU/edit>

Action Toolkit - #SanctuaryCampus, <https://docs.google.com/document/d/1N3inImQWxlkkoWcmdXiKCgmPJFS9trdmp5AwU7VT5mk/edit>

AAUP Sanctuary Campus Movement Resource Bank, <https://www.aaup.org/issues/sanctuary-campus-movement>

Sanctuary Campus FAQ, <https://today.law.harvard.edu/wp-content/uploads/2017/02/Sanctuary-Campus-Toolkit.pdf>

Cultural Preservation

Cultural preservation is another important component of building and maintaining social cohesion in a community. As we said before, social cohesion revolves, in part, around a spirit of community stewardship and a shared commitment to place. The impacts of climate change present a new set of challenges to preserving the historic landmarks as well as cultural resources and practices that are integral to a community's identity. As the *National Trust for Historic Preservation* explains, "Climate change is not merely a physical threat to our cultural heritage; it also challenges our understanding of what it means to "save" a place—indeed, it challenges our notions of permanence itself."

Sea level rise, coastal erosion, heavy rains, increased flooding, severe drought, catastrophic wildfires, melting glaciers, and thawing permafrost are already damaging and destroying buildings, neighborhoods, and cultural landscapes across the United States. Recognizing the intangible heritage and loss of cultural attachment to a place in the face of land loss from the impacts of climate change, it is important that historic places as well as cultural resources and practices are incorporated into adaptation and mitigation planning.

Cultural preservation includes more than buildings and land. Shifts in streams, lakes, rivers (paths or existence) as well as various species of plants and animals becoming extinct or moving to different regions due to changes in water, temperature, pests/diseases as a result of climate change – these also may be central to maintaining various cultures. Whether it is maple sap that no longer is available, or certain Arctic animals key to the diet of an indigenous community in jeopardy, or certain plants traditionally used for healing being threatened. These aspects also need addressing in a plan. They may have profound economic consequences as well as cultural/spiritual/emotional.

In 2014 *The Union of Concerned Scientists* published a report presenting a selection of case studies illustrating the urgent problem of climate impacts on historical places in the United States: ***National Landmarks at Risk: How Rising Seas, Floods, and Wildfires are Threatening the United States' Most Cherished Historic Sites.***

To read the download the full report, go to
www.ucsusa.org/global_warming/science_and_impacts/impacts/national-landmarks-at-risk-from-climate-change.html#.XDO40s9KgWo.

Conclusion

Social cohesion is an important quality of a resilient community. A community must have the willingness and capacity to cooperate with one another in order to successfully adapt to the impacts and stressors associated with climate change. Incorporating practices that promote social cohesion into your organizing process, meetings, and climate adaptation plan is a difficult and challenging task, but will strengthen a community's resilience in the long run. In the section below we list relevant resources.

Resources

The Ties that Bind: Building Social Cohesion in Divided Communities

To download the resource go to www.crs.org and search for the resource title in the search bar. Or go directly to www.crs.org/sites/default/files/tools-research/crs_ties_rev-08-03-2017_web.pdf.

Building Social Cohesion in our Communities

To download the resource, go to www.humanrights.gov.au and search the resource title in the search bar. Or go directly to www.humanrights.gov.au/sites/default/files/document/publication/WEB_Building_social_cohesion_A4_brochure.pdf.

Women, Faith and Social Cohesion: Models for Building Cohesive Communities

To download the resource go to www.jrf.org.uk and search "Women, Faith and Social Cohesion" in the search bar. Or go directly to www.jrf.org.uk/report/women-faith-and-social-cohesion.

Social Cohesion: The Secret Weapon in the Fight for Equitable Climate Resilience

To read this article, visit:
www.americanprogress.org/issues/green/reports/2015/05/11/112873/social-cohesion-the-secret-weapon-in-the-fight-for-equitable-climate-resilience/

Healing Justice Podcast

Go to www.healingjustice.org learn more about and listen to the podcast.

Healing Collective Trauma

Go to www.healingcollectivetrauma.com and navigate to the “Links” tab. Or go directly to <http://www.healingcollectivetrauma.com/links.html>.

Black Emotional and Mental Health Collective

Go to www.beam.community and select “Healing Justice” under “Trainings and Programs.”

Healing in Action: A Toolkit for Black Lives Matter Healing Justice & Direct Action

Go to www.blacklivesmatter.com and select “Healing Justice” on the toolbar. Or go directly to www.blacklivesmatter.com/wp-content/uploads/2017/10/BLM_HealinginAction-1-1.pdf.

Love with Power: Practicing Transformation for Social Justice by the Movement Strategy Center

Go to www.movementstrategy.org and navigate to the “Resources” section or go directly to www.movementstrategy.org/b/wp-content/uploads/2016/07/MSC-Love With Power.pdf.

Building the We: Healing-Informed Governing for Racial Equity in Salinas

Go to www.raceforward.org and navigate to “Recent Reports” under “Resources.” Or go directly to www.raceforward.org/system/files/pdf/reports/BuildingTheWe.pdf.

Popular Education Practices for Community Organizing

Go to www.facilitatingpower.com and navigate to the “Tools” section. Or go directly to www.facilitatingpower.com/popular_education_for_community_organizing.

Healing Centered Youth Organizing: A Framework for Youth Leadership in the 21st Century

Go to www.urbanpeacemovement.org and navigate to the “Reports” section. Or go directly to www.urbanpeacemovement.org/wp-content/uploads/2014/02/ConceptPaperFINALPDF.pdf.

Emotional and Physical Safety in Protests

Go to www.justhealing.wordpress.com and navigate to the “Resources” section or directly to www.justhealing.files.wordpress.com/2012/04/emotional-physical-safety-in-protests-blm.pdf.

National Landmarks at Risk: How Rising Seas, Floods, and Wildfires are Threatening the United States’ Most Cherished Historic Sites

Go to https://www.ucsusa.org/global_warming/science_and_impacts/impacts/national-landmarks-at-risk-from-climate-change.html#.XDO40s9KgWo to read the executive summary or download the full report. Or go directly to https://www.ucsusa.org/sites/default/files/legacy/assets/documents/global_warming/National-Landmarks-at-Risk-Full-Report.pdf.

Cultural Resources Climate Change Strategy

To download the National Park Services' Cultural Resources Climate Change Strategy resource, visit <https://www.nps.gov/subjects/climatechange/culturalresourcesstrategy.htm>.

Keeping History Above Water

Go to www.historyabovewater.org and navigate to the "Resources" section." Or go directly to <http://historyabovewater.org/community-toolkit/>.

High Water and High Stakes: Cultural Resources and Climate Change

Go to <https://forum.savingplaces.org/connect/community-home/librarydocuments/viewdocument?DocumentKey=a1abdde4-efb8-40cc-a461-5fb8873288d8&tab=librarydocuments> for more information and to download the report. Or go directly to <https://forum.savingplaces.org/HigherLogic/System/DownloadDocumentFile.ashx?DocumentFileKey=58856f28-e8be-9094-1148-5f67534d5263&forceDialog=0> for a copy of the report.

MODULE 3:

Developing a Community Climate Adaptation Plan

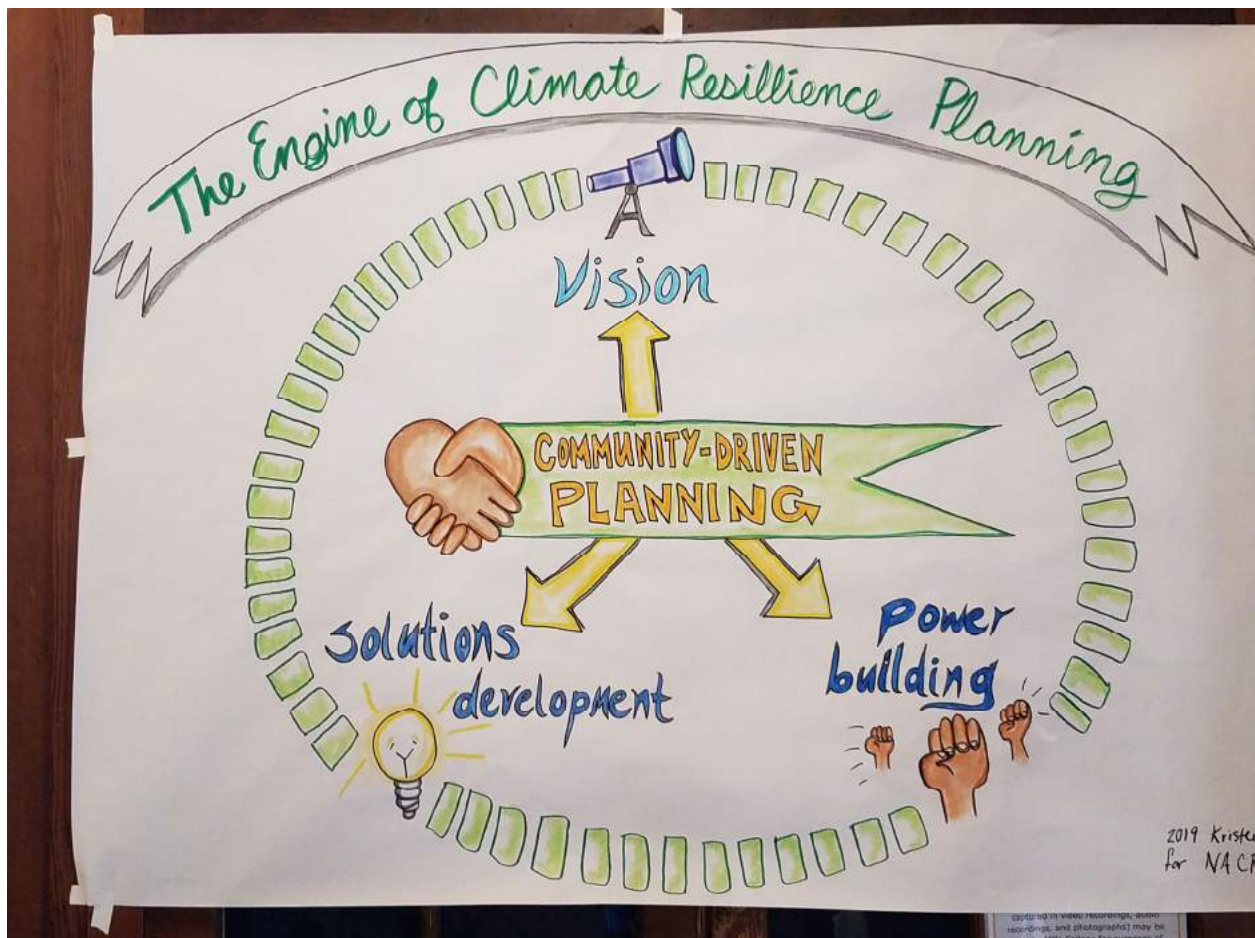


Module 3: Developing a Community Climate Adaptation Plan

Climate adaptation plans are long-term plans we can use to make sure that our neighborhoods:

- adapt well to the long-term climatic shifts already occurring where we live and those shifts that are expected in the future;
- are ready for the “unnatural disasters” that are attributed to climate change; and,
- are in a position to ensure that our needs are met in emergency planning.

Further, we must not only develop these plans but pass related policies that enforce and fund implementation of these needs in local and state government. These plans help build resilience in our communities and protect future generations so that their children are free from the worry of climate change and the pollution which created it.



In this toolkit, we use the term “Climate Adaptation Plan,” but there are other terms used to describe similar plans. *Climate Action Plans* and *Sustainability Action Plans* are two common types of plans that already exist in some cities and states:

Climate Action Plans (CAPs) identify steps that local officials, people, and businesses can take to lessen local contributions to climate change and prepare for a changing climate. These plans usually focus on topics like energy efficiency, renewable energy, and more ecologically sound transportation. Better ones integrate equity throughout the plan.

Sustainability Action Plans (SAPs) are more broadly focused on including sustainability principles into local planning and development. These plans move beyond a narrow focus on climate change, to creating and sustaining local and regional ecological health, reducing and eliminating waste, etc. and often including topics such as water systems, waste management, and green economic development. Better ones integrate equity throughout the plan.

Locating State and Local Adaptation Plans

Some cities and states already have climate adaptation or similar plans in place. However, it could be that these plans don't have an equity lens or include all the members of the community in key aspects of the plan. If people in the community don't know much about the adaptation plans, that's a sign that the community was not very involved or included in the planning process and that there is a need to change or redo the current plan. Plans are most effective with community voice and leadership at the center.



The best place to search for a plan is at the Mayor or City Council's office. Search the city's website for key phrases such as "environmental information," "climate change," "climate adaptation plan," etc. Besides the Mayor's office, many cities have an office or department that is dedicated to planning called the "Office of Planning" or Planning Department. Others have offices dedicated to sustainability and the environment. This is often called the "Office of Sustainability and the Environment" or something similar.

In addition to looking at local city offices and their websites, there are numerous online tools to find climate adaptation plans that already exist:

Georgetown Climate Center

Visit www.georgetownclimate.org and navigate over "adaptation" and select "state/local adaptation plans."

Center for Climate and Energy Solutions

Visit www.c2es.org and select "library" and search "climate action plan" in the search bar.

The Center for Climate Strategies

Visit www.climatestrategies.us and search "state and local climate" in the search bar. Select "Policy Tracker-State" or go to www.climatestrategies.us/policy_tracker/state

C40 Cities

Visit www.c40.org and select "Cities" to find a list of cities involved in the C40 network of cities committed to climate action.

Anatomy of a Flawed Climate Adaptation Plan

Many of the climate adaptation plans that are in place today don't have an equity lens or fail to account for and include all the members of the community. These plans are not sufficient and do not adequately build community resilience to climate change. Here are some of the common flaws to look for when evaluating climate adaptation plans that are already in place in your community, or while working through the practice of crafting a plan yourself:

- ☐ A lack of community leadership in the development of the plan.

- ☐ Fails to engage all members of the community (such as youth, older adults, differently-abled people, LGBTQ+, low-income people, people who are homeless, people who are geographically or linguistically marginalized, etc.) in the development and implementation of the plan.
- ☐ A lack of democratic processes and community-based decision making systems in the development and implementation of the plan.
- ☐ Lacks an assessment of local/community vulnerabilities and assets.
- ☐ Lacks equity and resilience indicators.
- ☐ Fails to include racial justice, gender justice, economic justice, etc. analyses that address systemic issues that contribute to disproportionate climate impacts.
- ☐ Lacks budget transparency.
- ☐ Heavy on infrastructure-related indicators and light on (or excluding) human impacts and indicators.
- ☐ “Solutions” fail to address the root causes of climate vulnerability.
- ☐ Lack of *place-based* adaptation solutions
- ☐ Lacks aspirational goals that will result in true resilience, for example: housing security for all, food security for all, energy security for all, water security for all, etc.

Guiding Principles of Community-Driven Adaptation Planning

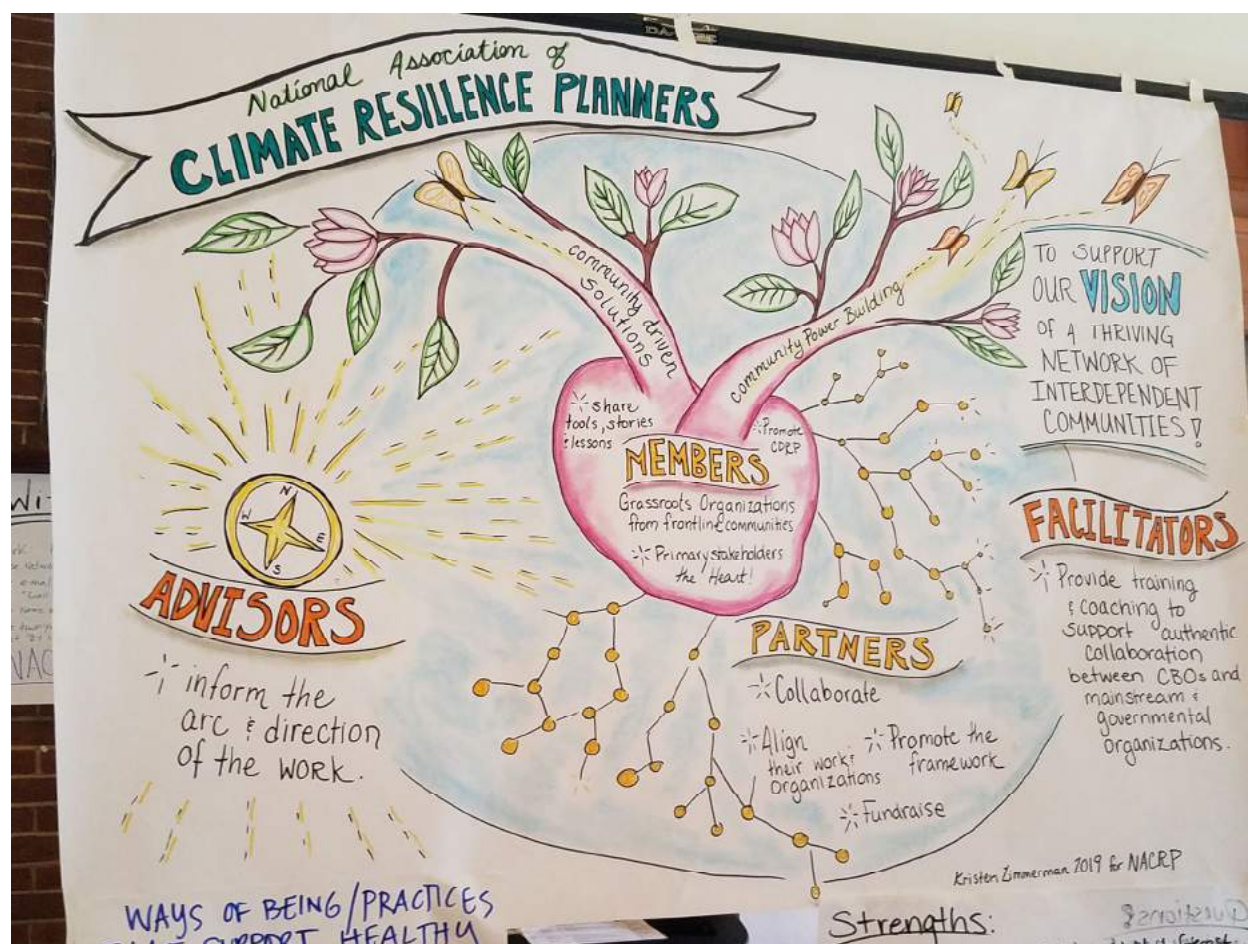
The NAACP Environmental and Climate Justice Program is a founding member of the National Association of Climate Resilience Planners (NACRP). NACRP developed a useful framework for community-driven adaptation planning. To download a copy of the framework, visit www.movementstrategy.org and navigate to the resources section. That framework includes five guiding principles that community-based groups can use to design a community-driven climate adaptation planning process. These principles provide stakeholders some direction on how to best implement planning processes in ways that support the necessary shifts we need to develop effective climate solutions. We outline the five principles below:

Guiding Principle #1: Whole Systems Thinking

Building climate resilience calls for a holistic view of the challenges we face and solutions at the intersection of people, the environment and the economy. Systems and ecological thinking can help restore and cultivate balance within and between human communities, and between human communities and the rest of the natural world.

As we seek to restore balance, we can:

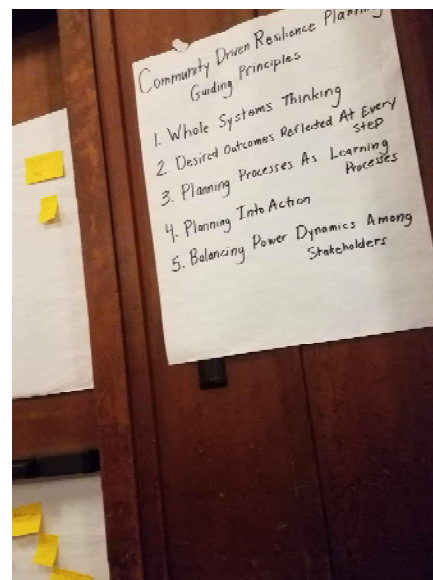
- Draw upon rooted and historical wisdom of place and the adaptive capacity that communities have built over generations of hardship and crises.
- Seek to understand climate-related problems and the causes of community vulnerability from multiple perspectives and dimensions.
- Develop trans-local approaches where place-based leaders engage in cross-community strategy and learning.
- Work together to develop comprehensive place-based solutions that foster collaboration across multiple sectors and disciplines.



Guiding Principle #2: Desired Outcomes Reflected at Every Step

By grounding planning processes in the practices of equity, democracy, health and wellness, we increase the likelihood that plans will deliver on decreasing vulnerability, and increasing long-term community viability. Local resilience practitioners recognize that strategies already exist in impacted communities, and effective resilience planning processes build on these strategies and community assets. In fact, processes grounded in community assets can amplify resilience strategies already in play and embody desired outcomes at every stage if they:

- Integrate health and wellness practices throughout.
- Practice equity at every stage of the planning process.
- Actively identify opportunities to demonstrate the impact of community derived climate solutions during planning and advocacy efforts.



Guiding Principle #3: Planning Processes as Learning Processes

We are all on a steep learning curve when it comes to understanding and adapting to the confluence of climate disruptions with economic inequality, pollution, and inadequate democratic structures. Community driven climate resilience planning is ripe with opportunities for learning among a range of stakeholders. Taking a learning approach can help shift dominant narratives towards equity and resiliency and can expand stakeholder awareness to a wider range of climate solutions. To support multidimensional learning throughout the planning process we must:

- Communicate clear information about the causes and consequences of climate change to all stakeholders.
- Integrate climate science into each step of the planning process, but particularly within vulnerability assessments and solutions development.
- Use popular education approaches to build the capacity of residents to participate in and lead planning and implementation of climate solutions.
- Position resident leaders to educate decision-makers about the conditions they face and the solutions that meet actual needs, increasing the vertical flow of information in both directions from communities to decision-makers.
- Resource opportunities for stakeholders to vision, experiment, reflect and refine solutions.
- Use planning processes as an opportunity to reflect on habits and patterns that perpetuate inequities and limit resiliency, and to replace them with conscious practices that support shifts needed for viable climate solutions.

Guiding Principle #4: Planning into Action

A common pitfall of community-driven planning is that the process stops with the publication of the plan and implementation stalls due to lack of resources and political will. We have thus identified the need to:

- Actively organize residents and other stakeholders to integrate planning and implementation.
- Begin early in the planning process to identify and/or develop creative financing models and mechanisms to build community wealth and assets for implementation.
- Build necessary systems changes—such as shared governance practices and removal of barriers to public participation—into advocacy efforts.

Guiding Principle #5: Balanced Power Dynamics Among Stakeholders

Bringing our communities into balance is not just about using resources sustainably; it's also about recognizing the imbalances of power that negatively impact vulnerable communities.

Community-driven planning gives us the opportunity to:

- Increase awareness of systems of oppression and cultures of exclusion that contribute to climate vulnerability.
- Build new alliances that increase the capacity of historically marginalized communities to influence decision-makers and drive change.
Build new institutions that increase community capacity to finance local solutions in ways that continue to increase community assets.

Mapping Out Community Climate Change Impacts

Many of our communities are on the frontlines of climate change and already experiencing its impacts. ECJ Committees and other community-based groups can use this section to start thinking about what these impacts are for their community specifically and identify the needs to address through climate adaptation planning.

Community Climate Change Impacts

First, gather information about local climate change impacts. Investigate local weather events and climate conditions and how they have changed over time. Based on these trends what are the related climate hazards, or risks? Online research tools and the lived experiences of community members can both be useful in gathering this information. We've created a table below as an example of what information to gather.

Table 1: Community Climate Change Impacts

Subject Area	What to Research	Where to Find the Information
<p>Weather and Climate</p> <p>Examples:</p> <ul style="list-style-type: none"> • Changes in precipitation • Drought • Changes in temperature • Extreme Temperatures • Extreme weather • Extreme rainfall 	<p>Weather and Climate</p> <p>First distinguish between “weather” and “climate.” <i>Weather</i> is the day-to-day conditions in the atmosphere in a certain place. For example, one might describe the weather in an area by the temperature outside, or if its raining or windy. <i>Climate</i> is the average weather in a certain over a period of time. When we talk about climate change, we talk about changes in the long-term averages of daily weather.</p> <p>Changes in Weather Patterns</p> <p>Gather information about local weather patterns, how they have changed over time, and how they are projected to continue to change in the future. Pay particular attention to weather extremes, such as extreme heat or drought.</p> <p>Climate Projections</p> <p>In addition to exploring the changes that have already begun to take place in an area, research the changes that scientists project for the future based on weather and climate trends.</p> <p>Secondary Impacts</p> <p>Consider the secondary impacts that might result from changing weather and climate conditions. For example, if a community is experiencing more</p>	<p>National Oceanic and Atmospheric Administration</p> <p>The National Oceanic and Atmospheric Administration, or NOAA, provides open access to national climate and historical weather data. This includes a climate database, <i>Climate Data Online</i>, which includes daily, monthly, seasonal, and yearly measurements of temperature, precipitation, wind, and degree days. The database also has data specific to drought, flood, extreme weather, and other climate-related events.</p> <p>To access visit: www.ncdc.noaa.gov/ (select “Climate Data Online” under the “Data Access” menu at the bottom of the page) or go to www.ncdc.noaa.gov/cdo-web/</p> <p>National Climate Assessment</p> <p>The National Climate Assessment summarizes the impacts of climate change on the United States. The tool allows users to view climate change impacts in various regions of the United States. The assessment also identifies secondary impacts that result from a changing climate, for example changes in agricultural yields.</p> <p>To view the assessment, go to https://nca2014.globalchange.gov/ and select “Explore the Report” or go directly to https://nca2014.globalchange.gov/report.</p>

	<p>rainfall than that could result in flooding. Or if a community is experiencing less rainfall than that could result in changes in agricultural yields or fewer water resources. Another common example that is typical to Northern regions like Alaska is reduced permafrost, resulting in infrastructure damage.</p>	<p>National Integrated Drought Information System</p> <p>The National Integrated Drought Information System webpage features several resources to gather data related to drought in the community. Visit www.drought.gov to access the various data, maps, and tools they offer.</p> <p>U.S. Climate Resilience Toolkit</p> <p>The U.S. Climate Resilience Toolkit webpage includes an extensive list of toolkits that can be used to evaluate climate change related risks.</p> <p>To review the various tools, go to: https://toolkit.climate.gov/tools</p> <p>Climate Central Website</p> <p>Climate Central reports climate trends and impacts, from state level temperature trends, to wildfires, heat waves, drought, precipitation, and more. The Climate Central website also provides information about changes in extreme weather events, state by state risk analyses, and sea level rise projections for specific communities and locations.</p> <p>To access visit: www.climatecentral.org (navigate to “What We Do” then select “Our Programs” then select “Climate Science”) or go to www.climatecentral.org/what-we-do/our-programs/climate-science</p>
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<p>Disaster</p> <p>Examples:</p> <ul style="list-style-type: none"> • Drought • Wildfire • Dam/levee failure • Landslide/mudslide • Avalanche • Hurricane/storm surge • Sea Level Rise • Flooding • Tornados 	<p>Extreme Weather Events and Natural Disaster</p> <p>Find information about the natural disasters that an area or region is susceptible to. This includes what kinds of natural disasters have impacted the community in the past, and also what kinds of disasters an area might be more susceptible to as the climate changes.</p> <p>Disaster Events</p> <p>Gather information about local disaster risks that are not necessarily related to extreme weather events. For example, wildfires, levee failure, etc.</p>	<p>Coastal Flooding and Sea Level Rise</p> <p>The Coastal Resilience Mapping Tool provides data around sea level rise and storm surge flooding for most coast states in the United States. The tool also allows users to view projections for future years as the climate continues to change.</p> <p>Visit http://maps.coastalresilience.org/network/ to use the tool.</p> <p>FEMA Hazus Tool</p> <p>FEMA's online tool, "Hazus," can be used to develop models for estimating physical, economic, and social impacts of disasters including earthquakes, floods, and hurricanes.</p> <p>To use this tool, visit https://www.fema.gov/hazus</p> <p>Climate Central Website</p> <p>Climate Central reports climate trends and impacts, from state level temperature trends, to wildfires, heat waves, drought, precipitation, and more. The Climate Central website also provides information about changes in extreme weather events, state by state risk analyses, and sea level rise projections for specific communities and locations.</p> <p>To access visit: www.climatecentral.org (navigate to "What We Do" then select "Our Programs" then select "Climate Science") or go to</p>
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		<p>www.climatecentral.org/what-we-do/our-programs/climate-science</p> <p>Local Town and County Websites</p> <p>A lot of local information can be gathered from the town or county's website and offices. Be sure to browse the content of agencies and offices, such as the Office of Sustainability, Health and Human Services, Dept. of Emergency Management, etc. to locate the community's emergency preparedness plans. It might be that the community does not have plans, or that planning is inadequate.</p>
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Check out this article from *Grist*: **We Broke Down What Climate Change Will Do, Region by Region**, <https://grist.org/article/we-broke-down-what-climate-change-will-do-region-by-region>.

Assessing Preexisting Vulnerabilities

Climate change impacts everyone, but in a world of rising inequality the impacts of climate change are experienced unevenly. In other words, climate change impacts people who already experience inequity more than others. In the context of building resilience to climate change, these inequities are often referred to as a group or community's *vulnerability* to climate change. It is important to understand that rather than being a characteristic of a certain group or community, vulnerability is often the result of historic and systemic marginalization.

Check out this resource: "NAACP Equity in Climate Adaptation Planning: Resilience Indicators." Go to [http://action.naACP.org/page/-/Climate/Equity in Resilience Building Climate Adaptation Indicators FINAL.pdf](http://action.naACP.org/page/-/Climate/Equity%20in%20Resilience%20Building%20Climate%20Adaptation%20Indicators%20FINAL.pdf).

We've created a table below as an example of what kind of information that is useful to gather. Keep in mind that this is not an exhaustive list, but a set of sample indicators that can be used to identify preexisting vulnerabilities in a community that will affect how the impacts of climate change are experienced.

Table 2: Preexisting Community Vulnerabilities

Subject Area	What to Research	Where to Find the Information
<p>Demographics</p> <p>Examples:</p> <ul style="list-style-type: none"> Population Size Population Density Population Diversity (Race, Ethnicity, Gender Identify, Sexual Identity, Ability) Immigrant and Undocumented Populations Location of Communities of Color Population of Formerly Incarcerated Individuals 	<p>Population Size and Density</p> <p>Find information that indicates the number of individuals and households that live in a designated area. Look for information about how many individuals live in a specific square mile (mi²) or other measurement of area.</p> <p>Local Demographics</p> <p>It is important to investigate the demographics of the community. Included in the research should be breakdowns of income and racial makeup according to zip code or city and compared to state and national level averages. Make sure to explore data on marginalized populations in the community, especially since these groups are often left out of adaptation planning processes and plans. This includes: formerly incarcerated individuals, LGBTQ people, recent immigrants and undocumented persons, homeless persons, etc.</p>	<p>State/National Census Data: https://www.census.gov/data.html</p> <p>Do a Google internet search for "demographics" and the city or county.</p> <ol style="list-style-type: none"> 1. The search will return a U.S. Census Bureau "quick facts sheet." 2. The fact sheet will show the percentage of people in a county or city that identify as: White, Black or African American, American Indian and Alaska Native, Asian, Native Hawaiian and Other Pacific Islander, Two or More races, and Hispanic or Latinx. The fact sheet will also show the percentage of people in a county or city that are living below the poverty level. Next to the local race/ethnicity and poverty numbers, the fact sheet will provide the state average. <p>Local Town and County Websites</p> <p>A lot of local information can be gathered from the town or county's website and offices. Be sure to browse the content of agencies and offices, such as the Office of Sustainability, Health and Human Services, Housing and Development, etc.</p>

		<p>Headwaters Economics, Populations at Risk</p> <p>“Populations at Risk” is a free online tool that creates reports about populations more likely to experience adverse social, health, or economic outcomes. This tool uses socioeconomic data, for example information about race, ethnicity, education, income, mobility, and other factors that might impact how changes due to climate change are experienced in a community.</p> <p>Learn more: https://headwaterseconomics.org/ (navigate to “Tools” and select “Populations at Risk”) or go to headwaterseconomics.org/tools/populations-at-risk/</p>
<p>Housing</p> <p>Examples:</p> <ul style="list-style-type: none"> • Quality of Housing Stock • Homeowners • Renters • Homeless Population • Shelters 	<p>Housing Stock</p> <p>Research the housing stock in the community, including the number of houses, apartments, mobile homes, etc. Consider the quality of the housing stock in the community, including the age of the housing and characteristics such as plumbing.</p> <p>Housing Tenure and Affordability</p> <p>Research the amount of households in the community that are owner-occupied and renter-occupied. Research housing affordability in the community. Consider the average rental costs and the</p>	<p>National Census Data</p> <p>The National Census Database provides housing data related to housing patterns, affordability, rental housing, etc.</p> <p>To find housing data, go to https://www.census.gov. Navigate to over “Topics” and select “Housing” from the dropdown menu. Or go directly to: https://www.census.gov/topics/housing.html.</p> <p>To search for data specific to your</p>

	<p>availability of affordable housing.</p> <p>Homes in Vulnerable Areas</p> <p>Consider vulnerable areas in the community. For example, an area that is prone to flooding or a part of town close to a hazardous facility such as a nuclear reactor. Determine how many homes are located in these vulnerable areas.</p> <p>Homelessness and Shelters</p> <p>Gather information on homelessness in the community. In addition to the homeless population itself, also research the availabilities of shelters, including domestic violence shelters, and shelters for LGBTQ youth and adults. This is one area where one might need to rely on community knowledge, because data on homelessness can be difficult to find for many localities. The U.S. Census has some data related to poverty, but data related to the amount of people experiencing homelessness is not always incorporated into these datasets.</p> <p>Prisons</p> <p>Research the number of prisons in an area, their location, and the population of the prisons. Consider the location of the prisons and any vulnerabilities of the prison (for example, being in close proximity to a hazardous waste site).</p>	<p>community, go to the www.factfinder.census.gov and type your zip code into the search bar below “Community Facts” and select “Go.” On the new page, select “Housing” from the menu on the left side of the screen.</p> <p>EJ Screen</p> <p>The Environmental Protection Agency’s mapping tool <i>EJ Screen</i> is an environmental justice screening and mapping tool. The tool can be used to generate maps of the local community. Users can adjust the filters and information included on the map, including demographic information, subsidized housing, prisons, transportation, proximity to superfund site, etc.</p> <p>To use the mapping tool, go to https://www.epa.gov/ejscreen. From this page learn more about the mapping tool, learn how to use it, and launch the tool.</p> <p>United States Interagency Council on Homelessness</p> <p>This webpage provides data on homelessness on the state level. A map on the webpage shows estimates of people and families experiencing homelessness.</p> <p>To view the data map, go to https://www.usich.gov/tools-for-action/map/.</p>
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<p>Food Security</p> <p>Examples:</p> <ul style="list-style-type: none"> • Grocery Stores • Farmers Markets • Community Gardens and Local Agriculture 	<p>Food/Agriculture</p> <p>List the primary resources that the community relies on to access food. These could be corner stores, grocery stores, farmers markets, community gardens, etc.</p> <p>Proximity to Healthy Food Retail</p> <p>Food deserts are areas with little or no access to supermarkets and other healthy food retail outlets. Consider if food deserts exist in the community by measuring, for example, how many households do not have a grocery store or healthy food retail option within a ten-mile radius. Consider other indicators such as family income or vehicle availability.</p> <p>Food Insecure Households</p> <p>Research the amount of households in the community that are food insecure. Food insecurity is the state of being without reliable access to a sufficient quantity of affordable and nutritious food.</p>	<p>USDA Food Access Research Atlas</p> <p>The United States Dept. of Agriculture's Food Access Research Atlas is a mapping tool that allows users to measure food access in their community. The tool uses census tract data to generate a spatial overview of food access, which is useful for both research and community planning purposes.</p> <p>To use the mapping tool, go to: https://www.ers.usda.gov/Data/FoodDesert/</p> <p>Feeding America Food Insecurity Map</p> <p>Feeding America's webpage features a map showing food insecurity statistics by county and congressional district.</p> <p>Go to http://map.feedingamerica.org/.</p>

<p>Emergency Services</p> <p>Examples:</p> <ul style="list-style-type: none"> Disaster/Emergency Planning Warning Systems Disaster Resources Fire Stations and EMT Services 	<p>Emergency Planning and Disaster Resources</p> <p>Research the community's emergency plans and disaster preparedness. What plans are in place and what resources have been allocated to execute these plans? Are plans adequate? Do they reach and include the needs of everyone in the community? Are there trainings available? Who is able to participate in these trainings? How many people in the community are trained for disaster scenarios? Consider how well known the community's disaster resources are and estimate the percentage of households with disaster kits and preparedness materials.</p> <p>Emergency Services</p> <p>Consider what kinds of emergency services exist in the community, including fire dept. and EMT services. What are the average household distances to these services?</p>	<p>Local Town and County Websites</p> <p>A lot of local information can be gathered from the town or county's website and offices. Be sure to browse the content of agencies and offices, such as the Department of Emergency Management, or Office of Emergency Preparedness. Especially in a smaller town, emergency preparedness and response might be managed by the Fire Department.</p>
<p>Mobility</p> <p>Examples:</p> <ul style="list-style-type: none"> Public Transportation Critical Transportation Infrastructure Evacuation Plans 	<p>Transportation</p> <p>Gather information about the modes of transportation that the community relies on. Research the percentage of households in the community with a vehicle. Also research the public transportation in the community. What kind of public transportation is there and how is it used? How many people in the community rely on public transportation?</p> <p>Transportation Infrastructure</p> <p>What infrastructure in the community is</p>	<p>National Census Data</p> <p>The National Census Data includes data on households with vehicles. This data is listed under the "Housing" dataset section.</p> <p>To search for data specific to the community, go to the www.factfinder.census.gov and type the zip code into the search bar below "Community Facts" and select "Go." On the new page, select "Housing" from the menu on the left side of the screen.</p>

	<p>essential for transportation? This could be public transportation infrastructure, a bridge, a major roadway, etc. Consider if this critical infrastructure is vulnerable to the changing climate conditions in the community (researched outlined above in Table 1).</p> <p>Evacuation Plans</p> <p>Identify any evacuation plans that the community has. Are these plans adequate? Do community members know of evacuation plans and routes?</p>	<p>Bureau of Transportation Statistics</p> <p>The Bureau of Transportation Statistics is a statistical agency within the U.S. Dept. of Transportation. The Bureau's webpage includes state level reports of transportation data.</p> <p>To view this data, go to www.bts.gov/ and scroll down the page to the "By Geography" section. Select "State and Local" and select the state from the map, or go directly to hwww.bts.gov/content/state-transportation-numbers.</p>
<p>Health</p> <p>Examples:</p> <ul style="list-style-type: none"> Hospitals and Medical Facilities per capita Per Capita Health Resources Instances of Disease/Illness Incidents of Environmental and Health accidents 	<p>Health Care Facilities and Resources</p> <p>Research the number of hospitals, clinics, and other medical facilities in the community and surrounding areas. Connect this information with the associated demographic and economic data and identify any patterns in supply of health resources.</p> <p>Instances of Disease and Illness</p> <p>The air, water and soil pollution caused by fossil fuel energy production is linked to many negative health impacts including asthma, upper respiratory infections, birth defects, infant mortality, learning disabilities in children, and rare cancers, among others. Research the number of cases of these diseases, by age group and race, in the area or state.</p> <p>Health Care and Environmental Expenses</p> <p>Also consider researching health care and environmental cleanup expenses of energy generation facilities and local/state</p>	<p>EPA EJScreen</p> <p>The Environmental Protection Agency's EJSCREEN is an environmental justice screening and mapping tool. The mapping and screening is an online resource that allows users to generate maps of their community that combines environmental and demographic indicators.</p> <p>To use the tool, visit https://ejscreen.epa.gov/mapper/.</p> <p>Local/State Health Department Websites and Offices</p> <p>Research disparities in health impacts related to exposure to pollution by looking up the rates of these illnesses among different racial, ethnic and income groups in the state. In addition to comparing rates among ethnic groups, users can compare local statistics or rates to national ones for a</p>

	<p>governments. Be sure to keep track of the causes of the environmental incidents and make connection to illness/health reports where appropriate.</p>	<p>better analysis of whether the rates are below, similar to or above the national average.</p> <p>Health Care and Environmentally Focused Community Organizations</p> <p>These organizations will have a number of resources with this information and more that is relevant to the local area or state. Community organizations can also be partners in collecting this data if it does not exist.</p> <p>Local/State Colleges and Universities</p> <p>Many colleges and universities have community outreach divisions or do research in a number of local areas. Exploring the institution's and affiliate's websites can be beneficial in finding health related information and studies.</p> <p>Clean Air Task Force Website</p> <p>CATF provides information and research on the impacts of coal fired plants on public and environmental health. CATF is a well-respected public health and environmental advocacy group. CATF was launched in 1996 with the goal of enacting federal policy to reduce the pollutants from U.S. coal fired power plants that cause respiratory death and disease, smog, acid rain, and haze. Since its inception, CATF has organized coalitions of numerous local, state and national environmental and public health organizations to educate the public on the devastating health and environmental damage caused by coal plants. For more information visit http://www.catf.us/.</p>
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<p>Environmental Hazards</p> <p>Examples:</p> <ul style="list-style-type: none"> • Air Quality • Nuclear Reactor or Chemical Plant • Hazardous Facilities • Brownfields • Waste 	<p>Types of Contaminated Sites</p> <p>To get a better idea of the language and terminology used to describe different types of contaminated or hazardous waste sites go to https://www.epa.gov/enforcement/types-contaminated-sites.</p> <p>Power Plants and Nuclear Reactors</p> <p>Locate any power plants and/or nuclear reactors in the community. Where are these facilities located? Determine if these facilities are located in vulnerable locations, particularly close to water sources. How many households live in close proximity to these facilities? Do these facilities have emergency or disaster plans? Are these plans made available to the public?</p> <p>Brownfields, Superfund Sites, Toxic Sites</p> <p>Identify any contaminated sites in the area. This includes brownfields, superfund sites, radioactive facilities, etc. Note the amount of households living within close proximity to these sites, if the sites are close to water sources, etc.</p> <p>Hazardous Waste</p> <p>Hazardous waste is waste that is in some way dangerous or capable of having a harmful effect on human health or the environment. Hazardous waste is generated from a variety of sources and may come in many forms including liquid, solid gas, and sludge. Are these facilities in the community that are producing hazardous waste or that are managing,</p>	<p>EPA EJScreen</p> <p>The Environmental Protection Agency's EJSCREEN is an environmental justice screening and mapping tool. The mapping and screening is an online resource that allows users to generate maps of their community that combines environmental and demographic indicators. Variables include: superfund proximity and hazardous waste proximity.</p> <p>To use the tool, visit https://ejscreen.epa.gov/mapper/.</p> <p>Toxic Sites</p> <p>Toxic Sites is an online tool that maps superfund sites. The map allows users to identify superfund sites near them and also provides information about the status of these sites, including a description, a hazardous ranking score, a timeline, contaminants and health effects, census information, etc. Importantly, the tool indicates how many people live within a one mile radius of the site.</p> <p>To use the tool, go to: http://www.toxicsites.us/.</p> <p>Power Plant Pollution Locator</p> <p>The Clean Air Task Force's webpage includes an interactive map that allows users to learn of the risk in a specific state or county from power plants. Click on a state, zoom into a county, or click on a power plant to view a variety of health impacts and other data.</p> <p>http://www.catf.us/fossil/problems/power_plants/</p>
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	<p>storing, recycling or disposing waste? Research relevant federal and state policies for managing hazardous waste. Are these policies being enforced in the community? Determine if hazardous waste facilities in the community have emergency or disaster plans in place.</p>	<p>Cleanups in My Community</p> <p>This EPA tool allows enables users to map and list hazardous waste cleanup locations and grant areas, and drill down to details about those cleanups and grants and other, related information.</p> <p>For more information to https://www.epa.gov/cleanups/cleanups-my-community.</p> <p>Hazardous Waste Programs and U.S. State Environmental Agencies</p> <p>The EPA website provides a list of state agencies related to solid and hazardous waste management. Visit this page to find research a state’s programs and policies.</p> <p>For more information go to www.epa.gov/hw and select “Basic Information” in the “Learn About Hazardous Waste” text box. Scroll to “EPA’s Cradle to Grave Hazardous Waste Management Program” and select “check your state’s policies.” Or go directly to www.epa.gov/hwgenerators/links-hazardous-waste-programs-and-us-state-environmental-agencies.</p> <p>EPA Superfund</p> <p>The EPA Superfund webpage includes various resources including a tool that helps locate superfund sites in the community, the cleanup process, and emergency response information.</p>
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<p>Economics</p> <p>Examples:</p> <ul style="list-style-type: none"> • Educational Attainment • Average Household Income • Jobs/Employment Data • Property Value 	<p>Employment Rates and Local Income Levels</p> <p>Note local employment rates and household income levels, including: the local, state, and national average; in particular neighborhoods and by demographic.</p> <p>Property Values</p> <p>Research the property values in the community or target areas. Also consider comparing racial and economic makeup of neighborhoods to see what communities are living in areas with depressed property values.</p>	<p>Federal and State Census Data</p> <p>Census data also contains information on the average local household income, by a number of demographics. Poverty levels can also be found.</p> <p>Local Government Website, Offices, and Other Public Resources</p> <p>Research property values on the city or county website or request information at the mayor or executive's office and/or local library. Evidence of depressed property values will be an important motivator for both individuals who want to maintain the value of their property and municipal officials who want to maintain their tax base. Consider reviewing the City/Town Assessor's Office and Office of Economic Development and Planning.</p>
<p>Utility Services</p> <p>Examples:</p> <ul style="list-style-type: none"> • Electricity • Gas • Telecommunication • Water • Shutoffs 	<p>Electricity</p> <p>How do households, businesses, and other institutions in the community get their electricity? The majority of people buy their electricity from a utility company. The most common kind of utility company is investor-owned, followed by public-owned and cooperatives. Determine how households in the community purchase electricity and</p>	<p>Federal, State, and Local Executive Agencies and Offices</p> <p>Finding relevant energy policies will take dedicated research. There are a number of different kinds of policies, across a number of fields and issues related to energy and energy generation. Start your search with the U.S. Department of Energy, and your</p>

	<p>if any produce electricity themselves through renewable energy such as rooftop solar.</p> <p>Electricity Rates</p> <p>It is also important to know the rate that the existing electric utility currently charges for electricity and if the electricity for the community actually comes from the energy facilities in the community. It is possible that all, some, or none of the electricity coming from existing facilities in the community actually stays in the community.</p> <p>State and Federal Energy Policies</p> <p>Taking stock of relevant energy policies at the federal, state, and local level will help focus advocacy efforts. There are a number of different policies concerning utility regulation and rates, renewable energy development, Renewable Portfolio Standards (RPS), fossil fuel energy development, utility disconnection policies, etc.</p> <p>Water</p> <p>Research how households in the community access water resources. What percentage is reliant on well water and what percentage is reliant on a public utility supplier? What are the water shut-off policies in the community? Does the water utility that services the community have a climate adaptation plan?</p> <p>Telecommunications</p> <p>Identify the main modes of telecommunications that the community</p>	<p>state's Department of Energy and Public Utility Commission. Also look at Departments of Housing, Sustainability, Economic Development, and Planning for energy related regulations. The American Council for an Energy-Efficient Economy has a great database to begin looking for state and local energy policies. For more information visit http://aceee.org/ and select "energy efficiency portals" for several database options.</p> <p>Public Utility Commission/Utility Regulator's Website or Office</p> <p>A state's or municipality's PUC or other utility regulatory body will have information about utilities active in the state and the policies and programs in place. These bodies will have information on utility rates, fees, disconnection protections and policies, etc.</p> <p>Energy Facility's Website</p> <p>Use the utility company's website or give the company a call to ask for rates for electricity and other utility specific information. Be sure to look for company financial records and planning documents, which can be hidden on the company website.</p> <p>CREAT</p> <p>CREAT is a risk assessment application, which helps utilities in adapting to extreme weather events through a better understanding of current and long-term weather conditions. Use this online tool to discover which extreme weather events utility services are vulnerable to in order to assess risks.</p>
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	<p>relies on to give and receive information. Common examples include landline and mobile telephones, internet, television, and radio. Research the availability and access of these services. Are there emergency plans in place for these services? Is the public aware of these plans?</p>	<p>For more information visit https://www.epa.gov/crwu/build-resilience-your-utility.</p> <p>NAACP Lights out in the Cold Report</p> <p>The NAACP report, “Lights out in the Cold” analyzes state policies regarding electricity utility shut-off policies. Use this report to gather more information about the impact that electricity shut-offs have on African American communities and to research states disconnection policies.</p> <p>For more information go to: http://www.naacp.org/latest/utility-disconnections-leave-thousands-around-nation-cold-left-dark/</p>
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Identifying Community Priorities and Finalizing Goals

Before developing the community-driven solutions that will be the bulk of the climate adaptation plan, organize the information gathered in the steps above to identify the community priorities that the plan will address. Review local climate change impacts, identify the primary climate impacts, and determine if addressing these impacts is a short or long term priority for the climate adaptation planning process.

Table 3: Primary Impacts and Community Priorities

Climate Impact	Short or Long-Term Priority

Use the table below to document the final consensus for the project's vision statement and goal (we discuss the process for building a community-driven vision in Module 1: A Community Coming Together). The identified goals should complement or address local climate impacts outlined in the previous table.

Table 4: Climate Change Impacts and Community Priorities

Key Project Planning Element	Final Community Consensus
Vision Statement	
Goals	

Developing Community-Driven Solutions

Developing community-driven solutions is where we transform our vision and goals, or *what* we want to achieve, into plans for *how* we are going to achieve those goals. This is where we identify strategies, objectives, and action steps that we will use to make the goal a reality in our communities.

It can be useful to identify a set of principles or questions that can be used to assess if proposed solutions meet a community-derived criteria. Here is a simple example:

Solutions are:

- Strategic
- Meet real community needs
- Make use of community assets
- Scalable, or able to grow
- Democratic
- Reflect whole-systems-thinking
- Help to achieve equity

A strategy is the approach that we take to accomplish our goals. Objectives are more detailed descriptions of how we will achieve our goals and implement our strategies. Action steps are the concrete and specific actions steps we take to achieve our objectives. The table below illustrates the connection between project Goals, strategies, objectives, and action steps. To make it easier, we have taken a sample goal and completed a strategy, objective, and action steps to go with it. Keep in mind that this table can be expanded to include more than two goals.

Keep in mind that this toolkit contains strategy modules that focus on specific subject areas from food systems, to land use planning, to community governance and economic justice. Refer to Modules 7 through 19 for ideas of strategies that can be implemented to address and adapt to the climate impacts in the community.

Table 5: Developing Community Adaptation Solutions (sample)

Goal	Strategy	Objective	Action Step
Improve housing resilience in our community: housing for all	Policy advocacy for stronger tenant protection policies	Identify gaps in tenant protection policy and policy needs in our community	Develop partnership with housing rights organization
			Research existing legal rights and policies that protect tenants
			Research model policy solutions that exist in other cities or states

Model Resilience and Adaptation Planning

Climate adaptation planning processes and outcomes look different in every community, so there are abundant examples of climate adaptation plans that center principles of equity and resilience. We've included a couple examples from communities across the United States below:

The Northern Manhattan Climate Action Plan

West Harlem Environmental Action Inc. (WE ACT For Environmental Justice), a community-based organization in Northern Manhattan, led a community-driven climate resilience planning process which resulted in **The Northern Manhattan Climate Action Plan (NMCA)**. The plan is the product of six months of visioning and planning in community forums throughout Northern

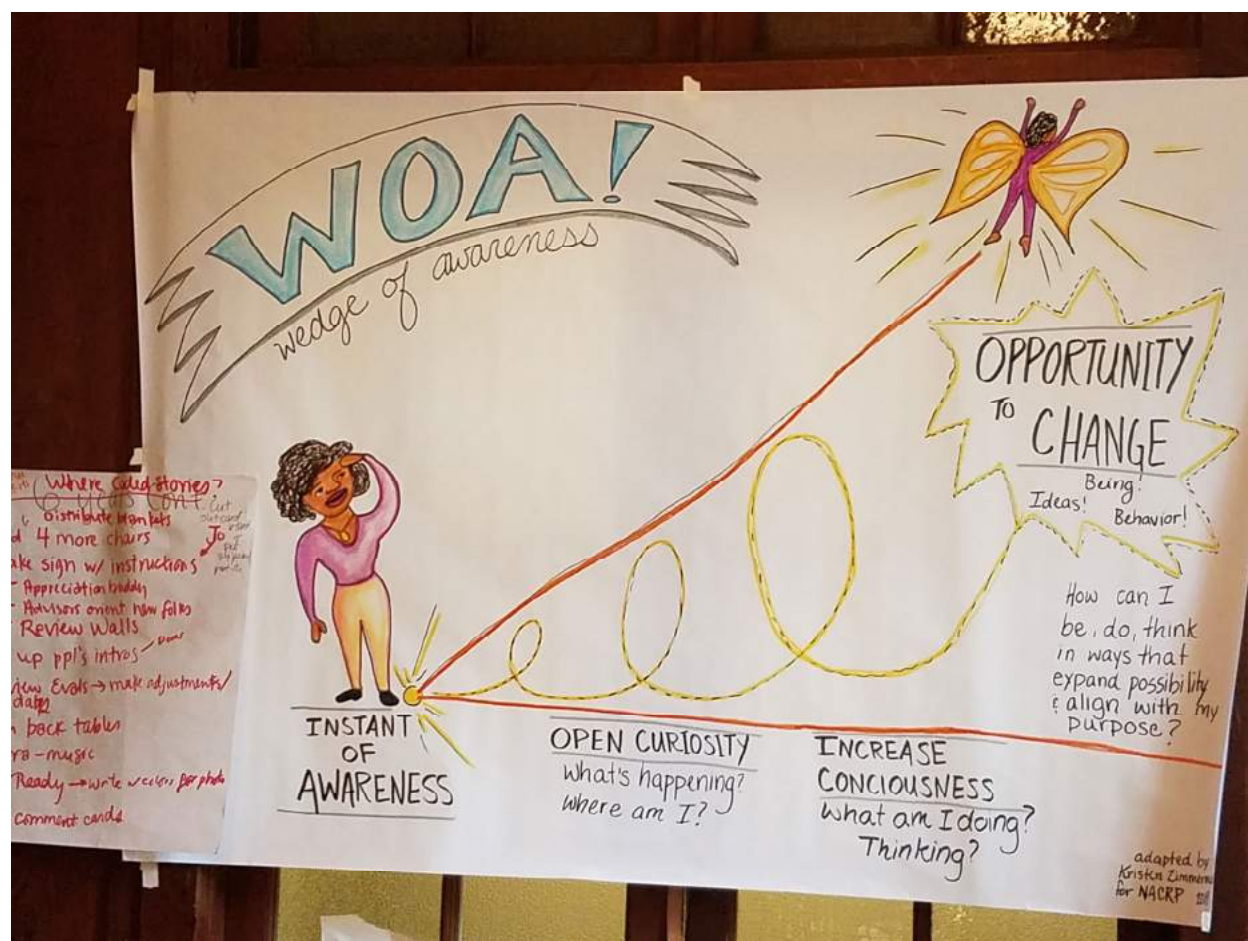
Manhattan. Designed with the ultimate goal of protecting New York City's most vulnerable communities from climate-related impacts, WE ACT's efforts demonstrate how climate action planning can be used to build resilience in the face of the disproportionate impacts of climate change on lower income communities.

The community-lead planning process resulted in the NMCA recommendations for policy changes and informal local actions aimed at mitigating environmental impacts while also addressing the inequity that has led to community disparities in confronting climate change. This includes energy democracy, emergency preparedness, social hubs, and local governance.

For more information visit www.weact.org and navigate over "What We Do" and select "Current Campaigns." Scroll down the page and select "Northern Manhattan Climate Action (NMCA) Plan" or go to www.weact.org/campaigns/nmca/.

To download a copy of the plan, visit <http://weact.nyc/climate/nmca-201508.pdf>.

To download a copy of the Upper Manhattan Climate Manual go to:
https://docs.wixstatic.com/ugd/a60e50_d94fcafe9ee74b189e2f33cfb80b70c9.pdf



City of Boston, Resilient Boston Plan

The Mayor's Office of Resilience and Racial Equity leads efforts to help Boston plan for and deal with catastrophes and slow-moving disasters — like persistent racial and economic inequality. The department works to develop and implement Boston's Resilience Strategy. Boston is one of the few cities across the country that is explicitly incorporates a focus on addressing historic and persistent race and class divisions into resilience planning.

The Department for Resilience and Racial Equity worked with more than 11,000 stakeholders, including residents, community leaders, and City government employees across departments to develop the Resilience Boston Plan. The process included careful analysis of quantitative trends and data, internal City coordination across different planning process, community meetings, and working group convening's that together lead to actionable initiatives that articulate Bostonians' aspirations for their city. In order to introduce racial equity as a central component of Resilient Boston, the Mayor convened more than 1,000 Bostonians for a series of public conversations about race.

The visions, goals, and initiatives outlined in the Resilient Boston plan are informed by the city's specific historical perspective, an analysis of current conditions, and feedback from diverse stakeholders. The plan identifies several "resilience challenges" such as economic inequality, climate change and environmental stresses, community trauma, health inequities, aging and inequitable transportation infrastructure, and systemic racism. These resilience challenges inform the plan's four visions: 1) *Reflective City, Stronger People*; 2) *Collaborative, Proactive Governance*; 3) *Equitable Economic Opportunity*, 4) *Connected, Adaptive City*. Each vision is supported by specific goals and initiatives.

To learn more about the City of Boston's resilience planning, visit www.boston.gov/departments/resilience-and-racial-equity or go directly to www.boston.gov/sites/default/files/document-file-07-2017/resilient_boston.pdf.

NYC Climate Justice Agenda—Midway to 2030: Building Resiliency and Equity for a Just Transition

The New York City Environmental Justice Alliance (NYC-EJA) is a citywide membership network linking grassroots organizations from low-income neighborhoods and communities of color in their struggle for environmental justice. Community resiliency is among NYC-EJA's campaigns to advance environmental justice. In 2018 NYC-EJA released a report, *NYC Climate Justice Agenda 2018 – Midway to 2030: Building Resiliency and Equity for a Just Transition*. The report details key strategies for climate change mitigation and adaptation that can be adopted by the City and State to ensure a Just transition in New York City.

For more information about NYC-EJA's community resiliency work, visit www.nyc-eja.org/campaigns/community-resiliency/ and to read report go directly to www.nyc-eja.org/wp-content/uploads/2018/04/NYC-Climate-Justice-Agenda-Final-042018-1.pdf.

Components of an Ideal Climate Adaptation Plan

By definition, each community-developed climate adaptation plan is unique to the community that developed it to meet their own needs. With that said, there are some broad components that ideal climate adaptation plans have in common. These plans center equity and resilience in the process of mapping out climate change adaptation strategies. Here are some of the components of an ideal climate adaptation plan to keep in while working through the practice of crafting a plan yourself:

- ☐ Community-derived visions are at the core of adaptation plans
- ☐ Community-driven planning that advances a culture of democratic engagement
- ☐ Engages all members of the community, including youth, older adults, differently-abled people, LGBTQ+, low-income people, etc.
- ☐ Assesses local/community vulnerabilities and assets
- ☐ Includes equity and resilience indicators
- ☐ Includes racial justice, gender justice, economic justice, etc. analyses that address systemic issues that contribute to disproportionate climate impacts
- ☐ Budget transparency, advances the new economy, includes community-based financing
- ☐ Includes *both* infrastructure-related indicators and human impacts
- ☐ Puts forth comprehensive solutions that address the root causes of climate vulnerability
- ☐ Provides *place-based* adaptation solutions
- ☐ Includes aspirational goals that will result in true resilience, for example: housing security for all, food security for all, energy security for all, water security for all, etc.

Assessing Equity and Resilience in Climate Adaptation Plans

The sections below highlight sample indicators and metrics that can be used to assess and build equity into Climate Adaptation Planning at various scales. Communities may find this tool useful for assessing equity in existing climate adaptation plans or to guide the development of new plans. Either way, the purpose of this tool is to deepen work around incorporating intersectionality in equitable adaptation planning. Keep in mind that some indicators of pre-existing vulnerabilities/risk factors cannot be changed (ex. age, gender, race, pre-existing health conditions, etc.). With that said, it is still important that these characteristics be factored into adaptation planning, and may indicate a need for a different or adapted planning that accommodates various pre-existing vulnerabilities. Conversely, some of the pre-existing vulnerabilities (income/wealth, employment, literacy, education, housing stock, insurance status, etc.) can and should be changed to create more resilient and equitable communities.

Ideal program designs and evaluations should cross-reference these indicators because of the intersectional relationships in systems, communities and individual lives. For example, during Hurricane Katrina, low-income, African American women suffered the highest rates of injury and mortality. Therefore, looking at any of those indicators in isolation would be insufficient in assessing and addressing vulnerabilities. Similarly, it would be important to note if the vast majority of those who don't have access to a certain service are of a specific religion because it might signal a cultural norm that must be addressed in program design. Or, if a racial group is disproportionately exposed to toxic facilities, there may be a civil rights issue to be addressed through regulatory measures.

Categories of these indicators must be catalogued at the smallest possible geographic level to address clusters of populations, issues, circumstances, etc. Also, as demonstrated by illustrative scenarios above, it is important to note that some of the vulnerability indicators are also process/outcome indicators and vice versa which highlights the interconnection and the critical need for cross referencing indicators due to the layered interplay of factors and dynamics.

Demographics

Demographic data is important in climate adaptation because front-line groups, such as low-income communities and communities of color, are disproportionately impacted by climate change due to decades of discriminatory policies and programs. When using the demographic section, it is critical to consider intersectionality—that is, how a given adaptation program/policy will impact groups that have various, intersecting identities that are disproportionately impacted by climate change and environmental injustice. For example, does this program address access to shelter specifically for Black trans women in case of a natural disaster? Does this program address the safety of undocumented people with English as a second language when getting access to services post-disaster without fear of interaction with law-enforcement?

Table 6: Demographic Considerations

Demographic Characteristics	% of Population	Number of People in Target Area
Race		
Black		
Native American/ Alaska Native		
Asian/ Pacific Islander		
White		
Multi-Racial		
Ethnicity		
Hispanic		
Non-Hispanic		
Gender Identity		
Female		
Male		
Non-Binary		
Transgender		
Cisgender		
Other		
Sexual Orientation		
Lesbian		
Gay		
Bisexual		
Queer		
Heterosexual		
Another Sexual Orientation		
Ability		
Physical disability		
Intellectual Disability		

Mental Health Conditions		
Chronic Illness		
Autism Spectrum Disorder		
Hearing loss		
Vision Impairment		
Undocumented		
Immigrant		
Literacy		
Literate		
Illiterate		
Employment status		
Employed full time		
Employed part time		
Unemployed		
Income Level		
Less than 100% Federal Poverty Line		
100-200% of Federal Poverty Line		
Middle Income		
High Income		
Educational attainment		
Less than high school graduate		
High school graduate/ GED		
Some college/ Associates degree		
Bachelor's degree		
Graduate/Professional Degree		
Religious identity		
Muslim		
Christian		

Buddhist		
Sikh		
Hindu		
Jewish		
Atheist/ Agnostic		
Other		
Age		
Under 5		
5-18		
18-64		
65+		
Housing status		
Renter		
Home-owner		
House-less		
Single-parent household		
Healthcare		
Insured		
Uninsured		

Community Knowledge, Culture, Social Cohesion

Table 7: Pre-Existing Vulnerability and Asset Indicators

Indicator	Measurement and Units
Existing social capital and community organizations	X number of civic engagement organizations active in community X number of social advocacy organizations active in community X number of reported formal community networks X number of reported informal community networks Identify diversity of community, pairing demographics with geographic data

	<p>(who lives in what neighborhoods or areas)</p> <p>X number of existing spaces for fostering community understanding and connection</p>
Community knowledge of disaster services and protocols	<p>X community members trained in disaster services and protocols</p> <p>X households with training in disaster services and protocols</p> <p>X schools in target area with administration trained in disaster services and protocols</p>
Community knowledge of financial literacy	<p>X community members attended trainings on financial literacy</p> <p>X community members report having knowledge of financial literacy</p>
Community knowledge of food systems and nutrition (i.e. how to properly prepare, store, transport, and manage food or emergency food supplies in the case of extreme weather events)	<p>X community members attended training on food preparation, storage, and management in case of extreme weather event</p> <p>X% of target population attending training on food preparation, storage and management in case of extreme weather event</p> <p>X active community organizations focused on food justice and nutrition</p>
Community knowledge of climate change	<p>X community members reported to understand climate change and associated impacts</p> <p>X active community organizations focused on climate and environmental justice</p>
Level of community cohesion (i.e. community levels of empowerment, participation, shared activity and common purpose, networks, collective norms and values, trust, safety, and belonging)	<p>X% of community members feel that they belong to a cohesive community</p> <p>X% of community members feel they can trust their neighbors and local organizations responsible for governing/serving their area</p> <p>X% of community members feel connected to their neighbors, their community, and have a sense of belonging to the place and its people</p> <p>X% of community members feel they have a voice that is listened to, are involved in the processes that affect them, and can themselves act to create change</p>

	<p>X number of active community organizations</p> <p>X number of active community social organizations</p> <p>X number of community volunteering opportunities</p> <p>X number of active volunteers in the target community</p> <p>Attendance and participation at community events</p>
Positive physical environment and spaces	<p>X% of population reports having religious/cultural ties to the land/water</p> <p>X% of community members feel safe in their neighborhood and are not afraid to use public spaces</p> <p>X number of community beautification programs/services</p> <p>X number of community art projects, murals, etc.</p> <p>Community-driven development plans</p> <p>Public spaces have provisions for disadvantaged residents</p> <p>X area of community owned and maintained by community members or organizations</p>
Community institutions and infrastructure ready for climate change	<p>X number of community centers, neighborhood associations, and other community-development groups providing meeting spaces or opportunities for community climate education</p> <p>X number schools in target area are trained in disaster preparedness</p> <p>X number community institutions serving as emergency shelters and/or centers</p> <p>X number of community institutions built or retrofitted with climate smart or resilient techniques/technology</p>
Community safety and criminal justice system, particularly among frontline and historically marginalized groups	<p>X incidences of hate crimes (pre and post disaster)</p> <p>X incidences of racial profiling in community</p> <p>X incidences of police shootings in community</p> <p>X number of arrests in community (Disaggregate by reason for arrest)</p> <p>X number of prisons and jails in community or surrounding communities</p> <p>X number of juvenile detention centers in community or surrounding communities</p> <p>Community incarceration rates</p>

	X number of community-centered policing and civilian oversight programs
Presence of services and programs for previously incarcerated persons and prevention measures	<p>X number of re-entry and rehabilitation programs available in target community</p> <p>Identify all preventative measures available in target community</p> <p>X number of youth and adolescent programs and services available in target community</p> <p>X number of community watch or policing programs in target community</p>

Table 8: Process and Outcome Indicators

Indicator	Measurement and Units
Public/community spaces constructed/restored with upgraded design	<p>X public spaces constructed and restored</p> <p>X re-establishment of social networks and community facilities (such as community meeting facilities, houses of worship, and schools)</p> <p>X reconstructed/repared cultural or heritage sites (such as cultural artefacts and landmarks)</p> <p>X reconstructed/repared cultural arts and religious facilities</p> <p>X new beautification and public art projects</p> <p>X community development, beautification,</p> <p>X number of additional or improved community green spaces</p> <p>X number of new walking and bike paths in the target community</p> <p>Community members and other stakeholders involved in process of</p> <p>*Identify the location of new and restored construction</p> <p>*Disaggregate based on the type of public space</p>
Re-established community programs and services post-disturbance	<p>Re-established youth and adolescent services and programs (e.g. day-care, afterschool, and teen programs, etc.)</p> <p>Re-established services and programs for senior and disadvantaged individuals</p> <p>Presence of programs and</p>
Culture shift as a result of disaster/displacement / shifts in agricultural	<p>X% of population reports culture shift/shock post-disaster/displacement</p> <p>X number of community-based institutions now have community governance structures with proportional representation</p>

yields, etc.	
Implementation of spaces for target population to connect and respond to climate change concerns	<p>X number of upgraded or new community spaces and facilities</p> <p>X number of new programs for community climate change education</p> <p>X number of government sponsored community town halls and forums for community engagement on climate change and other issues</p>
Reforming of criminal justice systems	<p>X number of prisons/jails closed or converted to community space</p> <p>X number of new or expanded programs for youth and adolescents across school systems</p> <p>Creation of spaces for reconciliation following</p> <p>Presence and participation in</p> <p>X number of new or expanded programs for mental health and trauma counseling and services in justice facilities</p> <p>Improve public defender services and training programs</p> <p>Passing legislation that: reduces overly harsh sentencing; ends the death penalty; moves to end the practice of solitary confinement; and anti-profiling</p> <p>Expanded use of racial impact statements in criminal justice legislation</p> <p>X% reductions in school suspensions and other subjective and punitive discipline policies in schools</p> <p>Increased instances of data collection for public dissemination</p>
Opportunities for previously incarcerated individuals	<p>X number of public programs and events open to engagement of previously incarcerated individuals</p> <p>Presence of hiring provisions for previously incarcerated and/or arrested individuals (living wage positions)</p> <p>X number of expanded and new services and programs for families of incarcerated individuals</p>

Economic and Community Development

Table 9: Pre-Existing Vulnerability and Asset Indicators

Indicator	Measurement and Units
Locally	Ratio of large to small businesses

owned/community-based businesses	<p>X number of locally owned/community-based businesses in the community</p> <p>X number of minority owned businesses in the community</p> <p>X number of women owned businesses in the community</p> <p>X total number of disadvantaged business enterprises in the community</p> <p>Average level of business insurance</p> <p>X number of businesses with insurance in the community</p> <p>X number of businesses with flood proofing in the community</p>
Community employment profile	<p>Population 16 years of age and over (or of working age if not 16)</p> <p>X% of population in labor force</p> <p>X% of population in civilian labor force</p> <p>X% of population that is employed</p> <p>X% of population that is locally employed</p> <p>X% of population unemployed</p> <p>X% of population in Armed Forces</p> <p>X% of population not in Labor force</p> <p>*Disaggregate by key demographics</p>
Community income equity (wages and household income)	<p>X number of the employed population earns a living wage</p> <p>Average wage of community</p> <p>Income and benefits of households in key income branches:</p> <p>X households earn less than \$10,000</p> <p>X households earn between \$10,000 and \$14,999</p> <p>...X households earn between \$150,000 and \$199,99</p> <p>X household earn more than \$200,000</p> <p>Median household income</p> <p>Mean household income</p> <p>X% or families and people who live below the poverty line</p> <p>Average income of top 1%</p> <p>Average income of bottom 99%</p>

	<p>Ration of top 1% earners versus bottom 99%</p> <p>*Disaggregate by key demographics and family type (i.e. all families, single parent, married couple, households run solely by women, etc.)</p> <p>*Disaggregate by key demographics and/or geographic areas</p>
Presence of unions, unionized jobs, and worker cooperatives in community	<p>X number of the employed population is in a union</p> <p>X number of union jobs in community</p> <p>X number of active unions and worker's organizations</p> <p>X number of businesses hosting union workers</p> <p>X number of worker cooperatives (worker-owned businesses) in community</p> <p>*Identify active unions in specified community, as well as businesses with union workers</p>
Economic structure (sector-share) in community	<p>The distribution of businesses that share the same or related products or services</p> <p>Number of employed persons in key community occupations</p> <p>Number of employed persons in key community industries</p> <p>Number of employed persons in key occupational classes (i.e. private wage and salary workers, government workers, self-employed in own or non-incorporated business workers, unpaid family workers, etc.)</p> <p>Total taxable income generated by businesses within identified community</p> <p>*Disaggregate by business type and revenue level</p>
Existing community/economic development plans	<p>X number of existing community development plans</p> <p>X number of existing economic development plans</p> <p>X number of households and/or persons impacted by development plans</p> <p>\$X.XX invested in community development in last 5 years</p> <p>X number of contracts with local or state-based companies and/or developers</p> <p>X number of contracts with external companies and/or developers</p> <p>X number of existing Community Benefit Agreements with frontline, low-income, communities of color, and other historically marginalized communities</p> <p>\$X.XX invested in with frontline, low-income, communities of color, and other</p>

	<p>historically marginalized communities in the past 5 years</p> <p>*Identify target neighborhoods, populations, industries, and/or geographies of plans</p> <p>*Track where community and economic development funds are going</p>
Job training, employment services, and local hiring programs	<p>X number of existing job training and employment services programs in community</p> <p>X number of community college, high school, and university job training programs available in community</p> <p>X number of individuals in community job training programs</p> <p>X number of job training and employment service organizations in community</p> <p>X number of establish local and targeted hiring provisions</p> <p>X number of job training or employment service programs serving previously incarcerated individuals</p> <p>*Disaggregate by sector and key demographics serviced</p> <p>*Note locations of all job training programs</p>
Availability and access to social services	<p>X number of households have access to social services</p> <p>X number of households/families/individuals receiving housing assistance or enrolled in related programs</p> <p>X number of households/families/individuals receiving utility assistance or enrolled in related programs</p> <p>X number of households/families/individuals receiving housing assistance or enrolled in related programs</p> <p>*Take stock of the number of existing and available programs in the community for various social services (e.g. housing, daycare, medical assistance, utility assistance, food and other necessities, etc.), as well as those on them</p> <p>*Disaggregate data by key demographics</p>
Presence of community and economic development and organizations	<p>X number of community development organizations and groups active in community</p> <p>X number of economic justice organizations and groups active in active community</p> <p>X number of housing justice and affordable housing organizations and groups active in community</p>

	<p>X number of community development, economic justice, and/or housing justice organizations involved in previous planning and implementation processes</p> <p>*Identify the role various community organizations have played in planning and implementation processes</p>
Presence of financing institutions	<p>X number of commercial banks in community</p> <p>Identify amount of community funds housed in commercial banking institutions</p> <p>X number of existing public banking institutions</p> <p>Identify amount of community funds housed in public banking institutions</p> <p>Identify public banking services and programs available to community customers (private and business/commercial accounts)</p>

Table 10: Process and Outcome Indicators

Indicator	Measurement and Units
Impacts on local employment and business development	<p>X% of employed population who temporarily lost their jobs post disaster/displacement</p> <p>X% of employed population who temporarily lost their job post disaster/displacement</p> <p>X number of new jobs created post disaster/displacement</p> <p>X number of previously incarcerated individuals trained for jobs related to climate adaptation strategies</p> <p>X number of individuals from frontline communities trained for jobs related to climate adaptation strategies</p> <p>X percentage of businesses temporarily closed post disaster/displacement</p> <p>X percentage of businesses permanently closed post disaster/displacement</p> <p>X number of business owners returning/rebuilding on same</p> <p>X number of programs for supporting entrepreneurs from frontline and historically marginalized communities</p> <p>X number of new Disadvantaged Business Enterprises, including Woman Business Enterprises and Minority Business Enterprises</p> <p>Total monetary value lost or gained as a direct result of disaster</p>

Presence of frontline community, economic justice, housing justice and social justice groups throughout the planning process	<p>X frontline community economic justice, housing justice and social justice groups involved in planning process</p> <p>X frontline community economic justice, housing justice and social justice groups involved throughout entire planning and implementation process</p> <p>Establishment/existence of an economic justice working group, task force, committee or management authority with defined goals and objectives</p> <p>Membership of taskforce or working group reflects community</p> <p>*Disaggregate by key demographics</p>
Economic structure (sector-share) in community post-disaster and/or plan implementation	<p>The distribution of businesses that share the same or related products or services</p> <p>X number of employed persons in key community occupations</p> <p>X number of employed persons in key community industries</p> <p>X number of employed persons in key occupational classes (i.e. private wage and salary workers, government workers, self-employed in own or non-incorporated business workers, unpaid family workers, etc.)</p> <p>*Disaggregate by key demographics</p>
Developing community infrastructure and development projects Local hires for infrastructure projects	<p>X number of local hiring policies for infrastructure projects (i.e. storm water management, solar installations, waste management, etc.)</p> <p>X number of contracts for infrastructure projects (i.e. storm water management, solar installations, waste management, etc.) from local companies and developers</p> <p>X number of new infrastructure and development workers from frontline communities</p> <p>X number of contracts awarded to Women Business Enterprises for infrastructure projects and new development</p> <p>X number of Community Workers Agreements for new developments</p> <p>X number of Community Benefits Agreements for new development</p>
Presence of public/community-controlled financing institutions	<p>X number of commercial banks in community</p> <p>Identify amount of community funds housed in commercial banking institutions</p> <p>X number of public banking institutions in community</p> <p>X number of new public banking institutions in community</p> <p>Identify amount of additional community funds are housed in public banking</p>

	institutions X new and/or expanded public banking services and programs available to community customers (private and business/commercial accounts)
Expanded investment in frontline communities	X number of existing Community Benefit Agreements with frontline, low-income, communities of color, and other historically marginalized communities \$X.XX invested in with frontline, low-income, communities of color, and other historically marginalized communities in the past 5 years

Emergency Management Services

Table 11: Pre-Existing Vulnerability and Asset Indicators

Indicator	Measurement and Units
Extent of household disaster preparedness	X households attending emergency management meetings X households with reported knowledge of disaster resources X households with disaster kits and plans *Disaggregate by key demographics and/or geographic area
Household distance to nearest fire station/EMT services	Households with in a set distance of fire station/EMT services: X households within <=2 mi X households within 2 - 5 mi X households within 10 -15 mi X households within <=15 mi *scale may vary based on community
Household distance to nearest emergency shelter location	Households with in a set distance of an emergency shelter: X households within <=2 mi X households within 2 - 5 mi X households within 10 -15 mi X households within <=15 mi *scale may vary based on community
Household/Community vulnerability to	X number of households in disaster prone areas (i.e. flood plains, heavily

disaster and other events, including secondary disasters	<p>forested areas, drought zones, coastlines, etc.)</p> <p>X number of homes within a 10-mile radius of a nuclear reactor, chemical plant, industrial facility, brownfield site, etc.</p> <p>X number of school and other community institutions with in a 10-mile radius of a nuclear reactor, chemical plant, industrial facility, brownfield site, etc.</p> <p>X number of fossil-fuel power plants in community (identify the type of fuel used)</p> <p>X number of nuclear power plants in or within 20 miles of community</p> <p>*Disaggregate by key demographics</p> <p>*Identify neighborhoods or areas with higher number of hazards</p>
Availability of hazmat certification programs	<p>X Hazmat certification courses in and/or available to community</p> <p>X Hazmat certified individuals</p> <p>*Identify locations and/or medium of certification program (e.g. online, local community center, etc.). Be specific about locations if information is available</p> <p>*Disaggregate individuals by key demographics</p>
Availability of and household access to emergency supplies (e.g. sand bags, masks, etc.)	<p>Note supply inventories at various emergency shelters and locations in the community</p> <p>*Pair with data on the location of emergency shelters</p>
Community-specific disaster simulation programs in place	<p>X simulation programs in place (per disaster) (e.g. flooding, blizzard, earthquake, public health crisis, etc.)</p>
Disaster plans in place at key community institutions (e.g. schools, businesses, churches, organizations, prisons, etc.)	<p>X disaster plans in place</p> <p>*Disaggregate by institution type</p>
Outreach plans in place to engage public in disaster planning and response	<p>X outreach plans in place</p> <p>X communities without outreach plans</p> <p>X radio/television ads</p>

(radio/television ads, brochures, web surveys)	X brochures X web surveys X number of views/ completed surveys/ disseminated brochures/etc. in past outreach campaigns
Planning for potential secondary disasters triggered by initial perturbation (e.g. power plant interruptions, sewage overflows, chemical facility malfunction)	X plans for secondary disasters *Indicate what secondary disasters are included in these plans
Pre-Disaster Mental Health Preparation for First Responders	X number of first responder mental health programs in places

Table 12: Process and Outcome Indicators

Indicator	Measurement and Units
Disaster management plans, emergency preparedness plans, and hazard mitigation/recovery plans developed or updated post-disaster	X disaster management plans developed X disaster management plans updated X disaster management plans that indicate new vulnerable communities X disaster plans made publically available X disaster plans adequately communicated to frontline and other historically underserved and marginalized populations X number of disaster plans made available online X number of disaster plans distributed to frontline communities
Recovery time for community emergency management plan(s) – time for public works and services to be restored	X hours for partial system recovery X hours for full system recovery *Determine recovery time for all major public systems and works *Note which systems are operational first and where needs still need to be met

Status of debris management	<p>X tons of disaster-related debris collected and disposed of properly</p> <p>X tons of disaster-related debris collected and recycled</p> <p>X number of debris management/storage sites decommissioned</p> <p>X number of debris management/storage sites relocated safe distances from communities</p>
Presence of frontline community and social justice groups throughout the planning process	<p>X frontline community and social justice groups involved in planning process</p> <p>X frontline community and social justice groups involved throughout entire planning and implementation process</p> <p>Establishment/existence of an emergency management equity working group, task force, committee or management authority with define goals and objectives</p> <p>Membership of taskforce or working group reflects community</p> <p>*Disaggregate by key demographics</p>
Human and civil rights violations	<p>X number of reported civil and human rights violations (disaggregate by the nature of violation)</p> <p>* Should monitor transportation for evacuees, food and water provisions, types and conditions of emergency shelters, among other areas.</p>
Distribution of recovery funding	<p>\$X.XX of FEMA funding distributed</p> <p>\$X.XX of non-FEMA recovery funding distributed</p> <p>*Disaggregate based on where funding is allocated. *Be sure to note what programs and target populations receive benefits of funding dollars</p>
Early warning outreach engaged public in disaster planning and response (radio/television ads, brochures, web surveys)	<p>X outreach plans in place</p> <p>X communications sent</p> <p>X radio/television ads*</p> <p>X brochures*</p> <p>X web surveys*</p> <p>X number of views/completed surveys</p> <p>X Community Response Teams verify receipt of communications</p> <p>X % calls and communications dropped or undelivered</p> <p>X emergency outreach and communication engagement have sufficient</p>

	interpretation/language access relative to population demographics
Effective implementation of disaster plans first responder organizations	<p>X number of first responders on the ground</p> <p>X number of first responder organizations on the ground</p> <p>X civilians receiving first responder assistance</p> <p>Qualitative reports of disaster assistance from frontline and historically underserved communities</p> <p>*Note locations of First Responder deployment and sites of aid</p>
Information sharing and coordination mechanism for first responder and disaster relief organizations	Presence of communication and information sharing plan between first responder groups, government agencies, and community members
Disaster Recovery Center availability/capacity/access	<p>X number of Disaster Recovery Centers</p> <p>Ratio of Disaster Recovery Center staff to affected community members</p> <p>X number of involved agencies, community groups, and other organizations</p> <p>X number of federal disaster assistance application filed from Disaster Recovery Centers</p> <p>*Identify and map locations of Disaster Recovery Centers</p>
Emergency shelter availability/capacity/access	<p>X number of emergency shelters</p> <p>X total number of beds in emergency management shelters</p> <p>X number of individuals housed and/or serviced by emergency shelters</p> <p>X number of shelters designated for or providing increased safety for LGBTQIA persons</p> <p>X number of shelters reported having adequate provisions for persons with disabilities (mental and physical)</p> <p>X number of shelters or other centers with emergency childcare programs and services</p> <p>Supply inventories at various emergency shelters and locations in the community</p> <p>X supply shipments over course of shelter operation</p>

	<p>Time between supply shipments/periods of supply availability</p> <p>*Pair with data on the location of emergency shelters</p> <p>*Disaggregate shelter population(s) by key demographics</p>
Uptake of other emergency services	<p>X number of feeding centers in community (i.e. food pantries, meal programs, shelters, food banks, etc.)</p> <p>X number of feeding centers operational during disaster event</p> <p>X number of individuals serviced at feeding centers</p> <p>X number of active cooling stations</p> <p>Location of emergency supply distribution centers</p> <p>X emergency supply distribution centers in frontline and historically underserved areas</p> <p>X number of animal rescue and care programs/organizations active</p> <p>X number of emergency shelters available or accommodating for pets and other animals</p>

Food Security

Table 13: Pre-Existing Vulnerability and Asset Indicators

Indicator	Measurement and Units
Household access to grocery stores and other food markets	<p>X households with grocery store within a mile radius of the home</p> <p>X households with no grocery store within a mile radius of the home</p> <p>Determine X households with no grocery store within a mile radius of the home by race</p> <p>Determine X households with no grocery store within a mile radius of the home by SES status</p>
Variety and the amount of food purchase and distribution options (e.g. community-supported agriculture [CSA] initiatives, food pantries, farmers	<p>X community farms/ gardens per 100,000 people</p> <p>X total community farms/ gardens in target area</p> <p>X CSA programs available in community</p> <p>X number of food pantries available in community</p> <p>X farmers market in target area</p>

markets) and access to these options	<p>X farmers market in target area per 100,000 residents</p> <p>X number of food distribution and assistance programs to frontline communities</p> <p>*Identify the locations of distribution options</p>
Households identified as food insecure	<p>X households identified as food insecure (see glossary for definition).</p> <p>* Identify groups that are at risk of temporary, seasonal, or chronic food insecurity</p>
Number of stores and markets that accept WIC, SNAP, senior FM coupons, and EBT	<p>X number of stores that accept WIC, SNAP, senior FM coupons and EBT before implementation</p> <p>X number of stores accept WIC SNAP, senior FM coupons and EBT after plan implementation</p>
Community food system	<p>Major foods consumed or grown in the community (crops, fish, etc.)</p> <p>Proportion of food consumed that is locally-sourced</p> <p>Proportion of food consumed that is not locally sourced</p> <p>X agreements with low-cost external (non-local) food suppliers in the case of events that damage local growing potential or disrupt food availability</p>
Portion of the population that has access to potable water	<p>X% of population has access to potable water</p> <p>X% of population without access to potable water</p> <p>*Disaggregate by key demographics</p>
Community nutrition	<p>Rate and instances of anemia, vitamin A deficiency, iodine intake, underweight prevalence, stunting prevalence, and wasting prevalence in the local population</p> <p>*disaggregate by key demographics</p>
Community food security knowledge and preparedness	<p>Families and individuals educated on how to properly prepare, store, transport, and manage food or emergency food supplies in an energy-efficient manner</p>

Accessibility of healthy food	<p>Per capita availability of vegetables and fruits</p> <p>Per capita consumption of vegetables and fruits</p> <p>Per capita availability of organic foods</p> <p>Per capita consumption of organic foods</p>
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Table 14: Process and Outcome Indicators

Indicator	Measurement and Units
Increase in amount and variety of food purchase and distribution options (e.g. community-supported agriculture [CSA] initiatives, food pantries, farmers markets)	<p>X farmers markets added in target area</p> <p>X food pantries added in target area</p> <p>X community-supported agriculture initiatives added in target area</p> <p>X households participating in community-supported agriculture initiatives</p> <p>X number of schools and universities participating in farm-to-school programs</p> <p>X number of schools and universities with farm-to-school programs that serve primarily low-income students and students of color</p> <p>X number of hospitals with farm-to-hospital programs</p> <p>Portion of incarceration or detention facilities that offer horticulture programs to serve incarcerated persons and the broader community</p> <p>Number of CSA initiatives, farmers markets, and food stores that serve frontline populations</p> <p>Increase the number of stores and markets that agree to accept WIC, SNAP, senior FM coupons, and EBT in the aftermath of an extreme weather or other event</p> <p>*Compare with established baselines</p>
Expanding methods for growing food (e.g. community gardens in vacant lots or open spaces, aeroponics, aquaponics, aquaculture, or hydroponics facilities).	<p>X community gardens added in vacant lots/ open spaces</p> <p>X community gardens added per 100,000 residents</p> <p>X aeroponics /aquaponics/ aquaculture/ hydroponics facilities added</p>

Inclusion of food justice/ food security groups throughout the planning process	X number of food security and food justice organizations engaged
There is a presence of food justice/ food security groups throughout the planning process	X food security/ food justice groups involved in planning process X food security/ food justice groups involved throughout entire planning and implementation process Establishment/existence of a food security working group, task force, committee or management authority Membership of taskforce or working group reflects community *Disaggregate by key demographics
Damaged or loss of community agriculture and aquaculture due to environmental and climatic factors	X acreage lost or damaged X tons of topsoil lost or damaged Losses in community water supplies X acres of fisheries damaged \$X.XX in agricultural damage to community agricultural lands \$X.XX in damage to community fisheries
Farms lost due to drought/ flooding	X viable farms/ community gardens in target area before drought/ flooding X viable farms/ community gardens in target area after drought/ flooding

Gender and LGBTQ Responsive Planning

Table 15: Pre-Existing Vulnerability and Asset Indicators

Indicator	Measurement and Units
Rates of domestic, sexual violence, and other crime pre-disaster	X reported domestic violence incidents X reported assaults X reported sexual violence incidents X number of missing persons during disasters *Against women and LGBTQQIA persons *Disaggregate by key demographics

Established community resources for woman	<p>X number of domestic violence shelters in community</p> <p>X number of domestic violence programs in community</p> <p>X number of programs supporting woman entrepreneurs and workers</p> <p>X number of support and assistance programs for households with single parents who are women</p> <p>*Note the location and population of these shelters</p> <p>*Pair with domestic violence rate data</p>
Established community resources for LGBTQQIA communities	<p>X number of counseling programs for LGBTQQIA and other groups</p> <p>X number of healthcare services and programs for LGBTQQIA communities</p> <p>X number of shelters and temporary housing</p>
Presence of gender justice, and social justice groups throughout the planning process	<p>X frontline community economic justice, housing justice and social justice groups involved in all issue area planning process</p> <p>X frontline community economic justice, housing justice and social justice groups involved throughout entire planning and implementation process</p> <p>Establishment/existence of an economic justice working group, task force, committee or management authority with defined goals and objectives</p> <p>Membership of taskforce or working group reflects community</p> <p>*Disaggregate by key demographics</p>

Table 16: Process and Outcome Indicators

Indicator	Measurement and Units
Rates of domestic, sexual violence, and other crime post-disaster	<p>X reported domestic violence incidents</p> <p>X reported assaults</p> <p>X reported sexual violence incidents</p> <p>X number of missing persons during disasters</p> <p>*Against women and LGBTQQIA persons</p> <p>*Disaggregate by key demographics</p>
Presence of gender justice, and social justice groups throughout the	<p>X gender justice, and social justice groups involved in all issue area planning process</p> <p>X gender justice, and social justice groups involved throughout entire</p>

planning process	<p>planning and implementation process</p> <p>Establishment/existence of an gender and social justice working group, task force, committee or management authority with defined goals and objectives</p> <p>Inclusion of women and LGBTQQIA persons on all decision-making bodies, workgroups, taskforces, and caucuses related to climate adaptation planning</p> <p>X number of representatives that are from frontline or other historically marginalized communities (i.e. low-income, communities of color, indigenous, etc.)</p> <p>Membership of taskforce or working group reflects community</p> <p>*Disaggregate by key demographics</p>
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Governance and Decision Making

Table 17: Pre-Existing Vulnerability and Asset Indicators

Indicator	Measurement and Units
Inclusive governance with appropriate representation in stakeholders given meaningful authority	<p>Extent to which decision makers match the demographics of the community make-up (Disaggregate by key demographics, minimally including, race, class, and gender)</p> <p>X number of decision makers on various governing bodies who represent various neighborhoods or demographic groups</p> <p>*Consider intersectional identities of individuals where appropriate</p>
Rates of voter participation and registration	<p>X% voter participation in the 2016 presidential election</p> <p>X% voter participation in last state-level election</p> <p>X% voter participation in last local-level election</p> <p>Identify state/local voter suppression, ID, and registration laws</p> <p>Identify location of all voting centers</p> <p>Identify state/local electoral boundaries and districts</p> <p>X number of government voter registration efforts and programs in frontline, historically marginalized, and underrepresented communities</p> <p>X number of community-led voter registration efforts and programs in frontline and historically marginalized and underrepresented communities</p> <p>*Disaggregate by key demographics</p>

Policy landscape and extent of equity (i.e. health codes, building codes, zoning codes, ordinances, labor policies, local hire provisions, Community Benefit Agreements, etc.)	<p>Identify policies, rules, regulations, and government sponsored programs targeting frontline and historically marginalized communities</p> <p>X% of target population targeted by policy/program</p> <p>X% of population covered by the policy or program</p> <p>X number of town halls and community meetings held in framing of policy/ordinance/program (note location)</p> <p>X number of beneficiary households/individuals</p> <p>*Disaggregate by key demographics</p>
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Table 18: Process and Outcome Indicators

Indicator	Measurement and Units
Inclusive stakeholder engagement in climate adaptation/sustainable communities planning, including: emergency management; sea level rise response; food security; land management; etc.	<p>X number of public meetings and events held</p> <p>X number of participants</p> <p>X number of community and frontline organizations involved in various planning processes and decision-making spaces</p> <p>*Disaggregate by key demographics</p>
Equitable resource allocation	<p>X households/individuals have access to identified service/program/ resource</p> <p>X% of total population with access to specified resource/service/program</p> <p>X number of resource or service programs targeting</p> <p>X number of new community-control and/or owned resource programs/services in frontline and historically marginalized communities</p> <p>X policies requiring or targeting resource distribution to frontline and historically underserved communities</p> <p>X number of programs requiring or targeting resource distribution to frontline and historically underserved communities</p>
Just redistricting of electoral districts	X number of decision-makers representing frontline and historically underrepresented groups

	<p>Extent to which electoral district decision-makers match the demographics of the community</p> <p>*Disaggregate by key demographics, minimally including, race, class, and gender</p>
Just voting records, rates, and districts	<p>X% voter participation in the 2016 presidential election</p> <p>X% voter participation in last state-level election</p> <p>X% voter participation in last local-level election</p> <p>Identify state/local voter suppression, ID, and registration laws</p> <p>Identify location of all voting centers</p> <p>Identify state/local electoral boundaries and districts</p>
Laws/ordinances to protect frontline, low-income, communities of color, and historically marginalized communities	<p>X number (and/or presence) of laws/ordinances to prevent gentrification</p> <p>X number (and/or presence) of laws/ordinances requiring Environmental Impact Studies for all redevelopment projects</p> <p>X number (and/or presence) of laws/ordinances requiring Community Impact Reports for all redevelopment projects</p> <p>X number (and/or presence) of laws/ordinances requiring Community Workforce Agreements for all redevelopment projects</p>
Communities that face inequalities have increased influence over decisions, policies, partnerships, institutions, and systems that affect their lives	<p>Noted culture shift within public institutions</p> <p>X new decision-makers representing and/or from frontline and historically marginalized communities</p> <p>X number of newly created community advisory groups with influence over public policy and community processes</p> <p>X number of new community-controlled and/or owned community institutions (e.g. energy systems, water resources, waste systems, etc.)</p>
Government and institutions are more transparent, inclusive, responsive, and/or collaborative	<p>X new or improved mechanisms of information transmission (e.g. media, open meetings, public data, etc.)</p> <p>Modified or strengthened Freedom of Information Laws</p> <p>Level of newspaper/media circulation</p> <p>Degree of dissemination of aggregated public data</p> <p>\$X.XX public investment in transparency and accountability mechanisms and programs</p> <p>Degree to which public data and reporting presented in ways fitting multiple</p>

	communities (i.e. varying educational level, languages, mediums, etc.)
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Housing Security and Land Use Management

Table 19: Pre-Existing Vulnerability and Asset Indicators

Indicator	Measurement and Units
Existing housing stock and quality of housing stock	<p>Counts by housing structure type (e.g. attached-detached, single family, town homes, multifamily, condominiums, cooperatives, mobile homes, etc.)</p> <p>Counts of all housing structures by the year they were built</p> <p>For counts of individual housing units, consider determining:</p> <ul style="list-style-type: none"> • Total number of bedrooms • Provision of electricity, water supply, indoor toilets, and cooking facilities • Quality of construction materials and the extent to which they have been maintained • Indoor air quality • Thermal insulation (energy efficiency) • Dampness and mold (associated with asthma) • Exposure to noise <p>Counts of affordable housing units (total and by property type)</p> <p>Population of affordable housing units</p> <p>X abandoned houses (pre-disaster)</p> <p>*Disaggregate data by key demographics living in different types of housing units</p>
Homeowner and Renter population	<p>X number of homeowners in community</p> <p>X number of renters in community</p> <p>X households with homeowners' insurance</p> <p>X households with renters' insurance</p> <p>X households without homeowners' insurance</p>

	<p>X households without renters' insurance</p> <p>Average level of homeowner/renter's insurance coverage</p> <p>*Disaggregate data by key demographics</p>
Homes threatened and prepared for flood events	<p>X homes located in areas with historic flooding events</p> <p>X homes -</p> <p>2 feet above base flood elevation</p> <p>1 foot above base flood elevation</p> <p>At base flood elevation</p> <p>1 foot below base flood elevation</p> <p>X homes with reported flood proofing</p> <p>X residential flood-proofing programs available to community members</p> <p>X homeowners with flood insurance</p> <p>Average cost of home flood insurance \$X.XX</p> <p>*Disaggregated based on demographics of homeowners</p>
Availability and access to vouchers for flood insurance assistance	<p>X households receiving flood insurance vouchers and/or other assistance</p> <p>*Disaggregate data by key demographics and housing types</p>
Number, location, and population of alternative shelters and dwellings	<p>X prisons within community</p> <p>X inmates in community prisons*</p> <p>X domestic violence shelters</p> <p>X individuals occupying community domestic violence shelters</p> <p>X adult shelters</p> <p>X individuals occupying community adult homeless shelters</p> <p>X LGBTQ youth shelters</p> <p>X individuals occupying LGBTQ youth shelters</p>

	X shelters that service families X families occupying shelters *Disaggregate data by key demographics
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Table 20: Process and Outcome Indicators

Indicator	Measurement and Units
Vulnerability, risk, and hazard assessments conducted: evaluation of critical infrastructure in high risk areas, identification of high-risk populations (specifically housing, and public and private buildings)	X completed risk assessments Identification of high-risk populations (based on exposure, sensitivity, and resource availability)
Number of people and households displaced by disaster (note pre-existing and new frontline communities)	X number of individuals displaced X number of households temporarily displaced X number of households permanently displaced X number of homeowners temporarily displaced X number of homeowners permanently displaced X number of renters temporarily displaced X number of renters permanently displaced *Disaggregate by key demographics
Percent of population residing in temporary housing units	X% of population residing in temporary housing X individuals, households, or families waiting for temporary housing X individuals, households, or families denied temporary housing *Disaggregate by key demographics

Homes and buildings flooded	<p>X homes flooded</p> <p>X buildings flooded</p> <p>X public buildings and facilities flooded</p> <p>*Indicate flood elevation of flooded buildings</p> <p>2 feet above base flood elevation</p> <p>1 foot above base flood elevation</p> <p>At base flood elevation</p> <p>1 foot below base flood elevation</p> <p>*Disaggregate by neighborhood or other geographic distinctions</p>
Homes and commercial buildings damaged	<p>X homes damaged in disaster event</p> <p>X commercial buildings damaged in disaster event</p> <p>Total monetary impact of damages \$X.XX</p> <p>X homes damaged beyond repair in disaster event</p> <p>X commercial buildings damaged beyond repair in disaster event</p> <p>X homes without basic necessities</p> <p>X commercial buildings without basic necessities</p> <p>Total monetary impact of destruction \$X.XX</p> <p>*Disaggregate by key public work/utility</p> <p>*Disaggregate by neighborhood or other geographic distinctions</p> <p>*Note location or areas of high concentrations of destroyed homes and buildings</p> <p>*Note location or areas of high concentrations of damaged homes and buildings</p>
Homes without basic necessities—running water, electricity	<p>X homes without electric services</p> <p>X homes without running water</p> <p>X home without gas and heating services</p> <p>*Indicate the length of time homes and commercial building have been without necessities</p>
Property values increased or reduced	Average property value fluctuation of +/- \$X.XX

	<p>*Disaggregate by neighborhood or other geographic distinction</p> <p>*Indicate pre-disaster or disturbance property values</p>
Damages to housing infrastructure	<p>\$X.XX in damages to housing infrastructure</p> <p>*Disaggregate by types of housing infrastructure</p>
Residents returning/rebuilding on same site	<p>X residents returning to community post-disaster event</p> <p>X homes reoccupied</p>
Amount of homeowners/renters insurance claims made; amount of insurance payments made	<p>X homeowner's insurance claims</p> <p>X renter's insurance claims</p> <p>\$X.XX in insurance payments made</p> <p>*Disaggregate by type of claim and/or reason for the claim</p>
Post disaster/event housing stock and quality of housing stock	<p>Counts by housing structure type (e.g. attached-detached, single family, town homes, multifamily, condominiums, cooperatives, mobile homes, etc.)</p> <p>Counts of all housing structures by the year they were built</p> <p>For counts of individual housing units, consider determining:</p> <ul style="list-style-type: none"> • Total number of bedrooms • Provision of electricity, water supply, indoor toilets, and cooking facilities • Quality of construction materials and the extent to which they have been maintained • Indoor air quality • Thermal insulation (energy efficiency) • Dampness and mold (associated with asthma) • Exposure to noise <p>Counts of affordable housing units (total and by property type)</p> <p>Population of affordable housing units</p> <p>X abandoned houses (post disaster)</p> <p>*Disaggregate data by key demographics living in different types of housing units</p>
Damages to public and private land and buildings	<p>\$X.XX in damages to public building infrastructure</p> <p>\$X.XX in damages to private building infrastructure</p>

	*Disaggregate by types of housing and building infrastructure
Number of public and private buildings constructed/restored with upgraded design	<p>X public buildings restored and constructed</p> <p>X private buildings restored and constructed</p> <p>*Identify the location of new and restored construction</p>
Public/community spaces constructed/restored with upgraded design	<p>X public spaces constructed and restored</p> <p>Re-establishment of social networks and community facilities (such as community meeting facilities, houses of worship, and schools)</p> <p>*Identify the location of new and restored construction</p> <p>*disaggregate based on the type of public space</p>
Recovery time for community restoration plan(s)	<p>X hours for partial system recovery</p> <p>X hours for full system recovery</p> <p>*Determine recovery time for all major public systems, residential buildings, commercial buildings etc.</p> <p>*Note which systems are operational first and where needs still need to be met</p> <p>*Disaggregate by neighborhood or other geographic distinctions, and/or by key demographics</p>
Restoration of protected natural areas	Re-establishment of soil, flora, and fauna in areas designated as protected through park services or other designations.
Inclusion of housing justice and/or alternative housing groups throughout the planning process	<p>X number of housing justice and/or alternative housing organizations engaged</p> <p>X housing justice and/r alternative housing groups involved in planning process</p> <p>X housing justice and/or alternative housing involved throughout entire planning and implementation process</p> <p>Membership of taskforce or working group reflects community</p> <p>*Disaggregate by key demographics</p> <p>Establishment/existence of a housing and land management working group, task force, committee or management authority</p>

Infrastructure

Table 21: Pre-Existing Vulnerability and Asset Indicators

Indicator	Measurement and Units
Availability and access of telecommunication resources (phone/texting, television/cable, Radio, broadband, etc.)	<p>X number of households have access to telecommunications</p> <p>Identify available telecommunication modes in community, and companies service territories</p>
Availability and access of community energy resources	<p>Identify and map all power plants and energy infrastructure in the community (highlight neighborhoods with high incidences of energy infrastructure and compare with key demographic data)</p> <p>X.XX cents per kilowatt-hour of electricity (energy utility rate) (disaggregate by energy type, renewable and non-renewable)</p> <p>\$X.XX per month in fixed charges for energy utilities (disaggregate by energy type, and company)</p> <p>X number of households in arrears (disaggregate by key demographics, and income brackets)</p> <p>\$X.XX in arrears (disaggregate by utility company/service territory)</p> <p>X number of households have had their electricity shut off in the last year</p> <p>X number of households per year without electricity and/or heat for more than 1 to 4 weeks; 1 to 2 months; 2+ months</p>
Established renewable energy policies that target low to moderate income, multifamily, communities of color and other historically underserved populations	<p>Identify state/local Renewable Portfolio Standards (RPS), Energy Efficiency Resource Standards (EERS), net metering and distributed generation, and other energy utility policies</p> <p>Identify and outline state community renewable energy policies</p> <p>X number of community renewable energy policies provide provisions for Low to moderate income, multifamily, communities of color, and other underserved populations</p> <p>X number of energy efficiency and weatherization policies and programs for low to moderate income, multifamily, communities of color and other underserved populations</p> <p>X number of Community Benefit Agreements (CBA) between historically</p>

	underserved or frontline communities and utility companies X number of Community Choice Aggregation (CCA) programs in frontline communities
Availability and access of community water resources	Proportion of water supplies that comply with guideline for drinking-water quality and minimum criteria for treatment and source protection X% of population that has a recognizable water-supply system Average volume of water used by consumers for domestic purposes (expressed as gallons per capita per day) % of the time during which water is available (daily, weekly or seasonally) Average cost of water utilities \$X.XX per billing cycle (disaggregate by household type and/or size) X number of households are dependent on wells for their water source X number of households have had their water shut off in the last year
Availability and access of storm-water/flood prevention infrastructure	Identify locations of and areas serviced by levees and other flood-prevention infrastructure X communities receiving benefits from ecosystem-based storm-water management practices (identify demographics of communities serviced)
Characteristics of waste management systems	X number of landfills in community X number of recycling centers in community X number of compost centers/programs in community X number of incinerators in community X number of waste management facilities that are up to state standards X number of household reporting recycling and/or composting practices X hazardous dumping sites within X miles of residential communities
Diversity of infrastructure and utility decision making bodies	Extent to which decision makers match the demographics of the community make-up (Disaggregate by key demographics, minimally including, race, class, and gender) Identify the X number of decision makers on various related bodies who represent various neighborhoods

Table 22: Process and Outcome Indicators

Indicator	Measurement and Units
Vulnerability, risk, and hazard assessments conducted: evaluation of public health infrastructure in high risk areas, identification of high-risk populations	X completed risk assessments *Identification of high-risk populations (based on exposure, sensitivity, and resource availability)
Planning for potential secondary disasters triggered by initial perturbation (e.g. power plant interruptions, sewage overflows, chemical facility malfunction)	X plans for secondary disasters *Indicate what secondary disasters are included in these plans
Damages to public works and industrial infrastructure (e.g. gas pipelines, wastewater treatment plants, water lines, electric lines, industrial facilities, incinerators, etc.)	\$X.XX in damages to public works and infrastructure *Disaggregate by types of public works and industrial infrastructure
Removal or decommissioning of hazardous public and private infrastructure in frontline and historically marginalized communities	X number of hazardous facilities/sites shut down X tons of mitigated air pollutants and/or greenhouse gases (disaggregate by key air pollutants and greenhouse gases) *Disaggregate by facility type (i.e. nuclear reactor, chemical plant, industrial facility, brownfield site, incinerators, landfills, etc.)
Inclusive infrastructure development (i.e. storm water management,	X number of local hiring policies for infrastructure projects X number of contracts for infrastructure projects X number of contracts awarded to Woman Business Enterprises (WBEs) for

renewable energy infrastructure, ecosystem reconstruction and conservation, waste management, etc.)	<p>infrastructure projects</p> <p>X number of contracts awarded to Disadvantaged Business Enterprises (DBEs) for infrastructure projects</p> <p>X number of Community Workers Agreements for new infrastructure developments</p> <p>X number of Community Benefits Agreements for new infrastructure development</p> <p>*Disaggregate by infrastructure type</p>
New renewable energy infrastructure and programs development in frontline communities	<p>X number of new community-owned renewable energy projects</p> <p>X number of new community-owned renewable energy projects servicing low-income populations</p> <p>X number of established energy efficiency programs servicing frontline communities</p>

Mobility and Transportation

Table 23: Pre-Existing Vulnerability and Asset Indicators

Indicator	Measurement and Units
Households with/without access to a car identified	<p>X households with cars</p> <p>X households without cars</p> <p>*Identify clusters of households without cars and disaggregate by key demographics</p>
Public transportation availability and access	<p>X% of population served (disaggregate by key demographics and/or geographic locations)</p> <p>X number of public transit stops per capita</p> <p>X number of bus stops per capita</p> <p>X number of subway stops per capita</p> <p>X number of light rails</p> <p>X riders of public transit (disaggregate by type of public transit)</p> <p>Average travel time per transit type and individual route</p> <p>Average rates of public transportation per transit type</p>

	<p>Households with in a set distance of public transportation stops: (scale may vary based on community)</p> <p>X households within $\leq .5$ mi</p> <p>X households within .5 - 1 mi</p> <p>X households within 1 - 2 mi</p> <p>X households within ≤ 2 mi</p> <p>*Identify the location of public transit stops and identify neighborhoods with few to no public transit stops</p> <p>*Identify breaks in public transit services</p> <p>*Maps should include analysis of access to key services and activities</p>
Established alternative transportation methods (e.g. bicycle and pedestrian infrastructure, car-sharing, carpooling, etc.)	<p>X number of bicycle and pedestrian paths</p> <p>X miles of bicycle and pedestrian paths</p> <p>X bike-share programs</p> <p>X number of bike-share locations</p> <p>X car-share programs</p> <p>X number of car-share pickup locations</p> <p>X community carpooling programs</p> <p>X number of active HOV lanes</p> <p>*Map the locations of alternative transportation infrastructure</p> <p>*Maps should include analysis of access to key services and activities</p>
Affordability of transportation	<p>Average rates of public transportation per transit type</p> <p>Transportation costs as a % of income</p>
Established and accessible evacuation routes	<p>X number of evacuation routes</p> <p>X miles of evacuation routes</p> <p>*Note the location and path of evacuation routes</p>
Vulnerability, risk, and hazard assessments conducted: evaluation of critical transportation	<p>X completed risk assessments</p> <p>*Identification of high-risk populations (based on exposure, sensitivity, and resource availability)</p>

infrastructure in high risk areas, identification of high-risk populations	
Health and safety of transportation infrastructure (e.g. cars, trucks, airports, shipping ports, etc.)	<p>Average daily traffic near residential areas</p> <p>X tons of emissions from transportation methods</p> <p>X number of industrial trucks entering and leaving community</p>

Table 24: Process and Outcome Indicators

Indicator	Measurement and Units
Reestablishment of public transit systems	<p>X public transit systems restored</p> <p>X public transit systems</p> <p>X public transit routes</p> <p>*Identify the location of new and restored construction</p> <p>*Maps should include analysis of access to key services and activities</p>
Established alternative transportation methods (e.g. bicycle and pedestrian infrastructure, car-sharing, carpooling, etc.)	<p>X number of bicycle and pedestrian paths</p> <p>X miles of bicycle and pedestrian paths</p> <p>X bike-share programs</p> <p>X number of bike-share locations</p> <p>X car-share programs</p> <p>X number of car-share pickup locations</p> <p>X community carpooling programs</p> <p>X HOV lanes</p> <p>*Map the locations of alternative transportation infrastructure</p> <p>*Maps should include analysis of access to key services and activities</p>
Disaster-damaged roads and bridges repaired	Total miles of road system and bridges needing repairs owing to disaster impacts
Public transportation availability and	X% of population served (disaggregate by key demographics and/or geographic locations)

access (post-disaster event or plan implementation)	<p>X number of public transit stops per capita</p> <p>X number of bus stops per capita</p> <p>X number of subway stops per capita</p> <p>X number of light rails</p> <p>X riders of public transit (disaggregate by type of public transit)</p> <p>Average travel time per transit type and individual route</p> <p>Average rates of public transportation per transit type</p> <p>Households with in a set distance of public transportation stops: (scale may vary based on community)</p> <p>X households within $\leq .5$ mi</p> <p>X households within .5 - 1 mi</p> <p>X households within 1 - 2 mi</p> <p>X households within ≤ 2 mi</p> <p>*Identify the location of public transit stops and identify neighborhoods with few to no public transit stops</p> <p>*Identify breaks in public transit services</p>
Inclusion of frontline community, transportation equity, and economic justice groups throughout the planning process	<p>X number of frontline community, transportation equity, and economic justice organizations engaged</p> <p>X frontline community, transportation equity, and economic justice groups involved in planning process</p> <p>X frontline community, transportation equity, and economic justice groups involved throughout entire planning and implementation process</p> <p>Establishment/existence of a transportation equity working group, task force, committee or management authority</p> <p>Membership of taskforce or working group reflects community</p> <p>*Disaggregate by key demographics</p>

Public Health and Environmental Safety

Table 25: Pre-Existing Vulnerability and Asset Indicators

Indicator	Measurement and Units
Access and availability to healthcare services	Household distance to nearest hospital X number of healthcare professionals per capita X number of doctors per capita X number of nurses per capita X of hospital beds per 10,000 population X healthcare facilities with appropriate cultural and linguistic services X emergency rooms (note location) X EMT services in community X numbers of Community Health Centers X number of mental health services and programs *Note the location and reach of each service
Affordability and access to health insurance	X individuals with health insurance coverage X individuals with Medicare/Medicaid insurance coverage Average medical insurance rate Average medical insurance coverage *Disaggregate by key demographics
Status of community health	X persons with pre-existing health conditions X persons with substance abuse Mortality rate (disaggregate by cause of death) Life expectancy by zip code Infant mortality rate Community suicide rate Rates and incidences of diseases and illness (e.g. obesity, cancer, flu, Sexually Transmitted Infections, etc.) *Disaggregate by key demographics

Availability and access to community health services	<p>X community substance abuse services</p> <p>X domestic violence hotline and other programs</p> <p>X community urgent care health clinics</p> <p>X medical school/hospital programs geared toward low-income, elderly, homeless, non-English speaking and other vulnerable populations</p>
Community environmental health conditions	<p>Local Air Quality Index (AQI) including ozone, particle pollution, Sulphur dioxide, Nitrogen dioxide, et.</p> <p>Proportion of water samples or supplies that comply with drinking-water quality standards and minimum criteria for treatment and source protection</p>
Household proximity to hazardous sites	<p>X number of homes within a 10 mile radius of a nuclear reactor, chemical plant, industrial facility, brownfield site, etc.</p> <p>X number of school and other community institutions with in a 10 mile radius of a nuclear reactor, chemical plant, industrial facility, brownfield site, etc.</p> <p>X number of landfills in community</p> <p>X number of fossil-fuel power plants in community (identify the type of fuel used)</p> <p>X number of nuclear power plants in or within 20 miles of community</p> <p>*Disaggregate by key demographics</p> <p>*Identify neighborhoods or areas with higher number of hazards</p>

Table 26: Process and Outcome Indicators

Indicator	Measurement and Units
Vulnerability, risk, and hazard assessments conducted: evaluation of public health infrastructure in high risk areas, identification of high-risk populations	<p>X completed risk assessments</p> <p>*Identification of high-risk populations (based on exposure, sensitivity, and resource availability)</p>
Planning for potential secondary disasters triggered by initial	<p>X plans for secondary disasters</p> <p>*Indicate what secondary disasters are included in these plans</p>

perturbation (e.g. power plant interruptions, sewage overflows, chemical facility malfunction)	
Presence of frontline community, public health, and social justice groups throughout the planning process	<p>X frontline community, public health, and social justice groups involved in planning process</p> <p>X frontline community, public health, and social justice groups involved throughout entire planning and implementation process</p> <p>Establishment/existence of a health equity working group, task force, committee or management authority with define goals and objectives</p> <p>Membership of taskforce or working group reflects community</p> <p>*Disaggregate by key demographics</p>
<p>Damages to public infrastructure:</p> <p>Health infrastructure (e.g. clinics, hospitals, emergency facilities, cooling stations, etc.)</p> <p>Public works and industrial infrastructure (e.g. gas pipelines, wastewater treatment plants, water lines, electric lines, industrial facilities, incinerators, etc.)</p>	<p>\$X.XX in damages to public health infrastructure</p> <p>\$X.XX in damages to public works and industrial infrastructure</p> <p>*Disaggregate by types of infrastructure</p>
Status of community health care facilities	<p>X number of community health care facilities operational</p> <p>X number of physicians available to the public</p> <p>X mental health services and programs operational</p> <p>X community substance abuse services</p> <p>X domestic violence hotline and other programs</p> <p>X community urgent care health clinics</p> <p>X medical school/hospital programs geared toward low-income, elderly,</p>

	homeless, non-English speaking and other vulnerable populations
Newly established community health services in frontline and historically underserved communities	<p>X number of new community health care facilities</p> <p>X number of additional physicians available to the public</p> <p>X number of new and/or expanded mental health services and programs operational</p> <p>X number of new and/or expanded community substance abuse services</p> <p>X number of new and/or expanded domestic violence hotlines, shelters, and other programs</p> <p>X number of new and/or expanded community urgent care health clinics</p> <p>X number of new and/or expanded medical school/hospital programs geared toward low-income, elderly, homeless, non-English speaking and other vulnerable populations</p>
Status of community health post-disaster or plan implementation	<p>X persons with pre-existing health conditions</p> <p>X persons with substance abuse</p> <p>Mortality rate (disaggregate by cause of death)</p> <p>Life expectancy by zip code</p> <p>Infant mortality rate (disaggregate by key demographics)</p> <p>Community suicide rate (disaggregate by key demographics)</p> <p>X number of individuals with short term disabilities resulting from injuries</p> <p>X number of individuals with long term disabilities resulting from injuries</p> <p>X number of reported mental health challenges</p> <p>Rates and incidences of diseases and illness (e.g. obesity, cancer, flu, Sexually Transmitted Infections, etc.)</p> <p>X reported sexual violence incidents (post-disaster)</p> <p>X reported cases of depression (post-disaster)</p> <p>X reported suicides (post-disaster)</p> <p>X reported instances of elder abuse</p> <p>X reported instances of child abuse/trauma</p> <p>*Disaggregate by key demographics</p>
Removal or decommissioning of	X number of hazardous facilities/sites shut down

environmental hazards in frontline and historically marginalized communities	<p>X tons of mitigated air pollutants and/or greenhouse gases (disaggregate by key air pollutants and greenhouse gases)</p> <p>*Disaggregate by facility type (i.e. nuclear reactor, chemical plant, industrial facility, brownfield site, etc.)</p>
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The above indicators are not intended to be an exhaustive list. The purpose is to provide a guide for integrating an equity lens into the design of adaptation plans. In order to effectively strengthen community resilience, plans must consider intersecting vulnerabilities, and outcomes for adaptation planning must also be comprehensive.



Conclusion

Community-driven climate adaptation planning helps communities build resilience to climate change. While many communities across the United States have developed climate action or climate adaptation plans, often times these plans fail to center principles of equity and resilience or include the most vulnerable populations in the planning processes. NAACP units and other

community-based organizations are well positioned to meaningfully contribute to and strengthen the fields of Urban Planning and Climate Adaptation through culturally relevant, democratic process that meaningfully engage impacted communities in defining and building climate resilience.



Resources

Georgetown Climate Center

This webpage includes a map of the United States that highlights the status of state adaptation efforts. Visit www.georgetownclimate.org and navigate over “adaptation” and select “state/local adaptation plans.”

Center for Climate and Energy Solutions

This webpage has several resources for adaptation planning, including sample climate action plans. Visit www.c2es.org and select “library” and search “climate action plan” in the search bar.

The Center for Climate Strategies

This webpage features state and local climate action plans. Visit www.climatestrategies.us and search “state and local climate” in the search bar. Select “Policy Tracker-State” or go to www.climatestrategies.us/policy_tracker/state

Ella Baker Center, Oakland Climate Action Coalition

This resource by The Ella Baker Center helps explain the community-driven process of developing the Oakland Climate Action Coalition and corresponding Oakland Climate Action Plan. Go to www.ellabakercenter.org/sites/default/files/downloads/OCAC-Toolkit.pdf.

C40 Cities

Visit www.c40.org and select “Cities” to find a list of cities involved in the C40 network of cities committed to climate action.

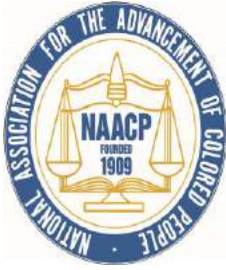
Good Guide Score Card

<http://scorecard.goodguide.com/> Resource for identifying the leading causes of air, water, and land pollution and related health impacts in your community. Information available by zip code and includes major public and private sources of pollution. Some information is available in Spanish.

University of South Carolina’s Social Vulnerability Index

<http://artsandsciences.sc.edu/geog/hvri/front-page> Employs a multi-factorial analysis examining who is at greater risk from various aspects of climate change. Provides maps and quantitative analysis.

FACT SHEET: NAACP Equity Indicators



Equity in Building Resilience in Adaptation Planning





Equity in Climate Adaptation Planning

RESILIENCE INDICATORS

What constitutes strengthening resilience through equitable adaptation planning? How do we assess the context comprehensively so that effective methods are designed? ***To be able to declare that community resilience has been achieved, we must develop systems that address the needs and provide protection for those most vulnerable and marginalized.***

What about the elderly woman who has a physical disability, has no private vehicle, lives in a flood plain, and has no homeowner's insurance? What infrastructure and other improvements are we implementing that will effectively strengthen her resilience to the next disaster? What about the African American child with asthma who lives next to a coal plant? What will we do to strengthen his resilience as he faces the next heat wave which concentrates pollution, activates his asthma, and jeopardizes his life? How do we make sure he has access for emergency health needs while working on the political context that allows 68% of African Americans to be situated near these facilities?

As a conversation-starter for deepening work around incorporating intersectionality in equitable adaptation planning, below is a sample list of indicators/measures of vulnerability and resilience in terms of infrastructure, community/population characteristics, systems, policies, programs/services, protocols, and governance/decision making. This is not an inclusive list. Because these are examples, the indicators ***span the impacts of climate change including shifts in agricultural yields, sea level rise, and extreme weather.***

Some indicators of pre-existing vulnerabilities/risk factors cannot be changed (ex. age, gender, race, pre-existing health conditions, etc.) However, ***it is critical that these characteristics be taken into account in planning as each may be indicative of the need for a different design, for adaptation planning, to accommodate differential pre-existing vulnerabilities.*** Some of the pre-existing vulnerabilities (income/wealth, employment, literacy, education, housing stock, insurance status, etc.) can and should be changed if we hope to achieve true resilience.

To optimize program design and evaluation, ***ideally, these factors should be cross-referenced because of intersectional relationships in systems, communities and individual lives.*** For example, during Hurricane Katrina, low income, African American women suffered the highest rates of injury and mortality. So looking at any of those indicators in isolation would be insufficient in assessing and addressing vulnerabilities. Similarly, it would be important to note if the vast majority of those who don't have uptake of a certain service are of a specific religion because it might signal a cultural norm that must be addressed in program design. Or, if a racial group is disproportionately exposed to toxic facilities, there may be a civil rights issue to be addressed through regulatory measures. ***Categories of these indicators must be catalogued at the smallest possible geographic level to address clusters of populations, issues, circumstances, etc.*** Also, as demonstrated by illustrative scenarios above, it is important to note that some of the vulnerability indicators are also process/outcome indicators and vice versa which highlights the interconnection and the critical need for cross referencing indicators due to the layered interplay of factors and dynamics.

Adaptation planning must also take into account short and long term resilience. Therefore, plans must encompass service availability, access, and uptake for disaster relief while also working toward levee reinforcement, coastal restoration, etc.

About the pre-existing vulnerabilities/assets indicators

There are social, cultural, economic, and political factors that combine to render populations and communities vulnerable to the myriad results of climate change. Multiple communities, populations, individuals face double or multi-jeopardy due to the layered dynamics/characteristics within which they exist. Vulnerabilities can be due to demographic factors and are affected through differential impact of sea level rise, shifts in agricultural yields, and extreme weather, as well as differential systemic and structural access and treatment in adaptation programming. At the same time having assets in place will protect individuals/families/communities from the impact of sea level rise, shifts in agricultural yields, and disasters.

PRE-EXISTING VULNERABILITIES/ASSETS

Demographics

Age
Gender
Race/ethnicity/indigeneity
Income/wealth
Employment
Education
Literacy
Disability/ableism
English as a Second Language
Recent Immigrant
Sexual Orientation
Religion
Undocumented persons
Homeless persons
Persons with criminal records

Housing Security

Quality of Housing stock (mobile homes, housing age, etc.)
Homeowners
Homeowners with homeowners insurance
Renters
Renters with renters' insurance
Homes in flood plains
Homes with flood-proofing
Homeowners with flood clause in homeowners insurance
Availability and access to vouchers for flood insurance assistance
Number, location, and population of prisons
Domestic violence shelters
Shelters for LGBTQ youth and adults

Food Security

Households with grocery store within a XX mile radius of the home
Farmers' markets/community markets per capita
Households identified as food insecure

Mobility

Homes with vehicles
Public transportation availability and access
Evacuation routes

Health Status/System/Services

Individuals with health insurance coverage
Persons with pre-existing health conditions
Persons with substance abuse
Mental health services

	Substance abuse services
	Domestic violence hotline
	Household distance to nearest hospital
	Doctors per capita
	Nurses per capita
Environmental Hazards	Air quality
	Homes within a 10 mile radius of a nuclear reactor/chemical plant or other hazardous facilities, including brownfields
	Proximity of schools to brownfields/toxic sites
	Adequate/Effective Sewage /Waste Management Systems
Emergency Services	Household knowledge level of disaster resources
	Households with disaster kits
	Household distance to nearest fire station
	Household distance to nearest EMT services, including ambulance
	Availability of hazmat certification programs
	Hazmat certified individuals
	Disaster plans in place—schools, businesses, churches, organizations, prisons, etc. (quality of plans)
	Pre-Disaster Mental Health Preparation for First Responders
Businesses/Jobs	Locally owned/community based businesses
	Minority owned businesses)
	Women owned businesses
	Businesses with flood proofing
	Businesses with insurance
	Employment Rate
	Wages
	Union Jobs
Public/Private Utilities	Telecommunications—availability and access (Phone/texting, Television/cable, Radio, broadband, etc.)
	Households with water shut-offs in the last 12 months
	Households reliant on well-water
	Households with electricity shut-offs in the last 12 months
Social Services	Social services-availability and access
	Services for undocumented persons—availability and access
Governance/Policies	Inclusive governance with appropriate representation in stakeholders given meaningful authority
	Extent to which decision makers match the demographics of the community make-up (somewhat subjective but measures should be identified like race, class, and gender minimally)
	Voting participation in the last presidential election
	Policy landscape—health codes, building codes, zoning codes, ordinances, etc. , labor policies (including local hire provisions)
Community Knowledge/Attitudes	Neighborhood cohesion-attitudes
	Knowledge of disaster services and protocols
	Knowledge of financial literacy
Culture	Identifies as having religious/cultural ties to land/water

About the Process/Outcome Indicators

Overarching *intended resilience outcomes that demonstrate successful adaptation to the shifts in agricultural yields, sea level rise, and extreme weather caused by climate change* include equitable preservation of:

- Life and health;
- Safety and wellbeing;
- Community and culture;
- Land, home, and property;
- Livelihoods and economic security;
- Core systems, services, and basic needs;
- Environmental quality; and
- Democratic systems of governance.

PROCESS/OUTCOME INDICATORS	
Infrastructure	Levees fortified (mapping/distribution)
	Coastal restoration projects (mapping/distribution)
	Storm water management projects (mapping/distribution)
	Flood control measures
	Solar and wind installations—community level, home, commercial/businesses (mapping/distribution)
Economic Development/Jobs	Jobs Lost-Temporarily
	Jobs Lost Permanently
	New, Local Jobs Created
	Businesses temporarily closed
	Businesses permanently closed
	Business owners returning/rebuilding on same site
	Local hires for infrastructure projects (storm water management, solar installations, waste management, etc.)
	Contracts for infrastructure projects (storm water management, solar installations, waste management, etc.)
	Contracts for infrastructure projects (storm water management, solar installations, waste management, etc.)awarded to WBEs
	Community Workers Agreements for new developments
	Community Benefits Agreements for new development
Food Security	Households identified as food insecure
	Community seed banks
	Local/Community Farms/Gardens
	Crops Lost/Farms Lost due to drought/flooding
Housing	Households temporarily displaced
	Households permanently displaced
	Homeowners displaced (temporarily)
	Homeowners displaced (permanently)
	Renters displaced (temporarily)
	Renters displaced (permanently)

	Homes flooded
	Homes damaged
	Homes destroyed
	Homes without basic necessities—running water, electricity (including length of time)
	Property values increased or reduced
	Residents returning/rebuilding on same site
Education	Schools temporarily closed
	Schools permanently closed
	Education (attendance, grades, graduation rates)
Health Care Services	Health care facilities
	Mental health services
Gender Responsive Emergency Management	Domestic violence incidence pre and post disaster
	Sexual violence incidence pre and post disaster
	Domestic violence shelters
	Domestic violence programs
	Inclusion of gender justice groups in planning
Emergency Management Services	Vulnerability/risk/ hazard assessment conducted
	Early Warning System reach/access
	Community Emergency Response Teams
	Effective implementation of disaster plans
	First responder organizations
	Information sharing and coordination mechanism for first responder and disaster relief organizations
	Disaster Recovery Center availability/capacity/access
	Emergency shelter availability/capacity/access
	Provisions for persons with disabilities
	Sheltering provisions for LGBTQQI persons
	Sufficient interpretation/language access to match populace
	Availability of mass evacuation resources/plans/mechanisms
	Feeding Centers
	Cooling Stations for heat waves
	Emergency child care services
	Availability of and access to emergency supplies (sand bags, masks, etc.)
	Animal rescue, care, and sheltering
	Uptake of services
Adaptation Specific Planning/Decision Making	Inclusive stakeholder engagement in climate adaptation/sustainable communities planning
	Inclusive stakeholder engagement in emergency management planning processes
	Inclusive stakeholder engagement in sea level rise response planning processes
	Inclusive stakeholder engagement in food security planning
	Equity based resource allocation
Politics/Policies/Democracy	Redistricting
	Voting records/rates
	Laws/ordinances to prevent gentrification (whatever those might be)

	Law/ordinance requiring Environmental Impact Studies for all redevelopment projects
	Law/ordinance requiring Community Impact Reports for all redevelopment projects
	Law/ordinance requiring Community Workforce Agreements for all redevelopment projects
Health/Wellness	Mortality incidence
	Morbidity incidence (including Injury/acute health challenge such as disaster injuries, asthma attacks, etc.)
	Persons with short term disabilities resulting from injuries; persons with long term disabilities resulting from injuries
	Reported mental health challenges
	Hate crimes incidence
	Elder abuse incidence
	Child abuse/trauma incidence
Culture	Reported culture shift as a result of disaster/displacement/ shifts in agricultural yields, etc. (need to identify metrics on this, but it is critical)

Summary/Recommendations:

As stated, the above is not intended to be an inclusive list. The purpose is to provide a guide to localities to enable them to integrate an equity lens as they seek to build resilience in designing adaptation plans. Too often research designs only consider one or two variables. But in order to effectively strengthen resilience, plans must consider intersecting vulnerabilities, and outcomes for adaptation planning must also be comprehensive. This set of indicators should be used to spark an in depth analysis at the local level of what are the factors that truly make the local residents vulnerable to the effects of climate change and what variables must be evaluated to declare success in implementing equity based adaptation planning. This tool should be used by researchers, city planners, local government, environmental and social justice advocates, social service agencies, emergency management agencies, and others. The resources below provide further information on broader sets of indices in areas such as gender, disaster, coastal resilience, etc.

RESOURCES:

- I. **Achieving Resilience in Coastal Communities: Resources and Recommendations**
<http://online.nwf.org/site/DocServer/ac-proof-aug.2014.pdf?docID=15501>
- II. **Building Indexes of Vulnerability: A Sensitivity Analysis of the Social Vulnerability Index**
<http://ehs.unu.edu/file/get/3596.pdf>
- III. **Disaster Resilience Measurements: Stocktaking of Ongoing Efforts in Developing Systems for Measuring Resilience**
http://www.preventionweb.net/files/37916_disasterresiliencemeasurementsundpt.pdf
- IV. **Gender Mainstreaming in Emergency Management**
http://www.gdnonline.org/resources/Enarson_GenderMainstreamingCanada.pdf
- V. **Social Vulnerability to Climate Variability Hazards: A Review of the Literature**
http://adapt.oxfamamerica.org/resources/Literature_Review.pdf

QUESTIONS? CONTACT: Jacqui Patterson jpatterson@naacpnet.org

MODULE 4:

Passing Climate Resilience Policies



Module 4: Passing Climate Resilience Policies

The NAACP has a rich history of advocating for and changing policies to protect civil rights, fight racism, and make our communities more equitable and just. We have the power to craft and/or influence policy solutions for climate justice at the local, state and national level. This module is all about how to pass policies and enact legislation. The bulk of the module provides a general overview of legislative advocacy. This includes information on how to instill equity and justice into climate resilience policy, engage in legislative and regulatory processes and design policy to be passed at the state and local level.

At the end of this module we outline our policy recommendations. More details on these recommendations are incorporated by subject matter throughout the toolkit. In other words, for more information about passing policies for economic justice, go to “Module 8: Economic Justice.”



Instilling Equity and Justice in Climate Resilience Policy

Each of the strategy modules in this toolkit outlines specific policy principles that relate to that strategy area. With that said, all policies should fit the formula of resilience we outlined at the beginning of this toolkit:

Climate Change Mitigation + Adaptation + Deep Democracy + Equity = Resilience

In other words, socially just resilience policies should be viewed through the lens of climate, democracy and equity. To determine if a policy meets these objectives, consider the following questions:



Climate

1. How will climate change affect a particular issue (housing, food systems, energy, etc.)? How will it affect the solutions that I am putting into place?
2. Does this policy have implications (positive or negative) for the severity/continued existence of climate change? If there are negative implications, how will they be addressed?
3. Will the expected impacts of climate change affect the effectiveness of this policy? If the answer is yes, what should be changed?

Deep Democracy and Equity

1. Does this policy reflect the knowledge, priorities, and needs of the communities and people who are most affected by climate change? By inequality?
2. Who benefits and who is negatively affected by this policy?
3. Will the existing disparities and disproportionate impacts of climate change be lessened or made worse by this policy?
4. Were the most impacted communities involved in the shaping of this policy solution?
5. Will existing social, economic and political inequalities in the community be helped or exacerbated by this policy?

What is Legislative Advocacy?

Legislative advocacy is when an individual or community promotes a particular regulatory policy or law to governing bodies. This could be a Public Service Commission, city council, state representative and senator, U.S Congress members, or governors.

Actions NAACP units might take to be an advocate include:

- Raising public awareness
- Working with the media
- Community organizing and educating
- Meeting with legislators
- Testifying before boards, councils, committees, etc.
- Arranging site visits for officials
- Writing Op-Eds and engaging in social media campaigns



More examples of legislative advocacy include:

Advocating for a bill. For example, a piece of legislation supporting fair chance or expanding urban agriculture.

Advocating for a local ordinance or resolution. A local hire ordinances or 100 percent renewable energy resolutions are two examples of local policy that are introduced and passed on the local level. Land use decisions such as zoning policies are often determined through local or county ordinances as well.

Budget advocacy. Federal, state, and local governments create and approve budgets every year. A good way to make sure climate justice interests are being listened to and protected is by advocating for funding.

Speaking at a town hall. Town halls are a great opportunity to engage your member of Congress.



Passing State Policy

One way to see sustainable change in the community is to advocate for policies that promote climate resilience. There are several steps to getting successfully involved in the legislative process. Below is a basic guide on how to get involved in the legislative process on the state level.



A Step-by-Step Guide to the Legislative Process

Become familiar with the legislation. Consider the following questions:

- How does it benefit the community?
- How does it impact the state's economy?
- What are the pros and cons to this piece of legislation?
- What similar legislation already exists?
- Why should the representative be interested in passing this legislation?
- How does this piece of legislation promote civil rights and why is that important?

- How does this legislation compare to other states that have passed similar bills? What were the impacts of passing the bill in these states?

Gather the support of community members and organizations that are working on climate justice, economic justice, racial justice, and health justice

- Inform NAACP members and partners of how this policy will positively impact the causes they are passionate about.
- Inform community members about the various ways this policy will create a more resilient community.
- Create a working group of community members and representatives from partner organizations to help carry out this campaign.
- Contact media about the legislative campaign and hold educational meetings and town halls about the intended piece of legislation.

Create a team

- Create specific roles for each of the members of the ECJ Committee or team. Possible roles include people to lead, people who research and draft proposals; a communications officer to be public relations person and point of contact; a grassroots manager to manage activists and organizing; and a liaison who's responsible for building a coalition.

Design the policy

- The ECJ Committee, partners, and stakeholders can work together to create a clear message for the legislative campaign.
- Is the goal of the campaign to pass legislation? To strengthen current policies? To promote certain programs that align with climate justice? To increase funding for standing legislation?
- What are the solutions that this piece of legislation is promoting and are they feasible in the state's current economy, the current political and social climate, and the success of these policies in other states?
- Write the legislation if the goal is to pass a new bill. If the goal is to amend an existing policy, create a detailed list of changes that the ECJ Committee and partners would like to make to the policy (including any budgetary proposals).
- A bill should include the following:
 - The general rule, or the message of the bill
 - Exceptions to the rule, or who or what the bill does not apply to
 - Special rules, or if the main message applies differently to some parties
 - Transitional rules
 - Other provisions
 - Definitions
 - Effective date (when the law would go into effect if passed)
 - Authorization of Appropriations

Gather the support of local representatives.

- Get to know local representatives, the issues they care about, and their history in advocating for (or against) environmental justice or climate justice policies.
- Contact them through emails, letters and phone calls and invite community members and partner organizations to do the same.
- Invite them to town halls, education sessions and community meetings so that they can hear directly from the impacted communities.
- Organize a one-on-one meeting with them (and their staff) to present the piece of legislation.

Stay engaged in the campaign until the bill passes.

- Keeping the media and the public updated on regular advancements in the campaign is key to building momentum and creating political pressure
- Keep in contact with legislators that are interested in the bill and keep underlining the importance of the bill.
- Stay engaged through social media. Post updates through Facebook, Twitter and Instagram and encourage people to engage in the campaign.

How to Write a Bill

Table 1 below outlines the basic components of a bill. ECJ Committees with little or no experience writing bills can use this chart to help outline the intended bill.

Table 1: How to Write a Bill

Section of the Bill	Description	Components of your Bill
Short Title	A phrase by which the bill will be referred. For example, "The Clean Energy Act"	
Statement of Policy	Describes the policy behind the bill. Discuss why this bill is being introduced and why it is important.	
Leading Purpose	States the purpose of the bill. This states the specific intents of the bill and the actions and programs that will be implemented following the passage of the bill.	

Subordinate Provisions	Conditions, exceptions and special cases.	
Administrative Provisions	States the entities that are responsible for administering and regulating the bill.	
Transitional Provisions	States the provisions (if any) that are temporarily necessary in order to implement of the piece of legislation.	
Penalties	States any penalties for parties that fail to follow the requirements of the bill.	
Effective Date	What date will the bill go into law? Usually, it is effective as soon as it is passed.	

Definitions	Define any ambiguous or uncommon terms.	
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Passing Local Policy

Most city councils, the bodies that pass local policy, can take action in one of two ways: through ordinance or resolution. An ordinance is a rule, law, or statute passed by locality such as a city, town, or county. An ordinance has the force of law and is more permanent than a resolution. A resolution is a formal expression of intention or the position of a city or county. While resolutions tend to have less permanence and be less detailed than an ordinance, this can sometimes make resolutions an appropriate initial step in a campaign to change local policy.

Tips for passing policy on the local level

- Study the legislative process in the town or city

The process for passing policy on the local level through city council resolution or ordinance varies from place to place. For example, in some cities residents can submit directly to the agenda while in others a councilperson must introduce an item. Get to know local policymakers and the general legislative process in the community in order to determine how to best advocate for the policy within that process.

- Build community support

The more effectively the team is able to demonstrate widespread community support for the policy, the more likely it is to pass. Build a diverse group of community members who support the cause. Work together to shape the policy and create a strategy to pass it. Depending on the strategy, including policy makers could be a good way to build community support.



- Pay attention to language standards
Focus on using mandatory language, such as “must” or “will”, instead of discretionary language, such as “May.” Especially when trying to pass a law, mandatory language helps create a legally binding duty for the adopting body, etc.
- Be accurate and precise
Remember that the ordinance or resolution is an official document. Pay close attention to accuracy and avoid sweeping allegations. All of the content in the ordinance or resolution should “hold up” and maintain credibility.
- Remain open to revisions
Keep in mind that the policy might have to go through a revision process before the council passes it. Consider what, if any, content is flexible or can be compromised. With that said, determine what components of the policy are not flexible or up for debate.

How to Write an Ordinance

While ordinances tend to follow a basic structure, each city or county has specific requirements such as style, language, content, etc. While it is a good idea to research local specifications and requirements, Table 2 outlines the basic components of local ordinance.

Table 2: How to Write an Ordinance

Section of the Ordinance	Description	Components of your Ordinance
Ordinance Number	The number of the ordinance. This is for indexing and reference (find out the numbering process in the locality).	
The Caption	The caption is similar to a title. The caption briefly describes the subject of the ordinance.	
Definitions	A section listing definitions of key terms used in the ordinance. This is optional.	
Preamble or Whereas Clauses	These clauses are optional, but ordinances will sometimes include introductory recital	

	section with background information or the purpose of the ordinance. Recitals can be used to explain the motivation behind an ordinance, to help set the foundation, give authority, or explain intent.	
Ordaining Clause	A phrase reading, “Be it ordained by the city council of the CITY, STATE”	
Body	The body of the ordinance is usually broken down into sections according to subjects.	
Penalty Clause	The clause that states the penalty for violating the ordinance.	
Conclusion	The conclusion includes the statement that the ordinance was passed and approved, giving the date of passage, and the required signatures. Research what signatures and official information the locality requires.	

How to Write a Resolution

While resolutions tend to follow a basic structure, each city or county has specific requirements such as style, language, content, etc. While it is a good idea to research local specifications and requirements, Table 3 outlines the basic components of local resolution.

Table 3: How to Write a Resolution

Section of the Resolution	Description	Components of your Resolution
Short Title	A phrase by which the resolution will be referred. For example, "Vision of 100% Clean Energy Powering the City of Atlanta's Needs by 2035."	
Statement of Purpose	A statement summarizing the purpose/intention of the resolution.	
Whereas Clauses	Statement(s) typically beginning with "whereas" that provide background information contextualizing the resolution.	<p>WHEREAS,</p> <p>WHEREAS,</p> <p>WHEREAS, (etc.)</p>

Table 4: Guide to Local Government Bodies

Office/Agency	Description of Work
Mayor's Office/County Council	The Mayor/County Council's office is a great place to begin searching for a climate action plan. Since these decision makers oversee other departments, the plan is usually passed down from their office. If not, the plan was at least approved by the Mayor or County Council. For example, in Baltimore, Mayor Stephanie Rawlings-Blake's website offers links to other departments responsible for the various environmental project areas.
Department of Environmental Protection	The Department of Environmental Protection is responsible for managing and stewarding the natural resources and environment of a locality or state. The department protects air, water and land by operating several permitting and enforcement programs. The ultimate mission is to safeguard local natural resources and enhance ecosystem services.
Department of Public Works	The Department of Public Works provides municipal services, but the services vary by locations. The agency provides management of waste services, recycling, water, storm-water management, roadwork infrastructure and energy. Other services may include community clean up, climate action plans, green buildings, sewage systems, and sometimes transportation.
Department of Planning	The Department of Planning designs and protects natural and historical resources. The agency works on storm water management, climate change adaptation planning, land preservation and management, parks and recreation, waste management, and possibly even economic development, depending on the jurisdiction.
Office of Sustainability	If a jurisdiction is large enough, it may have an Office of Sustainability which provides tools and strategies to help the community. If it does not, a local college or university may have an office of sustainability or a Department of Environmental Science and Planning which may provide technical assistance with energy efficiency, sustainability plans, community gardens/local food, transportation, land use, recycle, and storm water management, etc.

Office of Emergency Management	The Office of Emergency Management protects against, prevents, prepares for, responds to, recover from disasters, threats and other emergencies. Generally, the offices offer tips for residents and businesses.
Office of Criminal Justice	The Office of Criminal Justice promotes coordination between the community, law enforcement, and the court system. Many offices have started community policing programs that encourage a strong connection between law enforcement and the community members they serve.
City/County Zoning Board	Zoning Boards review site plan development applications and variance request from residents, businesses, and organizations. They review and approve applications for new projects, and the expansion of use or additions to existing structures. Other important tasks include review of all changes to zoning ordinances and the local master plan review.
Public Service Commission/Public Utility Commission	Public service Commission and Public Utility Commissions are tasked to ensure safe, reliable, and economic public utility and transportation service to the residents. These commissions often operate at a state level.

Conclusion

Through legislative and regulatory advocacy on the state and local level, Environmental and Climate Justice Committees or teams can pass policies that will make our communities more sustainable, equitable, and resilient. Our communities are already experiencing the impacts of climate change and climate injustice and legislative advocacy can create long-term, sustainable change for our communities. We need NAACP units to show leadership on the state and local levels in order to be on the forefront of this social, economic, and environmental revolution to transform our communities and the world.

Resources

The State and Local Government Directory

Use the drop-down menus on the left to view directory pages for:

- **States:** State Government Offices - View all the websites in a given state -- from a state's home page or governor's site to the smallest counties or townships.
- **Topics:** The websites of state government constitutional officers, state legislatures, state judiciaries and departments across ALL states.

Learn more: <http://www.statelocalgov.net/>

USA.gov

USA.gov is an official guide to government information and services. The federal government provides a webpage to find and contact federal, state, and local elected officials. The page can be reached at www.usa.gov (navigate to "Elected Officials") or by going to <https://www.usa.gov/elected-officials>

Learn more: www.usa.gov

NAACP Just Energy Policies Model Policies Guide

Go to www.naacp.org/power-to-the-people/ (scroll to find "Energy Justice Resources" and select "Just Energy Policies: Model Energy Policies Guide").

"How to Draft a Bill" by the Citizen Advocacy Center

Learn more at www.citizenadvocacycenter.org/. Find the resource: Go to <http://www.citizenadvocacycenter.org/civic-ed-lesson-plans.html> then scroll down to "Legislative Process" and "How to Draft a Bill" or follow this link http://www.citizenadvocacycenter.org/uploads/8/8/4/0/8840743/legislative_process_how_to_draft_a_bill.pdf.

"Our Power Plan Day of Action Toolkit" by the Climate Justice Alliance

The guide can also be found by visiting their website at <http://www.ourpowercampaign.org>, clicking on the "Our Power Plan" link under "Take Action," and downloading the full resource there.

"Organizing for Legislative Advocacy" by the Community Toolbox

Find this resources on how to work on legislative campaigning: <http://ctb.ku.edu/en/table-of-contents/advocacy/direct-action/legislative-advocacy/main> or go to <http://ctb.ku.edu/en> then [Table of Contents](#) » [Organizing for Effective Advocacy](#) » [Chapter 33. Conducting a Direct Action Campaign](#) » [Section 10. General Rules for Organizing for Legislative Advocacy](#).

FACT SHEET: Congressional Advocacy Quick Planner



WASHINGTON BUREAU · NATIONAL ASSOCIATION FOR THE ADVANCEMENT OF COLORED PEOPLE
1156 15TH STREET, NW SUITE 915 · WASHINGTON, DC 20005 · P (202) 463-2940 · F (202) 463-2953
E-MAIL: WASHINGTONBUREAU@NAACPNET.ORG · WEB ADDRESS WWW.NAACP.ORG

HOW TO MAKE THE MOST OF YOUR CONGRESSIONAL ADVOCACY VISIT “QUICK PLANNER”

After you have made an appointment with your federally elected representative, there are a few things you can do to ensure you are as effective as possible during your meeting.



PREPARE FOR YOUR VISIT

- **Know something about the district / state represented by the person you are about to meet:**
 - What are the largest cities;
 - Where does he / she hail from;
 - What are the largest industries in the area your Congressperson / Senator represents?
 - All this information can usually be found by looking at your Senator / Representative's website
- **Know something about the work of the Member of Congress you are meeting with:**
 - What Committees does he / she serve on?
 - What issues has the Senator / Representative focused on during his / her tenure in Congress?
 - How long has the Senator / Representative been in Congress?
 - When is he / she up for re-election?
 - What did the Senator / Representative do prior to first being elected to Congress?
 - All this information can usually be found by looking at your Senator / Representative's website
 - How did the Senator / Representative score on the last few NAACP report cards?
 - This information can be found at www.NAACP.org or by contacting the NAACP Washington Bureau
- Review the issue(s) you wish to discuss: limit the number of issues to no more than 3 per visit.
- Prepare a one-page summary of your position to leave with your Senator / Representative.
 - Include examples of the problem from the district / state if possible.
- Make a plan for your visit:
 - Chose a spokesperson for the introductions
 - Decide who will say what
 - Identify who will provide any follow-up information requested during the meeting
- Practice for the visit

More...



DURING YOUR VISIT

- Dress for success in business attire and be on time!
- Explain who you are, why you are there, and be certain to explain that you are a constituent (let them know what town / area you live in).
 - Have each person introduce him- or herself by sharing their name and where they are from. Also talk a little about the group you represent (how many members, frequency of meetings)
- Be clear, concise, compelling and credible. Remember that there is often a strict time limit to these meetings!
- Be polite yet firm in explaining your position; try to avoid direct criticism.
- Bring the message back to your issue if it goes off track.
- Use personal examples or examples that you know of from the Senators state / district if you can.
- Be clear about what you want the Senator / Representative to do.
- Record key points of the conversation as well as any questions that you can't answer; promise to get back with a response within one week.
- Leave a summary of your position on the issue(s) you discussed.



FOLLOW UP ON YOUR VISIT

- Write a note to the Senator / Representative within 72 hours thank him / her for the visit and reiterating your conversation
- Send any answers to questions that were posed during the meeting as quickly as possible
- Be certain to talk among your group to ensure that you all have similar memories of the visit
- Continue to contact your Senator / Representative to maintain an open dialogue on the issue(s) that are important to you.



ADVOCACY PLANNER

Name of Senator / Representative: _____

Office location: _____

Date of visit: _____ Time of Visit: _____ # of people attending _____

Facts about the Person you are visiting and the area he / she represents:

When first elected: _____ When next up for reelection: _____

Hometown: _____ Large cities in district: _____

Committees _____

Issues member has focused on while in Congress: _____

NAACP score in last Congress: _____

People making the visit:

Spokesperson: _____

Group note-taker: _____

Timekeeper (person charged with making sure nobody talks too long):

Who will write the follow-up thank you note for the group? _____

Who will ensure that any follow-up information is sent in a timely fashion?

Issues to be discussed:

1.

2.

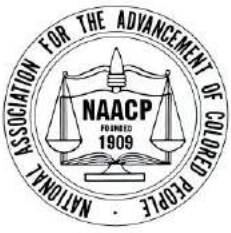
3.

Who will speak about what:

SPEAKER

ISSUE

FACT SHEET: Advocating Concerns to Congress



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ADVOCATING YOUR CONCERNS TO CONGRESS

There are many ways in which you, as a member of the electorate, can contact your federally elected representatives to let them know of your concerns, priorities, needs and desires. Regardless of which method you choose to contact them, always remember to be polite, make a cogent and assertive (yet respectful) argument, and always ask for a reply or response. It also helps to always transmit something in writing, so that they have a record of your interests and ask for a written response in return so you have an indisputable record of their positions and promises.

PERSONAL VISIT

For most members of the House and Senate, the best way to communicate with them is a personal visit. A face-to-face meeting may be the most effective way to communicate your concerns to legislators. You can visit alone, but because it's more enjoyable and effective to visit with others, the description below assumes that you're visiting with one or more other people.



How Frequently Should You Visit?

Once or twice a year is probably as much as a Member of Congress will see you. State legislators are more accessible. If you represent an active group of voters, all legislators are more likely to see you than if you go alone. It is more effective to help other people to visit than to try to go frequently yourself.

How Many People Should Go On a Visit?

You can go alone, although two to five people will fit comfortably in most D.C. and local offices. Fewer people allow more discussion; large groups tend to allow the legislator to dominate and give speeches.

How To Visit

Five steps to remember when planning your visit are: make the appointment, prepare, visit, de-brief, follow-up.

STEP 1: MAKE THE APPOINTMENT

Call the legislator's office and make an appointment: Get the local office number from the telephone book (look under the legislator's name). Get a Member of Congress' D.C. number by calling the Capitol Switchboard in D.C. (202/224-3121).

Ask to speak to the appointment secretary. Ask for a meeting. State the issue you want to discuss, how many people will be coming, whether you represent a group, preferred dates for visiting, and how long you want to speak with the Member. Most Members of Congress will also ask that a letter be faxed or mailed to their office with the same information, so you may want to have that letter prepared in advance.

HINT:

THE EARLIER YOU CALL, THE MORE LIKELY YOU ARE TO GET A DATE YOU WANT. It often takes weeks to get an appointment with a Member of Congress.

Most visits run between 10 and 30 minutes, but don't hesitate to ask for more, especially if you're visiting the legislator during a work day in their office. Write down the appointment secretary's name for future use.

You may be told that the legislator cannot meet with you, or cannot see you for months. Just repeat your request. Say, "That seems like a very long time. Could you please arrange an earlier date?" They may say they'll call you back. Call back in a week if you haven't heard from them. If after several calls you still didn't have an appointment, find several community leaders, such as clergy, business or labor leaders, or professionals, to join you. Invite other groups (another congregation's social concerns committee or a community organization) to join you. Have them call or write using letterhead to request a meeting.

If this doesn't work, ask to speak to the Administrative Assistant (the Legislator's right-hand staff person). Be polite, no matter how abrupt or rude staff are. In fact, their rudeness increases your leverage: they've done you wrong, and owe it to you to give you some time. As a last resort, write a letter to the editor of your local newspaper to draw attention to the legislator's inaccessibility for

average voters. (Be cautious; this could antagonize the legislator. Just state the facts and express your dismay that the legislator will not make time to see constituents who advocate for the public good.)

You can visit legislators either in Washington, D.C. or in a local office. The legislator may be more available back home, and more people can participate. However, there's nothing like a visit to the capital to de-mystify the legislature and help people overcome their fear of advocacy. Furthermore, staff who work on the issues are at the legislature, and building a relationship with them may be a key to success.



If a trip to Washington is not in your future, you can try to meet with your Congressperson at home: many members go home for most weekends, and there are traditional “district work periods” around most holidays (i.e., Memorial Day, Labor Day and the Fourth of July) in the early spring and for the month of August. Many members can also be found in their home districts after Congress adjourns for the year, usually in October or November. Many members also hold “town meetings” in their districts throughout the year; you can call their district offices to ask if one is planned for your area, and if so when it will be.

STEP 2: PREPARE

1. ESTABLISH A PROFILE OF THE MEMBER YOU ARE GOING TO MEET. Review the legislator’s voting record, look up the committees and subcommittees the legislator serves on. If you have access to the Internet, look up his or her web site (www.house.gov or www.senate.gov) and review the past press releases. The press releases will give you a sense of what he or she has been doing to date; the committee and subcommittee assignments should give you insight into the issues the legislator tends to be more involved in. Can you relate your concerns to the committee assignments?

2. DECIDE WHAT YOUR MESSAGE WILL BE.

Choose no more than two issues. Make a list of “key points” and include ways that constituents are affected.

3. DECIDE WHO WILL SAY WHAT.

Who will start the meeting to say why you've come?

Who will state each key point?

Who will ask which questions?

Who will ask the legislator to take specific action?

Who will thank the legislator at the end of the visit?



People don't have to talk in order to go on the visit, but it's better to share the communicating -- it shows the Member that everyone thinks for themselves. Be prepared to explain (in one sentence) any bills you refer to; the Member may not be familiar with the bill or when it is scheduled for a vote.

Do a dry run, with each person briefly stating their part of the message. You'll discover where there is confusion and overlap of points.

Visits may be cut short. Be prepared to state your message and make your request in a few minutes.

4. PREPARE RESPONSES.

How do you expect the legislator to respond?

Prepare answers.

5. TAKE A FACT SHEET, NEWSPAPER ARTICLE OR ANY SUPPORTING INFORMATION THAT SUPPORTS YOUR VIEW.

Give it to the legislator at the end of the meeting.

6. DECIDE WHAT SPECIFIC ACTION YOU WANT.

STEP 3: VISIT

1. TAKE THE INITIATIVE. Say why you're there. Everyone introduce themselves. Mention your profession, background, and any experience on the issue. Mention organizations that you belong to.

2. THANK THE LEGISLATOR FOR SOMETHING -- a vote, a speech, an electoral promise or their willingness to hear constituents' views.

3. MENTION A PAST VOTE ON YOUR ISSUE. This shows that you follow how they vote and know that votes count, not promises! If no vote has been taken, try to determine if the legislator has ever taken a position on your issue (such as co-sponsoring legislation, etc.)

4. STATE YOUR MESSAGE BRIEFLY AND SUCCINCTLY. State your view, your reasons for having that view ("key points"), and other constituents who share your view (including organizations). [Lobbyists use a single page of "talking points" to help them state key points briefly.]

5. ASK FOR A SPECIFIC ACTION. Be sure to ask how they plan to vote. If they say that the bill is being rewritten or amended, ask for the legislator's position on the bill as originally written. **KEEP ASKING UNTIL YOU GET SOME ANSWER.** If they don't have a position, ask how they plan to decide.

6. If time, ASK FOR INFORMATION. (See "Sample Questions").

Sample Questions

When you visit a legislator, try to learn about their attitudes and who is lobbying them.

1. Are you hearing from people who disagree with our position? Who? What are their arguments? How much pressure are they putting on you?
2. What do you consider when deciding how to vote on this issue. What sources of information do you rely on?
3. We have found the following sources of information useful. Do you see them as credible? If not, why?
4. What would lead you to change your mind on this issue?
5. Would you take leadership on this issue if you had more support from constituents?

VISITORS TO D.C.: ASK TO MEET STAFF WHO WORK ON ISSUES YOU FOLLOW. Use time waiting for the Member to get to know issue staff. If the Member is unable to meet with you, carry on the meeting with the staff person. They are worth your time! They help the Member decide how to vote.

STEP 4: DE-BRIEF

Learn from the visit and decide what to do next. If you visited as a group, go to a place where you can sit together and talk. (Do it now while everything is fresh).

1. Quick Impressions: Each person takes a turn filling in the sentence, "I feel _____ about the meeting because _____." If some people dominate, say, "You're saying important things, but let's hear from everyone quickly."
2. What went well? Make a list together. No negative comments!
3. How did the Legislator or staff person respond to the group? Non-committal, bored, interested, hostile, encouraging, defensive, uncomfortable. . .? How can you tell? (Body language? Words? Tone of voice? Short meeting?)
4. What did you learn about the legislator? Any insights into their "world view," motivation to be in politics, feelings about your issues, feelings about you as constituents, reliance on staff for information, or methods for handling meetings with constituents? [If you met with staff, did she/he give you insights about the legislator? Did staff tell you about the legislator's views or voting behavior?]
5. What should the next step be? (Letters? Media? Another visit?)
6. Who will send a follow-up letter to the legislator or staff to thank them for the meeting and restate key points?

STEP 5: FOLLOW-UP

1. Write a letter to the legislator or staff person, thanking them for the meeting, briefly restating key points and reminding them of commitments they made.

2. If you promised to do something, do it. It's important to your credibility.
3. Report on the visit to your organization, congregation, or other interested group. Ask people to write a letter (mentioning that you briefed them). Bring paper, envelopes, stamps, and pens.
4. Call local media groups to report what happened in your visit.

If a meeting with a legislator is not in your future, there are other ways to contact your elected representatives:

WRITE A LETTER

Because office visits are sometimes difficult to schedule, especially in a timely manner, letter writing is usually the next best option. There are several ways of communicating through the mail with your elected representative; a hand written letter, a form letter, a post card or a petition. Hand written (or personalized typed / computer written) letters are usually the best, since they convey to your elected representative that this issue is important enough to you that you took the time to write a personal letter. Short of that, a form letter is also effective. Postcards and petitions can also be useful in making a point, especially if you have large numbers of people sending in the same postcards or signing the petition.



When writing to your Representative, you should address the letter to:

The Honorable _____
U.S. House of Representatives
Washington, DC 20515

NOTE: *when writing to members of the House of Representatives in Washington, all you need is their name and the zip code "20515." Room numbers and street addresses are not that useful, as the mail sorters do not use them since Members tend to move offices frequently.*

When writing to your Senators, you should address the letter to:

The Honorable _____
United States Senate
Washington, DC 20510

NOTE: *when writing to members of the US Senate in Washington, all you need is their name and the zip code "20510." Room numbers and street addresses are not that useful, as the mail sorters do not use them since Members tend to move offices frequently.*

Hint

For all your written correspondence it is usually a good idea to put a reference line (i.e., RE: SUPPORT FOR HATE CRIMES PREVENTION LEGISLATION) near the top of your letter (above the salutation), so the subject of your letter is never in doubt. Also, you should always ask for a response near the end of your letter indicating the member's position on the issue, and what he/she intends to do.

ON ALL WRITTEN CORRESPONDENCE, YOU SHOULD ALSO ALWAYS BE SURE TO INCLUDE A SIGNATURE AND PRINT YOUR NAME LEGIBLY, AS WELL AS YOUR ADDRESS SO THAT YOU CAN RECEIVE A RESPONSE.

Unfortunately, in these days of anthrax and other types of terrorism, it can take up to two weeks for letters to reach members of Congress, since each letter must first be irradiated and cleared. Thus, if you are writing about an urgent matter, it might be a good idea to also fax your letter, make a phone call, or send an e-mail as well.

MAKE A PHONE CALL

To contact your Representatives / Senators in their district offices, you can begin by looking up their phone number in the phone book, usually in the blue section under "US Government Offices." You can also look on the internet at www.house.gov or www.senate.gov.

To contact your Representatives / Senators in their Washington, DC office, you can dial the Capitol Switchboard at (202) 224-3121 and ask to be patched through to your Senators / Representative.



In every case, when you call your Representative or Senators, you should always be polite, speak clearly, and leave your name and address and ask for a response.

SEND AN E-MAIL

While not all Representatives / Senators have e-mail addresses, and some still do not consider e-mails an important form of constituent correspondence, many are becoming more and more responsive to e-mails and their constituents who use them.



To find out if your Representative has an e-mail address go to www.house.gov and click on either “Member offices” at the top of the page or “Contact your Representative” at the bottom. This will also help you identify your representative if you are in doubt.

To send an e-mail to your Senators, go to www.senate.gov and click on Senators. This will allow you to go to your Senators web site either alphabetically or by state, so it is easy to identify both your Senators.

You can also use the websites listed above to look up your Representative’s and Senators’ district office addresses and phone numbers, their biographies, and see their press releases and statements to get a better understanding of what they are working on in Congress.

SEND A FAX

To send a fax, see the “write a letter” section above. After you have written a letter, you can contact your Representative, Senators or the President via phone (see the “make a phone call” section above) or over the internet (see the “send an e-mail” section above) for their fax numbers. While not all members and senators list their fax numbers publicly, almost all will give them out to constituents if you call and ask for them.



MODULE 5:

Communicating For Impact



[illegible]

Once upon a time, on the bridge of the USS Regeneration, the crew sees a warning light pop-up and hears alarms ringing throughout the ship. ::alarms/lights:: "**Change is Upon Us!**" One by one, the crew reaches out and looks to the two WOC co-captains, **Strategic-Shana & Builder-Bernice**, & ask "what's happening? What should I do?" So the co-captains call the crew to the bridge for an update & analysis of the situation. And together they revealed that "We are actually testing our **Sustainability & Stability** alarm-system today and we have an opportunity for **shared-leadership** ahead of us..." "We are building a foundation of trust for each each other, championing one another **as we each oversee different parts of the ship** – supporting this crew to hold down their respective areas. You can count on us to come together in strategic moments **as we steer this ship together.**" We'll bring the crew together for moments where *All Hands on Deck* will be needed for ship-wide changes. And then... in doing so, the crew **built their trust in the co-captains and with each other**, avoided Quagmires, Bottlenecks, Wormholes, Mysterious Wedges against WOC leadership, and many more obstacles against our collective liberation. And they all lived happily ever after!

An Introduction to Story-Based Strategy

Story-based strategy harnesses the power of narratives, or stories, for social change. Stories help us understand ideas, make connections, build relationships, name problems, and mobilize people to act. As humans we use stories to relate to one another and build connection in community.

There are certain stories that are used to understand topics like climate change and climate change adaptation, and these stories might not include or resonate with the community. For example, one common story we often hear is about climate change causing polar bears to be stranded as icebergs are melting. We don't hear as often about indigenous communities in the Arctic literally falling into the ocean because the permafrost is melting or elders in urban areas without air conditioning grappling with nowhere to go to escape days of extreme heat. How can we change the stories we tell to understand the impacts that climate change has on our communities? Consider how these stories can be used as tools for uniting, inspiring, and empowering our communities in the fight for climate justice. This all might sound a bit abstract now, so we'll walk through the basic steps to developing a story-based strategy.



Elements of a Story

We use five **elements of a story** to analyze our opposition's stories and to write our own.



Table 1: Elements of a Story

Element	Description
Conflict	This is the backbone of narrative, what defines the drama, point of view, and makes the story interesting.
Characters	Subjects, protagonists, and narrators of stories.
Imagery	Words to capture imagination with metaphor, anecdote, and descriptions that speak to the senses and make the story tangible.
Foreshadowing	The ways that a story provides hints to its outcome.
Underlying Assumptions	Unstated parts of the story that must be accepted in order to believe the narrative is true.

Step 1: Break Down the Power

Start by getting specific about your goals, audiences, targets and constituencies. Think of it this way: the community's resilience story is the house and these are the foundations on which to build the story. Identifying these **cornerstones** begins the process of developing a story-based strategy. Here is a table to outline the four cornerstones.



Screen shot of CNN covering the arrival of U.S. troops in Baghdad's Firdos Square on April 9, 2003.

Coverage of the arrival of U.S. troops in Baghdad's Firdos Square on April 9, 2003, taken from the vantage point of the Palestine Hotel. Picture from the Reuters International News Wire.



Table 2: The Cornerstones of your Work

Cornerstone	Question	Your Response
Goal	What specific change are you trying to achieve?	
Audience	Who are the specific groups of people that you most need to reach and persuade?	
Target	Who is the decision-maker that can make this desired change happen?	
Constituency	Who is your base? The organized groups of people or communities who you already work with, represent, or share common interests with.	

Step 2: Break Down the Opposition's Story

Break down the opposition's story into its component five **Elements of Story**. The "opposition" might not be an enemy; often the opposition's story is really just the status quo story, or the story that is most widely accepted as reality. Use the tables below to help break down the opposition's story.

Table 3: Elements of the Opposition's Story

Element	The Opposition
Conflict/Challenge	

Characters	
Imagery	
Foreshadowing	
Underlying Assumptions	

Table 4: Breaking Down the Opposition's Story

Question	Your Response
How does the story make existing outcomes possible or inevitable? In other words, how does the current story relate to the current solutions?	
How does conflict in the opposition story prevent us from talking about our desired solutions? How does the current story limit us from the solutions we need?	
What do we have to believe in order to believe their story is true? What are the assumptions that make their story work?	

What foundational myths are being activated by this story? For example: clean energy is for rich white people, the climate crisis is inevitable, etc.	
---	--

Step 3: Put Your Audience in the Front Row

See your work through the eyes of your audience. The meaning of words and images are determined NOT through your eyes, but through the eyes and hearts of your audience. Who are the people that you need to reach? Hint: the answer is *never* “the general public.”

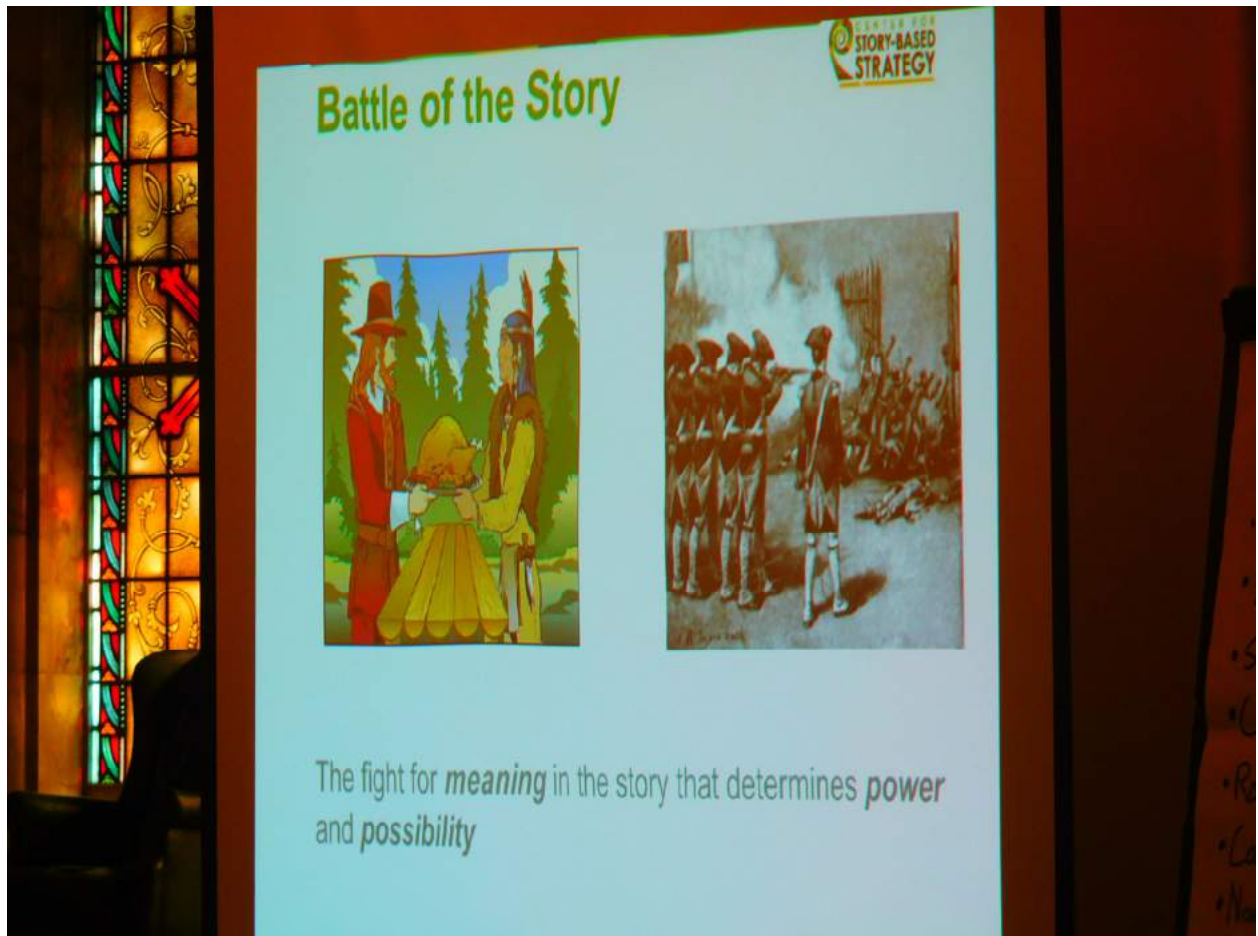


Table 5: Identifying your Audience

Brainstorm	Your Response
<p>Imagine the audience(s) for your story as specifically as possible.</p> <p>Who are they? What kinds of jobs do they work? Education? What hopes, dreams, fears, and biases do they hold? What movies, shows, books, and entertainment do they consume?</p>	
<p>Is your audience INSIDE our movements?</p> <p>Sometimes we take action to help move our movement organizations and communities on an issue. The previous questions still apply.</p>	

Step 4: Craft Your Story

The point of story-based strategy is not to simply tell a good story. It can be risky to tell an entirely new story instead of *changing* the story. If the story is too radically different from where people are now, there is a risk of coming off as arrogantly handing out answers. People can only go somewhere that they have already been in their minds, so take them there.

Our Story has to meet the audience where they are. It must challenge the opposition story's underlying assumptions – taking care to never accidentally reinforce them. Your story must uplift your underlying assumptions and reflect your values and the future you envision.



Table 6: Craft Your Story

Story Element	Your Response
<p>Conflict</p> <p>Which conflict allows you to move your audience to a clear decision or choice?</p>	
<p>Characters</p>	

Who needs to be introduced, explained away, taken out, renamed, subsumed or broken out, amongst our field of characters in order to reinforce your conflict frame?	
Imagery What is the imagery (props, settings, vignettes) that support your conflict frame and reinforce your assumptions?	
Foreshadowing What negative foreshadowing can illustrate the cost of not siding with you? This could be the cost to your constituency (agitational) or cost to a target (threat).	
Assumptions What assumptions can you uplift and claim that close the window on policies and outcomes you are against and open the window to outcomes you desire.	

Step 5: Choose *Where* to Intervene

A *point of intervention* is a place in a system – physical system or a system of ideas – where action can be taken to interfere with the story in order to change it. A point of intervention can literally be a place, or it can be a setting for a message or story.

Choose points of intervention based on where the underlying assumptions of the opposition story are being reinforced and/or on where your key audience(s) will be.

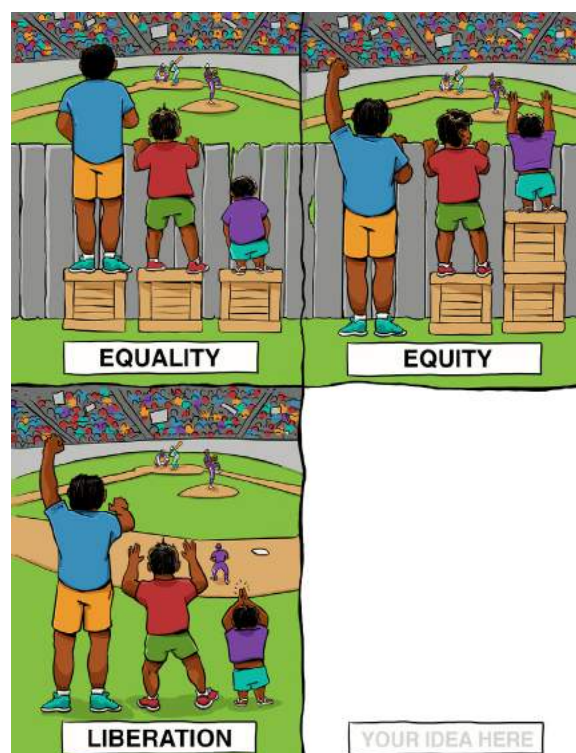


Table 7: Point of Intervention

Point of Intervention	Description
Production	A place where things are made. Factories, crop lands, and schools. The realm of strikes, picket lines, crop-sits, etc. Interventions here are often about leveraging labor power or impacting profits.
Consumption	Places where people are in the role of customer. Stores, restaurants, online spaces, TV/movies, etc. Sometimes the only place than an audience has a physical interaction with systems we are changing. The realm of consumer boycotts and markets campaigns.
Destruction	A place where something is destroyed. Dumpsters, minds, clearcuts, landfills, jails, etc. Interventions here are often about stopping the bad.
Decision	Anywhere there is decision making. Corporate HQ, polling places, town halls, city council meetings, slumlord's office, etc. Interventions here are often about challenging the assumption of who is a legitimate decision maker.
Assumptions	Challenging underlying beliefs/control mythologies. Could also be actions tied to cultural moments or pop culture trends. Or prefigurative actions such as actualizing alternatives.

Step 6: Choose *How* to Intervene

Now that you've picked a point where to intervene, you need to develop **Action Logic** – the relationship between your story and your point of intervention. The audience should be able to understand the conflict, target, demands, and other key pieces of your story at a glance or from the distance.

Look for **fissures**. Fissures are cracks in the opposition story – points of intervention where the opposition's story is particularly vulnerable, already in process of changing, or extra-valuable as leverage.

Plan action that furthers your story, not just your values. Make your characters clear. Choose imagery that furthers your story. Be careful, it is always possible to have an amazing message, and an exciting point of intervention, but to have action logic that undermines your story, or worse, reinforces your opponent's story. A common example: if the opposition's story is that a marginal group of protestors are the only ones against them, then the action logic of a small sign-holding protest is vulnerable to reinforcing that story.

Your point of intervention is a setting for a chapter in your story. What is happening that setting? Consider:

- How does your Action Logic make your story's conflict obvious? Your actions, signs, and details need to make this clear.
- How might Action Logic set up your opponents as outsiders and your heroes as belonging?
- Which ONE assumption is your choice of point of intervention and Action Logic challenging? More than one is fine, but one is harder than it seems!

Step 7: Check Your Work

F.R.A.M.E.S is a useful acronym representing six quick tests to use before moving a message from the drawing board out into the world. Use F.R.A.M.E.S on your entire action/event plan, not just your top-level messaging.

Table 8: F.R.A.M.E.S.

F.R.A.M.E.S. Component	Your Response
F = Frame the Issue Does it reinforce the vision and values that you are promoting? Framing means defining the problem, who will be broadly impacted, and the solution.	
R = Reframe Opponent's Story and Reinforce Our Frame Make sure your message is not just reiterating your opponent's frame. Reframing means changing the terms of debate on the issue.	
A = Accessible to the Audience Who is your message trying to persuade? Be as specific as possible about the audience and ensure that the message is crafted in terms of language, context, and values that will be appealing to them.	
M = Memorable The message has got to be memorable, easy to spread, and "sticky." How can you	

encapsulate your message in a symbol, slogan, or metaphor that captures the essence?	
<p>E = Emotional</p> <p>People don't sing into action <i>because</i> of statistics. An effective message should speak to people in terms of values, and deliver some emotional impact. Trigger emotional responses with themes like tragedy, hope, anger, frustration, shared values, and don't forget joy!</p>	
<p>S = Simple and Short</p> <p>This means to get to the core essence of the issue. What is the most important point of the issue? What is it that makes it matter to your audience?</p>	

Engaging the Media

Most education and organizing efforts involve some degree of media engagement. Whether it's conducting social media campaigns or writing op-eds, engaging with the media helps spread our message as wide as possible and change the way people think and feel about climate adaptation. This mindset change is vital; shifting the way people think about climate resilience to something they can actually achieve on the community level is invaluable to inspiring community momentum.

When planning media engagement, it is important to keep in mind that not everyone has reliable access to the Internet. Another consideration is that a large number of internet sites are in English, which is not accessible for those who do not speak English or for whom English is not their first language. And, even though the technology exists, not everyone builds their websites with people who have visual or hearing impairments in



mind. Where possible, provide alternatives to reach as many people as possible.

In this section we discuss how to work with the media. We start with a few terms and then describe how to organize a press conference and social media campaign.

Working with the Media

Building a media relationship is very similar to any other kind of networking. Reporters, bloggers, editors, etc. are all people to reach out to with climate justice articles and expect they will respond. A good relationship with local media will benefit any ECJ Committee's efforts.

Here are a few steps to making that relationship happen.

- **Research Media Options**
The first step in building media relationships is to research who reports on climate change (justice) and email them directly. If there is nobody on the climate justice beat, research who is on issues related to the environment, environmental justice, climate change, social justice, social issues, etc. Consider the target audience and whether local or national media options are appropriate. Be sure to cover print, radio, TV, and on-line possibilities.
- **Make a Press List and Email Distribution List**
Put the list of reporters on a list and create an email distribution list. This is called a press list.
- **Send Emails or Make Phone Calls to the Press List**
Craft an email or some talking points and make phone calls to discuss the ECJ Committee, the work the Committee is doing, and ask if the reporter/media personnel would be interested in starting a conversation around local climate justice issues. Be sure to tell them to follow the NAACP unit and/or ECJ Committee on social media. Keep track of who is interested in what topic and start honing the press list to match these topics. In other words, if a reporter is mostly interested in local jobs initiatives, keep them on a list to contact individually about labor projects.
- **Continue Developing Relationships**
Follow the reporters on the press list on social media and in the local online and in print newspapers. When they write a great article on an issue, even if it's not entirely related to climate justice work, send them an email or call them to tell them they did well. Positive feedback is something reporters and media people rarely receive. They will trust the relationship more quickly if they know the ECJ Committee is paying attention and taking the time to praise their work. If they write an article that doesn't do so well covering the ECJ Committee's work, write them an email or call them and offer to provide them with further information they will want to consider in the future. A part of keeping up with this relationship is to honor the reporters' deadlines. At times they will



want a response on a moment's notice, other times the reporter will give a couple days, particularly if they are investigative journalists working on a longer term project.

- **Develop a Media Plan**

Media plans can be elaborate or simple. At the very least a media plan should include:

- A media contact person or people who are willing to be “on call” if needed to field media questions.
 - A Press Hustler, or someone who gathers a list of contacts information for any media who come to ECJ events and sends them follow up emails or phone calls afterwards.
 - A strategy for responding to incidents that happen both during business hours and after business hours. Who will respond, in what way, what will go on the website and social media, if anyone needs to approve the response before it goes out, etc.
 - A description of what issues are important to respond to and what issues are not.
- Certain reporters will ask for statements or articles, etc. on things that are outside of the mission of the NAACP or ECJ Committee. Declining these requests is necessary to keep the focus and the mission of the work a priority.

Beginning Media Advocacy

First we will review a few of the types of media responses that can be used to organize around community resilience and climate adaptation. This is by no means a comprehensive list, but a snapshot of some of the important terms. And then, we will go into further detail on some of these media responses and provide examples.

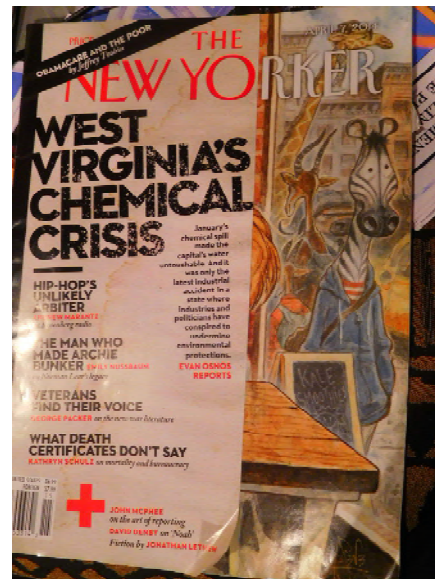
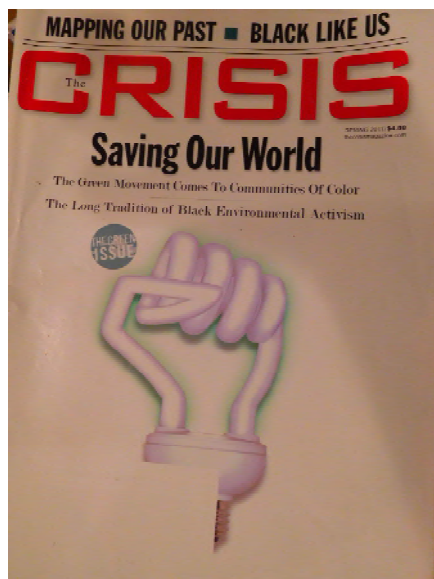


Table 9: A Few Explanations of Types of Media Response

Type of Media	Brief Explanation	How to Use it
Action Alert	A short (one page in print, few paragraphs online) call to action statement that is typically about legislative and policies issues but not always.	Write action alerts to alert people that an important climate justice issue is coming up, what it is about, and action steps people can take to support or not support the issue. Post these online and send to email lists.
Blog	Short (few paragraphs), more intimately written articles, on a topic and posted online.	Use blogs to discuss issues in brief ways, linking to other articles and resources. Blogs can be about a specific climate justice issue or random thoughts related to the issue. Blogs are released once or twice a week, sometimes daily and can be published to the NAACP unit website.
Editorial/Op-Ed	These terms are used interchangeably. Editorials/op-eds are used to express an opinion and get a reaction to something that has occurred.	Write op-eds in response to good and negative things that happen in the community on climate justice. Write them often and submit them to the local print and online media sources.
Media Advisory	A short (one page) statement that notifies the media of an event.	Write these to answer the who, what, when, where, and why of the climate justice event and send them to the media contacts. Place them on the unit's website and other social media sites.
Media Packet	A collection of handouts about the climate justice campaign that include important talking points, a media contact person, etc.	Create a media packet for any press conferences or other public events where media may show up. The packets do not have to be extensive but should cover the basics on the climate justice initiative and how the media can report on it. The packet can be online and also in paper form to

		be handed out.
Press Conference	A meeting with the press to announce an important event or issue.	Use press conferences to host the press and offer them the opportunity to ask questions and get quotes from the ECJ Committee. These are excellent events to develop relationships with press and get the message out about broadly. Announce press conferences online, on social media, and email to the press list.
Press Release	A detailed announcement (1-2 pages) that includes quotes from the organization and their stance on an issue.	Use press releases to announce a press conference in conjunction with a media advisory, or it can stand alone as a statement that is directed at the media on a climate justice issue. Send these to the press email list and post online.
Social Media	A wide variety of free online websites that offer people the ability to share information and network with each other.	Use social media to the fullest extent possible, while providing alternatives to people who are not on social media or who do not have access to the internet. Release important information, relevant articles, and network with other organizations.

How to Organize a Press Conference

Press conferences can benefit climate resilience work by getting the message out to the community. Think of it as “free” advertising, in that the Environmental and Climate Justice Committee invites a group of reporters to learn and ask questions about the resilience project, and then write columns, articles, blogs, etc. for the ECJ Committee. Press conferences also help build credibility and relationships with local news sources. Organizing a press conference is fairly



easy. For those groups without experience, we've provided our guidance below.

Before the Press Conference:

Meet with your ECJ Committee, unit, or team to determine the following:

1. What goals do you want to achieve by hosting a press conference? How do these goals fit into the team's climate justice work?
2. Determine how many people will be needed to run the press conference and how many volunteers to recruit, if any. Draft emails, letters, etc. to recruit and reach out to ECJ Committee members and volunteers, if needed.
3. Assign and/or ask people to cover certain roles that will be important to the day:

Press Hustler – This person will be assigned to gather names, media outlets, etc. as media arrive, ensuring that they get information from everyone who attended.

Moderator – This person should have a good grasp of the subject matter, and demonstrate the ability to keep the press on topic while being respectful of people who are speaking.

Registration Table – This person will sign the press into the event via a sign in sheet and hand out press badges.

Set up/Break Down – These folks will figure out any audio/visual needs and set up/break down the space.

Speakers – These people could be ECJ Committee members, allied partners or government officials, community members, and/or a combination of all.



4. Create a timeline that includes enough notice for planning meetings, determining which reporters to invite and inviting them, gathering volunteers, and pushing notices to the public via social media outlets and your website.
5. Create and send out a press release. This will alert the press of the event as well as alerts the public that the unit is doing climate justice work. For example press releases see the resource section in this module.
6. Create an agenda for the event. Leave plenty of time for conversation and questions.
7. Create a media advisory. Along the lines of an email blast, media advisories are short announcements emailed to a list of reporters, bloggers, etc. telling them about the event and asking them to attend. See the resource section in this module for a sample.

8. Create an online registration form (or a printable form that can be affixed to an email or mailed) by using Google forms or another free online platform. Include the purpose of the press conference, text fields for names, email addresses, which media outlet they are with, etc.
9. Determine a location.
 - a. As we've mentioned before, there is a lot to consider when planning a location that fits most people's needs. First, consider if the location is accessible to people with physical disabilities – consider if there is a ramp outside, parking options, and if the building has an elevator. For more information, see the text box under “*In-Person Town Hall*” above.
 - b. Consider the location of the press conference in relevance to the geographic location of the target audience. Are there easy public transportation options? Is there a need for a carpooling option?
 - c. Consider how big the space needs to be – it is always good to get a space that is a bit larger than the anticipated need.
 - d. Consider the cost of the location and see if people are willing to waive their fees in support of the cause.
 - e. Consider audio/visual needs (screen and projector, white boards, etc.). Schedule a walk-through with a few members of the committee to make note of any additional needs.

Interpreters may be necessary to reach all of the people in the community. If interpreters are needed, contact local organizations who can provide these services and who may be willing to discount or donate services if money is an issue.

10. Purchase any materials necessary. If purchasing materials is not affordable, schedule time for asking for donations in the timeline. This may mean that ECJ Committee members ask companies for money or that the committee or team coordinates local food and resources in exchange for helping those businesses with other goods and services. Either way, factor in time to get materials in order.
11. Create a sign-in sheet to pass around at the press conference, asking for names, contact numbers, and email addresses. This will be used later to send email thank you notes as well as to add these individuals to the press list.
12. Create a press kit. A press kit, or media kit, consists of handouts that explain the climate justice initiative, gives examples of the ECJ Committee's work, lists media talking points, and also lists sample tweets, Facebook posts, etc. The goal of a press kit is to make it easy for reporters to tell the story accurately. Create a paper version to hand out at the event, post it online, or both.

The press kit can include:

- Table of contents (this may not be needed if the kit is small)

- NAACP unit and ECJ Committee overview, recent accomplishments, etc.
 - The press release
 - Press/media contact person including cell and email
 - List of speakers at the conference including short (150 word) bios, pictures, and contact information
 - Fact sheet about the climate resilience initiative written in easy-to-understand terms
 - Frequently asked questions page
13. Create press badges. These can be as simple as a name badge with the word PRESS on it or can be as elaborate as making lanyard badges.

During the Press Conference:

1. Welcome attendees both at the door and in an opening introduction. Make sure the entrance to the meeting is clearly identified and that people know what to do when they enter. Greeters may welcome people as they enter and direct them to seating and to identifying restrooms. Greeters may direct individuals with other needs to the correct entry or suitable seating such as individuals who utilize wheelchairs or people who are hearing impaired.
2. Set up a table for people to sign in, pick up materials, including their press kits and press badges.
3. Start by inviting the moderator to give introductions, open the press conference, and explain how the press conference will be conducted (introductions, speeches, question and answers, etc.), and begin the agenda.
4. During the press conference, take notes of all the discussion and questions that are asked. Save them and email them to the ECJ Committee afterwards. These notes will help the group to determine what went well and what to change next time.
5. One of the members of the ECJ Committee or team can live tweet and post to social media about the press conference, if the team has established social media accounts.
6. Open the floor for questions from the reporters. Reporters may ask questions that you're not prepared to. Don't worry! You can always provide more information on that question at another time and that they can follow up with the team for more information.
7. Conclude the press conference by thanking everyone and explaining what the next steps for the ECJ Committee or team will be. Offer to speak to people individually, if needed, and offer contact information so the community members can reach out afterwards.

After the Press Conference:

1. Clean up, recycle, compost, etc. any materials leftover.
2. Send thank you notes, either handwritten or email, to each of ECJ Committee member, volunteer, and media person who attended.

3. Create and post follow up social media posts that include numbers and specifics of the press conference and that specifically thank any community members and reporters for attending.
4. Enter the contact information from the sign-up sheets into the press list and send an email blast with specifics from the day. Include any links that might be important and request the reporters follow the NAACP unit or ECJ Committee on social media (if applicable).
5. Watch local papers and online news sources to see if the press conference was covered and/or if the reporters present wrote articles, blogs, etc. Follow-up with those who did by sending thank you emails and praise any positive coverage. If any reporters covered the press conference in a negative light, reach out to them and offer counter-information to their coverage.
6. Debrief with ECJ Committee or team members. Hold a meeting shortly after the press conference. Allow a lot of time and space for open thoughts and suggestions. Ask someone to take notes. Ask what was done well and what the group could change next time. Afterwards, send the notes to the group and set aside time during the next meeting agenda to discuss how your strategic plan and goals may need to change or not change due to the debrief notes.

Using Social Media

Social media is an effective way to reach a large number of people in an instant. Using social media for climate justice work can help the community stay informed and get involved. It's also a great way to start changing common narratives about climate adaptation. Instagram, Twitter, Facebook, and other social media sites are a huge part of how some social justice advocates are creating change. Again, not everyone has access to the reliable Internet and others are not on social media for a wide variety of reasons. So, while important, social media should not be the only way to engage people in the community.

Creating a Social Media Plan

There are a few things to keep in mind when the ECJ Committee or team decides to utilize social media for climate justice work. Consider the following questions to put together a Social Media Plan.

1. Does the NAACP unit already have a social media account? Can the ECJ Committee utilize this and/or what are the benefits of having a separate social media account specifically for the ECJ Committee? If a separate account is needed, discuss how to keep communication open between the administrators of the unit's social media sites and the ECJ Committee's social media sites.
2. What are the goals for social media? How does social media fit into the strategic plan?

3. What social media sites will the ECJ Committee use? Instagram, Facebook and Twitter are common platforms. Each has benefits and drawbacks. Think about which would benefit the ECJ Committee's work and concentrate on those. As a general rule, being really active on one or two sites is better than being spread out among many sites and not being able to keep up.
4. How much ECJ Committee time or volunteer time can be committed to social media? One drawback of having an online presence is that it takes time: time to monitor, respond to, set up, maintain, feed, network, etc. How many hours per day/week/month can ECJ Committee members commit? Answering this may also help to determine how many social media sites to be present on. We go more into depth below under How Much Time to Devote to Social Media.

Username and Account Administration

Once the ECJ Committee responds to the questions above, it is time to get started on signing up for accounts, assigning people to be administrators, and creating usernames. The username or handle should be something that represents the NAACP unit and the ECJ Committee's climate justice work and not too lengthy. Assign ECJ Committee members to be administrators and keepers of the login information, including passwords.

How Often to Post

There are a couple different strategies or formulas non-profits and social justice organizations do when it comes to how often to post and what to post about.

One strategy is called 5-3-2:

1. 5 posts about the climate adaptation plan. These could be from press conferences, town halls, sit-ins, ECJ Committee meetings, etc.
2. 3 posts from other organizations that support climate justice. These come from allies and partner organizations. Other groups are more likely to share posts from organizations that share theirs – it's a great way to network.
3. 2 posts that are lighter, behind-the-scenes posts. These posts help humanize the ECJ Committee and make the work more personal.

When it comes to posting, not everything that is posted to the social media account will be seen by its followers. This is because social media sites have formulas, or algorithms, that they use to control how much information is channeled to everyone. And these algorithms change constantly. A few tips on how to beat the system:

1. Post during peak hours of the day: 9am, noon, 2pm, 4pm, and 8pm.
2. Post pictures and videos more than plain text posts. People who use social media are more likely to quickly scroll and like a picture or video versus read an entire article (although if the article is catchy enough, they might).

3. Use hashtags. Hashtags tell the social media algorithm to push out the post to more people. The hashtag will go to people who often like or follow work about that certain issue. For example, if a post contains #NAACP and #ClimateJustice, that information will be sent to people who follow the types of work relevant to NAACP and climate justice.
4. Don't over-post. The more posted in a single day, the less social media sites will push posts out to the account's followers. This is another part of their algorithm/formula. No one knows for sure the magic number of how many times to post in a single day, but some say between five to ten is a good amount.

How Much Time to Devote to Social Media

To use it effectively, social media takes time. The more time that a group dedicates to social media, the more people it will reach and the more effective of a tool it will be. Use Table 10 as a tool to determine how much time to dedicate to social media.

Table 10: Social Media Brainstorm

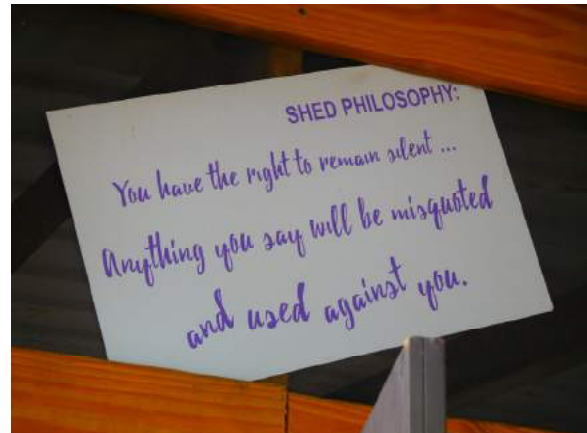
Question	Your Response
How visible do you want to be?	
How many people do you want to reach/engage?	
How many social media sites will you feel your work needs to be on?	
Are you attempting to build up your community's involvement in your climate justice work?	
Is your climate justice work more event-specific (you only post when you have an event)?	
Is your goal to engage with your allied	

organizations more?	
---------------------	--

There is no magic formula. That being said, devoting **1 hour a day, 5 days a week for a total of 5 hours per week** is a good place to start. For some ECJ Committees this number is a lot! This is where the ECJ Committee or team can recruit help. Volunteers and interns are a great source to tap into when it comes to social media. Many colleges have web design and other online majors that require their students to do community projects. Or, the student may want to intern with the ECJ Committee for their future portfolio, etc.

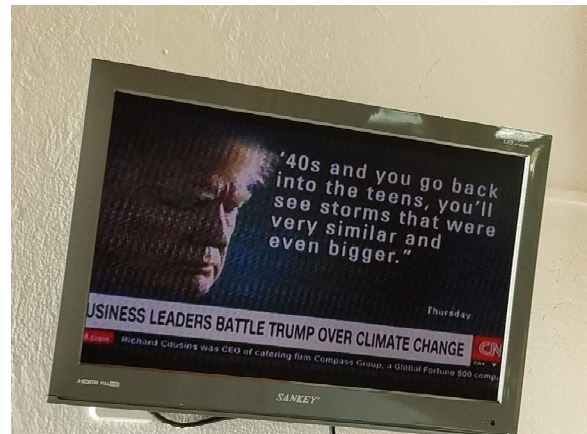
How to Deal with Negative Comments on Social Media

One of the down sides of social media is dealing with negative comments. Especially since the NAACP is a well-known organization, social media accounts that are affiliated with the NAACP may gain the attention of people who disagree with our cause. It's realistic to expect some negativity. The golden rule of "never read the comments" does not really apply if for ECJ Committee members who are the managing a social media account. So, what to do about those negative comments?



A good practice? Don't respond.

Any response, even a practical and level-headed response to the negative commenter will only increase the likelihood that they will respond again and more often. Very little positive change can come from engaging people down a rabbit hole of back and forth communication in the comment's section of a social media post. Allow the people who follow the account to respond to the negative commenter. Doing so will help to start a dialogue within the community instead of a dialogue between the ECJ Committee/NAACP unit and a negative commenter. And of course, if the person repeatedly adds negative comments than the ECJ Committee can choose to block that person from accessing the account page altogether.



Conclusion

The information in this module is just the tip-of-the iceberg for story-based strategy. For more information about how to develop and use a story-based communications strategy, please get in contact with the NAACP Environmental and Climate Justice Program staff. We can share more tools, resources, and guidance on story-based strategy and support other communications work. Contact ecjp@naacpnet.org to get connected with the ECJ Program staff.

Resources

Center for Story Based Strategy

The Center for Story Based Strategy works with organizations and allies in the climate justice, low-wage worker and other social justice sectors to amplify their organizing, integrate messaging with movement building, and build the movement's capacity to shift public opinion. They have worksheets that help shape social media and other types of media messages.

Learn more: www.storybasedstrategy.org (Worksheets located under Tools)

ClimateNexus

Climate Nexus leverages all forms of communication to tell the stories of the people impacted by climate change and those driving the energy transition.

Learn more and check out their "Communications Basics" articles located on their homepage or at this link: <http://climatenexus.org/communications-climate-change/>

Movement Strategy Center

Movement Strategy Center supports people, organizations, alliances, and networks to have the leadership, vision and relationships necessary to move from grievance to governance, from incremental change to transformation. They have many, many resources on how to build change through direct action and forming community relationships.

Learn More: www.movementstrategy.org (Information located under Resources)

Opportunity Agenda

The Opportunity Agenda is a social justice communication lab that collaborates with leaders to move hearts and minds, drive lasting policy and culture change.

Learn more: <https://opportunityagenda.org/>

The Center for Media Justice

At the Center for Media Justice, home of the Media Action Grassroots Network, they believe that the right to communicate belongs to everyone.

Learn more and visit their online Resource Library: www.centerformediajustice.org

FACT SHEET: Story Based Strategy (CSS)

ELEMENTS OF STORY

Story-based strategy (SBS) is a way to think about our words and actions as two parts of a whole. This is more than just "good messaging".

We use five **Elements of Story** to analyze our opposition's stories and to write our own.



Conflict

This is the backbone of narrative, what defines the drama, point of view, and makes the story interesting



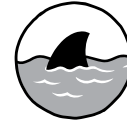
Characters

Subjects, protagonists, and narrators of stories



Imagery

Words to capture imagination with metaphor, anecdote, and descriptions that speak to the senses and make the story tangible



Foreshadowing

The ways that a story provides hints to its outcome



Underlying Assumptions

Unstated parts of the story that must be accepted in order to believe the narrative is true

1 BREAK DOWN THE POWER

Start by getting specific about goals, audiences, targets and constituencies to ensure that the stories and strategy we develop are grounded in the day-to-day realities of power around our issues. The **Cornerstones** of our work:



- **Goal:** What specific change are you trying to achieve?
- **Audience:** Who are the specific groups of people that you most need to reach and persuade?
- **Target:** Who is the decision-maker that can make this desired change happen?
- **Constituency:** Who is your base? The organized groups of people or communities who you already work with, represent or share common interests with.

2 BREAK DOWN THE OPPOSITION'S STORY*

Break down the opposition's story into its component five **elements of story**. Understand the story you are aiming to change:

- How does the story make existing outcomes possible or inevitable?
- How does conflict in the opposition story prevent us from talking about our desired solutions?
- What do we have to believe, in order to believe their story is true?
- What foundational myths are being activated by this story? (i.e. American exceptionalism or the "invisible hand" of the market.)

* Often the opposition's story is really just the **Status Quo** story, the one widely-accepted as reality.

3 PUT YOUR AUDIENCE IN THE FRONT ROW

Who are the people that you need to reach and persuade?
Hint: the answer is *never* "the general public".

- **Imagine the audience(s) for your story as specifically as possible.** Who are they? What kinds of jobs do they work? Education? What hopes, dreams, fears, and biases do they hold? What movies, shows, books and entertainment do they consume?
- **See your work through the eyes of your audience.** The meaning of words and images are determined NOT through your eyes, but through the eyes and hearts of your audience.
- **Is your audience INSIDE our movements?** Sometimes we take action to help move our movement organizations and communities on an issue. The questions above still apply.

4 CRAFT YOUR STORY

The point of SBS is not to simply tell a good story.

You take serious risks when you tell an entirely new story instead of changing the story. If the story is too radically different from where people are now, you can come off as arrogantly handing out answers. People can only go somewhere that they have already been in their minds, so take them there.

Our Story has to meet your audience where they are. It must challenge the opposition story's underlying assumptions – taking care to never accidentally reinforce them. Your story must uplift your underlying assumptions and reflect your values and the future you envision.

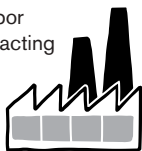
- Which **conflict** allows you to move your audience to a clear decision/choice?
- Who needs to be introduced, explained away, taken out, renamed, subsumed or broken out, amongst our field of **characters** in order to reinforce your conflict frame?
- What is the **imagery** (props, settings and vignettes) that support your conflict frame and reinforce your assumptions?

- What negative **foreshadowing**, can illustrate the cost of not siding with you?
 - Cost to a constituency (agitational)
 - Or cost to a target (threat)
- What **assumptions** can you uplift and claim that close the window on policies and outcomes you are against and open the window to outcomes you desire?

TO #CHANGETHESTORY, YOU'LL NEED TO DECIDE
HOW TO INTERVENE IN THE OPPOSITION STORY.

5 CHOOSE *WHERE* TO INTERVENE

Production - A place where things are made. Factories, crop lands and schools. The realm of strikes, picket lines, crop-sits, etc. Interventions here are often about leveraging labor power or impacting profits.



Consumption - Places where people are in the role of customer. Stores, restaurants, online spaces, TV/movies etc. Sometimes the only place that an audience has a physical interaction with systems we are changing. The realm of consumer boycotts and markets campaigns.



A Point of Intervention (POI) is a place in a system – physical system or a system of ideas – where action can be taken to interfere with the story in order to change it. A POI can literally be a place, or it can be a setting for a message or story.

Destruction - A place where something is destroyed. Dumpsters, mines, clearcuts, landfills, jails, etc. Interventions here are often about stopping the bad.



Decision - Anywhere there is decision making. Corporate HQ, polling places, townhalls, city council meetings, slumlord's office, etc. Interventions here are often about challenging the assumption of who is a legitimate decision maker.



Assumption - Challenging underlying beliefs/control mythologies. Could also be actions tied to cultural moments or pop culture trends. Or prefigurative actions such as actualizing alternatives.



Choose POIs based on where the underlying assumptions of the opposition story are being reinforced and/or on where your key audience(s) will be.

6 CHOOSE *HOW* TO INTERVENE

How do your actions and visuals take advantage of your chosen POI to tell your story?

Action Logic is the explicit or implicit narrative that is illustrated by a specific action; how an action makes sense politically to an outside observer.



Now that you've picked a POI to intervene in, you need to develop **Action Logic** – the relationship between your story and your POI. Your audience should be able to understand the conflict, target, demands and other key pieces of your story at a glance or from a distance.

Look for **fissures**. Fissures are cracks in the opposition story – POIs where the opposition's story is particularly vulnerable, already in the process of changing, or extra-valuable as leverage.



Plan action that furthers your story, not just your values. Make your characters clear. Choose imagery that furthers your story. *Be careful, it is always possible to have an amazing message, and an exciting POI, but to have action logic that undermines your story or, worse, reinforces your opponent's story.* A common example: if the opposition's story is that a marginal group of protestors are the only ones against them, then the action logic of a small sign-holding protest is vulnerable to reinforcing that story.

Your POI is a setting for a chapter in your story. What is happening in that setting?

- How does your Action Logic make your story's conflict obvious? Your actions, signs, and details need to make this clear.
- How might Action Logic set up your opponents as outsiders and your heroes as belonging?
- Which ONE assumption is your choice of POI and Action Logic challenging? (more is fine, but one is harder than it seems)

7 CHECK YOUR WORK

F.R.A.M.E.S. is a useful acronym representing 6 quick tests to use before moving a message from the drawing board out into the world. Use F.R.A.M.E.S. on your entire action/event plan, not just your top-level messaging.

F = FRAME THE ISSUE

Does it reinforce the vision and values that you are promoting? Framing means defining the problem, who will be broadly impacted, and the solution.

R = REFRAME OPPONENT'S STORY & REINFORCE OUR FRAME

Make sure your message is not just reiterating your opponent's frame. Reframing means changing the terms of debate on the issue.

A = ACCESSIBLE TO THE AUDIENCE

Who is your message trying to persuade? Be as specific as possible about the audience and ensure that the message is crafted in terms of language, context, and values that will be appealing to them.

M = MEMORABLE

The message has got to be memorable, easy to spread and "sticky." How can you encapsulate your message in a symbol, slogan, or metaphor that captures the essence?

E = EMOTIONAL

People don't swing into action because of a pie chart. An effective message should speak to people in terms of values, and deliver some emotional impact. Trigger emotional responses with themes like tragedy, hope, anger, frustration, and don't forget joy!

S = SIMPLE & SHORT

This means to get to the core essence of the issue. What is the most important point of the issue? What is it that makes it matter to your audience?

#CHANGESTHESTORY

#ChangeTheStory, because just *telling* a totally new story too-easily assumes people are empty vessels waiting for you to pour your story in. Pin down the story you need to change, and then take action to transform it.

So while this work is infused with imagination, it is grounded in your analysis, and your strategic assessment. Transforming the opposition stories takes time, but it's essential to *creating a world where the goals and futures you imagine are possible or inevitable.*

If you tell me, it's an essay. If you show me, it's a story. – Barbara Green

#SHOWDONTTELL

Show Don't Tell, because unfortunately the facts often do not speak for themselves. Instead, we need to use images, metaphor, visualization and the five senses to illustrate what is important in the story as if we were painting a picture with our words. While the veracity of your claims is essential, facts only serve as the supporting details of the story, not the hook that makes the story compelling.

Media Sample: Newspaper Editorial or Op-Ed

Writing a Newspaper Editorial or Op-Ed

Why write an op-ed

Writing and publishing an opinion editorial, or an op-ed, can be a great way to voice an opinion in a constructive way. Op-eds are an opportunity to provide a more personal perspective and an important opportunity to provoke dialogue, which is an important aspect of involving the community in your unit's work.

Keep in mind while writing your op-ed

- **Keep it focused and to the point**

Remember you are competing for the reader's attention. This means that you want to grab the reader's attention right away and make every sentence that follows count. Get to the point right away, make it relevant, and give your argument urgency or timeliness. Remember, your challenge is to convince the reader to care about the topic you are writing about.

- **Be efficient**

The longer your op-ed goes on, the smaller your readership will get. Front-load your most important information to the top; don't assume that the reader will make it all the way to the end. Keep your sentences and paragraphs short. You also want to keep your op-ed short, usually between 750-800 words. Check with the publication where you intend to place your op-ed to get an idea of the length of the op-eds that they publish. Keep in mind that people with name recognition are usually given more space than an average submitter.

- **Make it accessible to your target audience**

It is important to keep in mind the audience that you are writing for or targeting with your op-ed. If you are writing for a major newspaper then keep in mind your broad audience. You want to use language that the ordinary reader will understand. Avoid using technical jargon or terminology that only experts in the topic might understand. Keep your target audience in mind as you write.

- **Be opinionated**

The purpose of an op-ed is to share your opinion. So be opinionated! Don't be afraid to make a bold statement. You want to take a stance and be direct. Be confident and write in a declarative tone. Avoid writing in the passive voice. After you write your first draft, go back through and delete unneeded words and rewrite passive sentences.

- **Make it personal**

Use your positionality or your relation to the issue you are writing about to your advantage. The purpose of the op-ed is to showcase *your* opinion from *your* perspective. Write in your own voice and draw from your personal experiences. Not only will this help your op-ed stand out to the editor, but it will also help your audience relate to and care about what you have to say. People relate to stories. Use facts to support your argument, but don't doubt the power of your stories and experiences.

- **Make it timely**

Timing is important. You are most likely to get your op-ed placed if it relates or responds to other news stories. If your topic is not directly related to a story in the news, then see if there are opportunities to tie your op-ed to a current event. Familiarize yourself with any other news stories or op-eds that have been published where you intend to place your op-ed so you can put your piece in conversation with related news coverage.

Write an Op-ed in ten steps

1. **Lede.** *What is there to worry about in recent news? (localize as needed)*
2. **Need.** *How bad is the problem getting? (localize as needed)*
3. **Engage.** *What are we doing to solve the problem?*
4. **Challenge.** *Why is the solution taking so long?*
5. **Stakes.** *How will our solution help? (localize as needed)*
6. **Opposition.** *How do we address criticisms of solution?*
7. **Process.** *What will it take to get a solution in place?*
8. **Vision.** *What is the broader vision?*
9. **Momentum.** *Who else supports us?*
10. **Action.** *What will we do now?*

Sample

Net metering is a way to move Colorado toward climate justice

Denver Post, Oct 24, 2014

Some may wonder why “environmental justice” is among the “Five Strategic Game Changer Initiatives” of the NAACP. Why would a historic civil rights organization like ours rank it as equal among other more traditional civil rights mandates: Closing the achievement gap, ending race-based health disparities and abolishing the egregious and racist death penalty?

The answer is all in the numbers.

Communities of color have disproportionately borne the weight of environmental injustice — and it is no different with our electricity production system where the health and economic impacts of the processes are a particularly heavy load. Nearly 70 percent of all African-Americans live within 30 miles of coal-fired power plants like Denver’s Cherokee Station, making African-Americans more likely to suffer from exposure to smog, mercury, and other harmful emissions than any other group.

These same polluting facilities are major contributors to climate change, a global threat that is disproportionately impacting communities of color. While African-Americans endure most of the harmful impacts of traditional energy production, communities of color reap few of the benefits. A study by the American Association of Blacks in Energy found that, while African-Americans spent \$41 billion on energy in 2009, only 1.1 percent of energy jobs were held by Black professionals and a mere 0.01 percent of profits were earned by Black businesses.

Colorado has made good progress in cleaning up the state’s electricity mix and putting people in control of their own energy choices. One of the most important state policies driving this clean transition is net metering. Unfortunately, the future of net metering is currently in question at the Public Utilities Commission — and we must speak boldly for justice.

Here’s the story on net metering: It makes sure solar customers get full credit on their utility bills for the valuable clean power they deliver to the grid. Many corporate entities oppose it because having people produce their own solar power is a threat to profits and an old way of doing business. But the NAACP believes it’s time to change the game in the the relationship that all customers, especially communities of color, have with the trillion dollar energy industry.

Affordable solar is putting Coloradans in charge of their own energy like never before. Organizations like GRID Alternatives provide pathways for economically-challenged families of color to go solar — and save precious dollars that can go to help their children thrive and reach goals like college attendance — rather than spending so much money on high monthly utility bills. In 2012, Colorado sent \$280 million out of state to buy coal to burn to generate electricity while polluting communities.

In addition to helping families, putting solar on homes, schools, churches and businesses reduces the need for expensive power plants and infrastructure, which can help keep rates low for all of us. A study by Crossborder Energy found that these grid savings total \$13.6 million annually, and that’s before accounting for the environmental and public health benefits that are so important to communities of color.

By putting boots on roofs and harvesting local sunshine, solar also keeps energy dollars invested in our communities in a way that our fossil economy has failed to do. Colorado should be working to expand solar options and ensure access to solar jobs that can be a pathway to the American dream. The state should be encouraging utilities and customers alike to invest in more renewable energy. What our state should not be doing is limiting opportunity by weakening existing successful clean energy programs. The NAACP State Conference strongly urges the Public Utilities Commission and Governor Hickenlooper to support net metering as a critical game-changing tool for building a cleaner, healthier, and more prosperous Colorado for all.

Rosemary Harris Lytle is president of the NAACP CO-MT-WY State Conference. She lives in Colorado Springs.

Media Sample: Action Alert

Writing an Action Alert

When to write an action alert:

Action alerts are brief, clear, and make simple action requests. Action alerts are intended to mobilize a large number of people in a short amount of time around a specific action.

How to write an action alert:

- Be concise, try to keep it to one page. Consider linking to additional information.
- Identify the issue
 - Provide background
 - Outline the current situation
 - Make clear your demands, or what you want
 - Include the target of the action
- Include a date and deadline for when the action should be completed
- Clearly state the action step(s) you would like people to take, the more specific the better
- Make it easy to understand by providing a clear, descriptive headline and accessible language
- Be compelling and give a sense of urgency to your cause and requested action

Sample action alert:

OPPOSE THE GORSUCH NOMINATION TO THE U.S. SUPREME COURT

APRIL 5, 2017

It is vitally important that we take to the phones, emails, and faxes and urge every Member of the U.S. Senate to vote “no” on the nomination of Judge Neil Gorsuch to the US Supreme Court, and to use every procedural tool available to them to stop it. We must also urge all Senators to oppose changing the confirmation rules of the U.S. Senate just to get him confirmed.

Please take a minute to review the attached [Action Alert](#), which in addition to the usual information also contains:

- A list of Senators who have publicly declared opposition to the Gorsuch nomination (we should not forget to thank them!);
- Additional pages of talking points in opposition to the Gorsuch nomination;
- A list of over 200 national organizations which are working in coalition with the NAACP, in the event there is a branch or chapter nearby with which you can work; and
- A list of some of the organizations with which the NAACP works very closely, in the event you wish to activate your local branch.

Media Sample: Blog Post

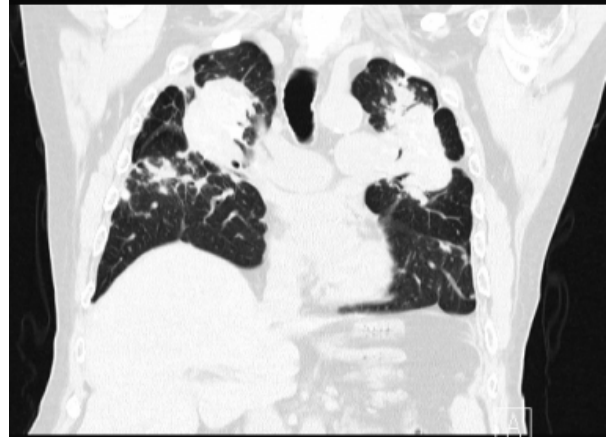
Sample: Blog Post

COAL BLOODED: SYSTEMIC CORRUPTION STEALS MINE WORKERS' RIGHTS AND LIVES

OCTOBER 9, 2015 / BY JACQUELINE PATTERSON

"If you're not outraged, you're not paying attention". This adage came to mind this morning when the first message in my inbox was a message from a newly found colleague, Maureen McCue of [Physicians for Social Responsibility](#). She shared the 2nd installment in the Center for Public Integrity's (CPI) series "[Breathless and Burned: Dying of Black Lung and Buried by Law and Medicine](#)" with me. I was sick to my stomach and ashamed of my alma mater, the Johns Hopkins institution.

I am an avowed tree-hugging environmentalist. I also firmly believe we need to transition to energy efficiency and clean energy. But I am also an ardent defender of human rights. So even as I work to transform how we generate our energy, as long as we are still mining for coal I am standing up for justice for past, present and future coal miners and their families.



This image from a CT scan taken of Steve Day shows what Dr. John E. Parker regards as a case of complicated black lung.

Since 1968, [76,000 coal miners have died of black lung disease](#), while year after year after year the coal mining industry has actively fought against the regulations that would require them to institute measures to protect their workers from toxic coal mine dust. Last year the [first ever regulations](#) to add these critical protections finally squeaked through and became established legislation – far too little and far too late for the 76,000 grieving families.

CPI has brought to light disturbing evidence of a possible connection between my alma mater and the machinery that operates to willfully deny the rights of coal miners and their families to wellbeing and redress, all the while maintaining the rampant profiteering based on polluting with impunity. With [fees for readings of black lung case x-rays costing between \\$500-\\$750](#) and with Hopkins being the go-to institution for coal companies seeking to absolve themselves of responsibility, at minimally 2,000 to 3,000 cases per year, that would mean the institution is collecting between \$1million and, at the high end, over \$2million (not including the [fees of \\$600/hour](#) for physicians to testify in court). For these cases, the [vast majority of the findings](#) come back negative for black lung, often in contrast to [positive readings from other doctors](#).

Meanwhile, the coal mining industry and aligned legislators are pushing back against the [Black Lung Benefits Act rule](#), which proposes to give coal miners greater access to their health records and require coal mine owners to pay all benefits due in a claim before the award can be challenged through modification. A prominent law firm has even been found to have [withheld evidence in black lung cases](#) over the years to ensure defeat of compensation claims.

How could there be such a concerted effort to trounce on workers' rights? It could be because there is money at stake. BIG money! Coal mining is a multibillion dollar industry where the [average coal company CEO earns \\$8 million annually](#) in compensation, which is 100 times the [compensation of the average coal miner](#) who, on a daily basis, risks slow death from black lung disease or instant death from a coal mine collapse. Meanwhile, in 2012 alone the coal mining industry spent \$19m in lobbying on an anti-regulatory agenda, and [\\$4 million in congressional campaign contributions](#), 96% of which went to politicians with histories of voting against regulations that protect worker and community health and wellbeing.

These egregious injustices have been wrought upon people who are too sick and often too impoverished to fight back effectively against the Goliaths that have steamrolled over workers' rights to safe working conditions. Even though those who toil to keep our lights on every day work in anonymity, they still require just treatment.

Media Sample: Media Advisory

Writing a Media Advisory

When to write a media advisory:

A media advisory is similar to a press release in that it is a tool to communicate with the media. A media advisory is like a “heads up” that can be easily emailed, mailed, or faxed. Media advisories are promotional, and provide the logistical information for an upcoming event. Like a press release, you want to convince a reporter to be interested in and attend your event. Media advisories are usually less detailed than a press release—the aim is to give reporters enough information that they will be able to mark their calendars for your event (the who, what, where, etc.), but not necessarily everything they will need to write a story about it.

Format example:

MEDIA ADVISORY

Contact: Name, (000) 000-0000, sample@example.net

HEADLINE IN BOLD AND ALL CAPS

SUB-HEADLINE WITH ADDITIONAL INFORMATION

Brief, descriptive paragraph to introduce the event that your media advisory is advertising (optional). You can also choose to include a “what” and “why” below instead.

WHO: Who will be in attendance and/or is invited to attend

WHAT: If you did not include an introductory paragraph above, briefly describe the event here

WHERE: Where will the event take place, include physical address

WHEN: When will the event take place, include date and time

WHY: If you did not include an introductory paragraph above, you can choose to add context

INTERVIEW OPPORTUNITIES:

- This is optional, but if you want you can list the names of individuals who will be in attendance that the press might want to interview.
- Name, affiliation

Sample:

NAACP TO HOST LGBT TASK FORCE WORKSHOP AT 108TH ANNUAL CONVENTION

JULY 26, 2017

BALTIMORE (July 26, 2017) – The NAACP, the country's oldest and largest civil rights organization, will host an LGBT workshop as part of its 108th Annual Convention on Wednesday, July 26, 2017 at the Baltimore Convention Center in Room 344.

Moderated by Alice Huffman, Chairman of the Membership and Units Committee and member of the National Board of Directors, the workshop will feature veteran civil rights activists and board members, Rev. Amos Brown and Rev. William Barber, all three of whom helped lead the National Board in voting overwhelmingly in favor of supporting marriage equality in 2012. Panelists will discuss the NAACP's stance against conversion therapy and the many issues that threaten equality for the LGBT community today.

Who:

Bishop Yvette Flounder

Bishop of the Fellowship of Affirming Ministries

Rev. Amos. Brown

Member, NAACP National Board of Directors

Pastor, Third Baptist Church

San Francisco, California

Rev. William Barber, II

Member, NAACP National Board of Directors

Pastor, Greenleaf Christian Church

Goldsboro, North Carolina

Rev. Jethro Moore

Religious Chair, California State Conference, NAACP

President, San Jose Branch NAACP

When:

Wednesday, July 26, 2017

3:00pm – 4:30pm

Where: Baltimore Convention Center, Room 344

Media Sample: Press Release

Writing a Press Release

When to write a press release:

A press release is an official communication document that reports specific information about an event or circumstance. Press releases are designed to target the media, but can also function as an official statement to be posted online or in print.

Tips for writing your press release:

- **Be attention grabbing**

Write a short, catchy headline. You want the headline to be descriptive, but also something that will grab journalists attention and compel them to publicize your story. Especially if you are distributing your press release electronically, the quality of your headline (or subject line) will be the difference between getting your email opened or not.

- **Get to the point**

You should summarize your subject in the first paragraph, but be careful to not totally repeat your headline in your first sentence. You want this paragraph to be detail-heavy and include all the relevant information. Make your press release top-heavy, with all the important information (the who, what, where, when, why, how) in the first few sentences, and you can include any additional information in the following paragraphs.

- **Keep in short**

In most cases, your press release should not exceed one page. Limit yourself to the most important information, and don't include extra details that aren't necessary. Journalists are looking for a short and easily read document. If your press release is too long and detailed, that can actually be counter-productive and might lead to the release not being read at all. In the case of the press release, less is more.

- **Include quotes**

Even though a press release should be written in the third person, consider providing a short quote from the author or from another relevant figure. Quotes can be good way to provide additional elaboration in the paragraph(s) following the lede and also help personalize the formal tone of the release.

- **Link to more information**

One good way to help keep your press release short and to-the-point is to provide relevant links to additional information. You can link to your webpage or to other relevant websites that might add more context for your press release.

- **Provide contact information**

If your press release is deemed newsworthy, reporters will want to follow up with a contact for more information and to schedule interviews. Include a phone number, email address, or both on the release.

Format example:

Sample Press Release

NEWS

For Immediate Release

BANNER — Contact Your Name
Voice (213) 555-1212
Fax (213) 555-1212
statemail@mail.com

HEADLINE — **NETDAY96 FOR OUR STATE ANNOUNCED**

SLUGLINE — Ground-Breaking Volunteer Program to Wire
Schools for the Internet

LEAD LINE — **YOUR CITY October 00, 1996** An all-volunteer effort has been
launched to provide cabling infrastructure to K-12 schools throughout
OUR STATE. According to Terry Doe, the event coordinator, the program
is a “high-tech barn raising.”

BODY — The effort is part of a national program called NetDay96. More than
00,000 volunteers in 00 states are participating in the massive project.
“We’re looking to state organizers, educators, and leaders from our
community to help with this effort,” says Doe. “The key to this project is
participation.”

The kickoff is scheduled for October 00, when volunteers will go to
schools and install Category 5 cable in classrooms.

MORE BODY TEXT

NetDay96 is a volunteer effort by companies, schools, parents, and
students to wire public schools for the Internet. To contact the volunteer
office: See the OUR STATE Web site at <http://www.netday96.com/>;
e-mail, statemail@mail.com; phone, 1-800-55NET96.

CLOSER — **###**

Sample:

Subject line: NAACP HISTORIC LOBBY DAY SALEM STATE CAPITOL JUNE 12 2017



NAACP
PORTLAND, OREGON
BRANCH

PRESIDENT - JO ANN HARDESTY
P.V.P. - ELO HONDAINE
P.V.P. - MONI CAUREY
SECRETARY - MOUSSA LANE
TREASURER - CLEOPHAS CHAMBLISS

June 12, 2017

FOR IMMEDIATE RELEASE:

Contacts:

President Jo Ann Hardesty, Portland Branch,

(503) 957-4364 (cell)

President Eric Richardson, Eugene/Springfield

(541) 515-5642 (cell)

President Freddy Edwards, Corvallis

((866) 928-8052 (cell)

President Benny Williams, Salem

Phone not available

Today the NAACP participates in a historic lobby day at the Oregon State Capitol. NAACP members from around the state are converging at the Capitol to make our voices heard on some key legislative proposals left uncompleted and to present a national report to all state legislators and to the Governor Kate Brown.

"While we are an all-volunteer force, we wanted to take this day to make sure that the legislature knows we are paying attention and want them to show bold leadership doing this uncertain time", says Jo Ann Hardesty, President of the Portland Branch.

Just Energy Policies: Reducing Pollution and Creating Jobs Oregon Report was produced by the National office of the NAACP. The report highlights the beneficiaries and losers as Oregon moves toward a clean energy future. "While Oregon should be applauded for the incentives and fossil fuel reduction strategies in place, the reality is that only upper income families are able to benefit from these energy improvements. We must do better so that people of color and low-income community members also enjoy the benefits of a clean energy future." Says Eric Richardson, President, Eugene/Springfield office. The NAACP branches across the state will work cooperatively with community partners including 350pdx and the Sierra Club to ensure front line communities benefit from this effort.

"The housing crisis has hit every community in Oregon. Our members are here today to make sure that legislators and the Governor know that HB 2004 must pass before they adjourn the session. Community members must have relief from the ever escalation of rents while salaries remain flat, says " Freddy Edwards, President of NAACP Corvallis.

In addition, I want to appreciate the hard work of Attorney General Ellen Rosebaum & Kayse Jama, Executive Director at Unite Oregon for their work on the taskforce that created HB 2355. "This bill will have an immediate impact on persons charged with drug possession and change the charges to misdemeanors from their current felony status." Says Jo Ann Hardesty, we will start focusing on treatment rather than punishment. The impact on communities of color will be significant. This bill must pass this session. We look forward to the conversations with our elected leaders in the state capitol today. This is a historic day because we don't remember another occasion when all branches lobbied together.

MODULE 6:

Educating and Organizing for Climate Resilience



Module 6: Educating and Organizing for Climate Resilience

In order to change the way the world thinks about climate adaptation and resilience, and develop a sufficiently wide base of support for needed policy and institutional change, we must develop education and awareness campaigns that convey our systems-change approach to climate resilience. In this module, we outline some of the platforms that Environmental and Climate Justice (ECJ) Committees can use to engage the community in creative and innovative ways. Each community is different; each community will have different educational and organizing needs. We will go through a wide variety of options and each group can pick the strategy that works best for them.



Types of Education and Organizing Activities

There are so many possibilities for the types of education and organizing activities ECJ Committees can use to educate and increase awareness in the community. Here are a few examples:

- Letter/email writing
- Phone bank campaigns
- Social media campaign
- Letters to the editor
- Press Conferences and releases
- Town hall meeting
- Specific-Topic roundtable
- Teach-ins
- Music, theater and art festivals
- Union, congregational, community and neighborhood gatherings and workshops
- Door to door canvassing
- The list goes on and on!

To determine which education and organizing activity to use, consider the following questions:

- How well do you know and understand the needs and views of community members? Perhaps the first step is to listen. Would it be possible to bring people together to hear what is happening to them and relating climate change to their needs and concerns?
- What is the message or story that the education and organizing event hopes to communicate?
- What change would the education and/or organizing event make? What is the end goal? If the goal is to educate the public on the impacts of climate change on the community then a social media campaign and/or press conference might be good first steps. If the goal is to get a lawmaker to vote for or against a law that would hurt/help the climate adaption plan then letter/email writing campaigns, and phone banks might be in order.
- How much time does the ECJ Committee have to plan an educational or organizing event? If the climate adaptation plan includes objectives like changing local policies, there might be a need for several of these events along the way, which will add time into the overall timeline of plans. If the ECJ Committee is working on a short-term project, such as a neighborhood weatherization project, it could be that one or two of these educational opportunities are fine. This would take a shorter amount of time and effort from the team.
- Are there people in the committee or volunteers who would not be able to participate in physical activities who would be able to help with other types of activities like social media? With any good educational and/or organizing event, it is necessary to think of who are being left out (people with disabilities, people who are lower income, people who are LGBT, etc.) and how can we bring them in. This way our community events represent each and everyone in the community.

- How many people are needed? Make sure there are enough people and leaders designated to train and organize before, during, and after the event.
- What resources (money, posters, stamps, volunteers, vehicles, etc.) are needed? The ECJ committee or team will need resources before, during, and after the educational or organizing campaign; everything from scissors and markers to water and sunblock. Make a list ahead of time and if the ECJ Committee does not have enough resources, ask for donations or pool resources with partner organizations.
- Where will the event take place? Are there permit requirements? Location, location, location. This is the time to get attention, particularly if the ECJ Committee is planning a public awareness campaign. See the section below on In-Person Town Halls for more information on hosting the event in an equitable way.



Table 1: Education and Organizing Brainstorm

Guiding Questions	Brainstorm
Who is your audience? What do you want your educational or organizing event to accomplish? What is your goal?	
For an educational event: what material do you need to cover to accomplish this goal? And what kind of educational techniques will help you do that with this specific audience? For an organizing event: What is the story you are telling? How does it relate to this audience?	
How much time does your ECJ Committee have to plan an educational or organizing event? Are there key dates or events you are planning around or should keep in mind?	
What accessibility needs should you consider? What are you able to make your event accessible and inclusive?	
How many participants would you like to be involved in your event? How many volunteers will you need? Does your volunteer capacity match your ambitions? Do you have partners or allies you can call on?	

What materials will you need?	
What of these materials do you already have and what will you need to acquire? What funding or other resources are available to you?	
Where do you plan to hold your event? Do you need to obtain a permit or follow any other procedures in order to obtain access to the space?	
What other concerns or lingering questions do you have?	

A Little Planning Goes a Long Way

Once the ECJ Committee identifies the type of education and/or organizing event, it's time to begin the planning process. This should be a focused effort and the timing of the activity should be aligned with key events or days, if possible. Similar to the process for identifying goals and objectives outlined in "Module 1: A Community Coming Together," an ECJ Committee or team can create a plan for before, during, and after the activity. We've outlined guidelines below.

Before the Educational or Organizing Activity:

1. Work through the questions above and create a plan including timelines, tasks, materials needed, and people assigned to each task.
2. Purchase any materials required or get these items through donations, in-kind gifts, etc.

3. Recruit participants and volunteers.
4. Secure permits, if necessary.
5. Create social media posts, email blasts, letters to the editor, etc. and send them out.
6. Create any art needed like posters, print agendas, etc.
7. Host a training for the ECJ Committee and other volunteers, include:
 - a. The purpose of the event
 - b. The agenda or plan of action itself
 - c. The tasks and timelines
 - d. Safety concerns
 - e. Follow-up process



During the Educational or Organizing Activity:

1. Arrive early and set up any materials, tables, signs, etc. that need set up.
2. Check-in with volunteers and ECJ Committee members regularly.
3. Provide relief with food, water, etc. as needed.
4. Enjoy the activity! Participate, commiserate, form relationships with media, etc.
5. Pass around a sign-up sheet where people can register for more information.
6. Post to social media.

After the Educational or Organizing Activity:

1. Clean up, recycle, compost, etc. any materials leftover.
2. Send thank you notes, either handwritten or email, to each volunteer and media person who attended.
3. Create and post follow up social media posts that include numbers and specifics. For example, "We had 200 people present for our letter writing campaign!" Or, "Thanks to the Unitarian Church Youth Group for providing water at our spoken word night!"
4. Enter the contact information from the sign-up sheets into the email blast listservs, etc. and send an email blast with specifics from the day. Include future calls to action and a specific ask for people to join the effort.
5. Follow up with the media who attended. Send thank you emails to the media who attended and praise any positive coverage. Follow up with any media who covered the event in a negative light and offer counter-information to their coverage.



6. Follow up on the cause. The goal of the event should be followed up on after the activity is over. What change occurred? What changes are left or did not happen that now need a different path of action?
7. Debrief with ECJ Committee members and partners. Hold a meeting shortly after the event to debrief. Allow a lot of time and space for open thoughts and suggestions. Ask someone to take notes. Ask what was done well and could be changed for next time. Afterwards, send the notes to the group and set aside time during the next meeting to discuss.



Hosting Town Hall Meetings

Town Hall meetings are gatherings where the community is invited into a space to ask questions, express opinions, and give feedback to a politician, an organization, an initiative, etc. Traditional Town Hall meetings are done in person and set-up with a panel of organizers who listen and ask questions to a room of community individuals. Online or “virtual” Town Halls have the same goals but occur on Twitter or other online platforms. There are benefits and ways to organize each so that the Environmental and Climate Justice Committee gets the feedback they need.



As a form of education and organizing, Town Hall meetings provide community members with the opportunity to discuss local issues like preparing for extreme weather events, establishing emergency response systems, the health and economic impacts of pollution, reforming criminal justice systems that impact the community—the list goes on. They also function as yet another way the ECJ Committee can connect with the community.



Hosting an In-Person Town Hall Meeting

In-person Town Hall meetings are fairly simple to set up and with enough pre-planning, are an effective way to build community support for and feedback about a resilience project. Below we outline how to set up an in-person Town Hall meeting (compared to a virtual town hall, which we discuss later), how to run one successfully, and how to follow up afterwards.

Before the Town Hall meeting:

Meet with your ECJ Committee, unit, or team to determine the following:

1. What will the Town Hall theme or topic(s) will be?
2. What goals do you want to achieve by bringing the community together and asking them about climate change resilience (or the specific resilience goal)?
3. Determine how many people are needed to run the event and how many volunteers to recruit. Draft emails, letters, etc. to recruit and reach out.
4. Determine language access needs for getting the word out and for the event itself. What translation/interpreter needs are there?
5. Create a timeline that includes enough notice for planning meetings, inviting other agencies, gathering volunteers, and pushing notices to the public.
6. Create an agenda for the event. Leave plenty of time for conversation and questions that may or may not already be on the list.
7. Create an online registration form (or a printable form that can be affixed to an email or mailed) by using Google forms or another free online platform. Include the tentative agenda, if meals are provided, if childcare is provided, ask if anyone has any dietary needs, etc.
8. Develop a list of questions from the community. List a space on the website, social media, and on fliers in the community for people to send in what questions they have and organize a list from their input.



9. Identify and assign someone who can moderate the Town Hall meeting. This person should have a good grasp of the subject matter, and demonstrate the ability to keep the conversation on topic while being respectful of people who are speaking.

10. Determine a location.

- a. There is a lot to consider when planning a location that fits most people's needs.
 - i. First, consider if the location is accessible to people with physical disabilities – consider if there is a ramp outside, parking options, and if the building has an elevator.
 - ii. Is there a gender neutral bathroom and/or can you change bathroom labeling to accommodate?
- b. Next, consider the location of the Town Hall building or space in relevance to the geographic location of the target audience. Are there easy public transportation options? Is there a need for a carpooling option?
- c. Consider offering onsite childcare that can be monitored by volunteers in an adjacent room to the Town Hall.
- d. Consider how big the space needs to be – it is always good to get a space that is a bit larger than anticipated need.
- e. Consider the cost of the location and see if people are willing to waive their fees in support of the cause.
- f. Consider audio/visual needs (screen and projector, white boards, etc.).
- g. Schedule walk-throughs with a few members of the ECJ Committee to make note of any additional needs that may be encountered.



The National Network for the Americans with Disabilities Act (ADA) has a fantastic resource entitled, "*A Planning Guide for Making Temporary Events Accessible to People with Disabilities*" and explains how to set up a meeting space for people who have disabilities. Find it under the "Publications" section of their website (www.adata.org) or at this link: adata.org/publication/temporary-events-guide

11. Publicize, publicize, publicize. All the planning will be in vain without gaining public participation through publicizing. In addition to letter invitations, create appealing flyers for posting and sharing online. Flyers could also be distributed at churches, community centers or other public places and to other organizations. A media release to mainstream media contacts would also create public interest. Be sure to include contact information for organizers as well as any social media sites for more information.
12. Purchase any materials necessary. If purchasing materials is not affordable, schedule time to ask for donations in the timeline. This may mean that ECJ Committee members ask companies for money or that the committee coordinates local food and resources in exchange for helping those businesses with other goods and services. Either way, making time to get materials in order should be factored in.
13. Create a sign-in sheet to pass around at the event, asking for names, contact numbers, and email addresses.

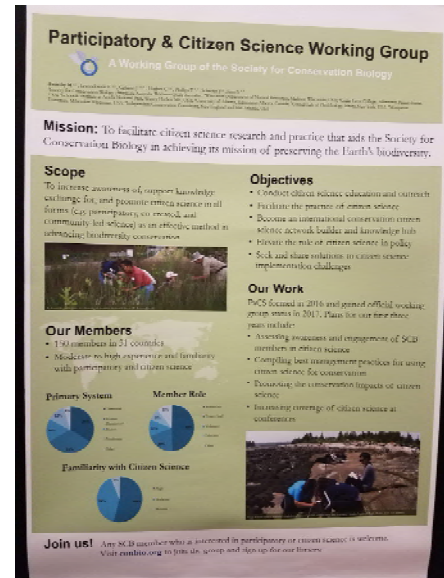


During the Town Hall meeting:

1. Welcome the attendees both at the door and in an opening introduction. Make sure the entrance to the meeting is clearly identified and that people know what to do when they enter. Greeters may direct individuals with other needs to the correct entry or suitable seating such as individuals who utilize wheelchairs or people who are hearing impaired.
2. Set up a table for people to sign in, pick up materials, including the agenda and background information.
3. If applicable, ensure that the language interpreter(s) are all set up.
4. Have a representative from an organization or group act as the Town Hall moderator. The introduction for the meeting should include stating the purpose of the meeting, recognizing elected representatives and the protocol for the meeting. The role of the moderator is to direct the town hall meeting. The moderator will maintain the flow of the

meeting as planned. The moderator should begin the meeting by welcoming those in attendance and explaining the purpose. The responsibilities of the moderator should review the agenda, make any announcements, discuss how the Town Hall will be conducted, and introduce guest speakers (if applicable).

5. The moderator can also inform participants that if the ECJ Committee is planning to take pictures, video, or live post about the event. Offer that if anyone does not want to be photographed, their wishes will be respected.
6. Open the discussion up by asking questions that were previously determined, and of course, leave room for people to discuss or ask questions of their own. Sometimes people can get off topic, and that is okay. Allow some space for that to happen and if the time runs too long, offer to have a side conversation with that person/people after the meeting.
7. During the Town Hall, take notes of all the discussion and questions that are asked. Save and email to the ECJ Committee afterwards. These notes will help the group to determine the direction of the Committee's work. Create summaries that can be emailed to the people who attended afterwards.
8. Conclude the meeting by thanking everyone and explaining what the next steps for the ECJ Committee. Offer to speak to people individually, if needed, and offer contact information so the community members can reach out afterwards.



After the Town Hall meeting:

1. Clean up, recycle, compost, etc. any materials leftover.
2. Send thank you notes, either handwritten or email, to each of the ECJ Committee members, volunteers, and media who attended.
 - a. Ensure translation so that follow up materials are language appropriate.





3. Create and post follow up social media posts that include numbers and specifics of the Town Hall and that specifically thank the community for coming out and offering their guidance and questions to the ECJ Committee or team.
4. Enter the contact information from the sign-up sheets into the email blast listservs, etc. and send an email blast with specifics from the day. Include future calls to action and a specific ask for people to join the effort.
5. Follow-up with the media who attended. Send thank you emails and praise any positive coverage. Follow-up with any media who covered the Town Hall in a negative light and offer counter-information to their coverage. Invite all media to follow the ECJ Committee's work via social media and other avenues and encourage their attendance at future ECJ Committee events.
6. Follow up on the cause. The goal of the Town Hall Meeting should be followed up on after the effort is over. What change occurred? What changes are left or did not happen that now need a different path of action?
7. Debrief with the ECJ Committee. Hold a meeting shortly after the Town Hall to debrief. Allow a lot of time and space for open thoughts and suggestions. Ask someone to take notes. Ask what was done well and what the group could change next time. Afterwards, send the notes to the group and set aside time during the next meeting agenda to discuss how the strategic plan and goals may need to change or not due to the debrief notes.

Hosting a Twitter Town Hall

Twitter Town Halls are excellent ways to engage people who would otherwise not be able to attend an event in person, who are engaged in online activism, and/or who can give a good sense of how to engage the millennial generation in climate adaptation work. Keep in mind that since Twitter Town Halls are open to anyone on Twitter, some questions or responses might be from people who are not in the local community, which may or may not be helpful. Otherwise, Twitter Town Halls can be a great avenue for education and organizing.

In conjunction with the Twitter Town Hall, have an alternative way that people can participate. This may mean offering a conference call option or an in-person Town Hall meeting. Keep in mind that not everyone has a Twitter account or access to the Internet. Creating alternative options makes the activity more inclusive and therefore more effective.

Before the Twitter Town Hall:

Host an ECJ Committee meeting and work through the following steps.

1. To get started, think of a trendy hashtag for the Town Hall meeting. This is what people will use to participate. Make it catchy and easy to type. If possible, it should be a vehicle for the story being told. Hashtags that are too long or too complicated won't be remembered, might have a higher chance of being misspelled, and might not get used at all. Once the ECJ Committee comes up with an idea, check to see if it is already in use on Twitter. Examples of might be:

#NAACPClimateResilience, #CommunityReady4Climate, #ClimateJusticeTownHall

2. Think of frequently asked questions that people might ask and create standardized tweets ahead of time. This will save time during the Town Hall. Don't forget to include the hashtag in the response!
3. Create an agenda that includes questions and information the ECJ Committee would like to know from the community members.
4. Choose a location where the ECJ Committee or team can be together for the event. Even though this is an online campaign, it will be much easier for committee members to communicate if they are in the same room. Make sure this location has reliable and fast wifi or internet capabilities.
5. Choose a date and time that appeals to the target audience. Keep in mind that different times of day will appeal to different crowds. Decide which works best for the needs of the ECJ Committee and remember, it is possible to host more than one!
6. Assign the ECJ Committee or team members various roles. Several people will probably need to monitor the hashtag while a couple people do the actual responses.
7. Create an online sign-in sheet with Google or other online sign-in sheets that can be tweeted out before and during the event. This will be a record of who attended the event.
8. Create an online evaluation survey with Google or a similar program that can be sent out at the end of the Town Hall.
9. Promote, promote, promote! Create multiple posts for all of the ECJ Committee or unit's social media channels and ask other partner organizations to repost and retweet posts.

Create post-Town Hall tweets and social media posts so they are ready at the end of the event.

10. Consider doing a practice run with the team using a different hashtag. Each of person could use personal Twitter accounts to tweet to the hashtag and respond to those tweets to see how the flow works.
11. Set-up all equipment with the team early. Make sure that the ECJ Committee or team has time to get logged-in and allow time for technical problems.

During the Twitter Town Hall:

1. Start on time and post welcome posts with instructions on how the Town Hall will be run. Remind people of the times of the event and introduce any ECJ Committee members or team and/or other people helping with the Town Hall.
2. Stick to the agenda as much as possible but allow for questions that may take things off topic. If this happens, offer to chat with someone privately about their questions and assign an ECJ committee member or team member that role.
3. Be prepared to not be able to answer or see every tweet. As mentioned previously, sometimes people misspell the hashtag so it won't be seen. Other times the team might miss a tweet or two while trying to respond to others' tweets. This is okay. One of the tweets that can be created ahead of time and tweet throughout the event is to ask people to send their tweets again if they haven't been responded to.
4. Keep track of themes and questions received during the Twitter Town Hall. Someone on the team might take notes and keep track of how many people participate. This would be good information for the ECJ committee to review afterwards.

After the Twitter Town Hall:

1. A best practice is to follow up the Twitter Town Hall with a blog post, an email blast with highlights, and a report to publish online.
2. Send a post-Town Hall social media posts directly after the Town Hall and for a few days afterwards.
3. Have a debrief meeting with the ECJ Committee or team to discuss what went well and what the ECJ Committee might like to change for next time. Discuss the results of the evaluation and plan next steps!

Conclusion

Education and organizing events are an important component of the community-driven planning process for climate adaptation. By engaging in these events and activities, we not only better incorporate community voices and experiences into the climate adaptation planning process, but we also begin to change common narratives related to climate adaptation work. Both are essential to transforming our communities.

MODULE 7:

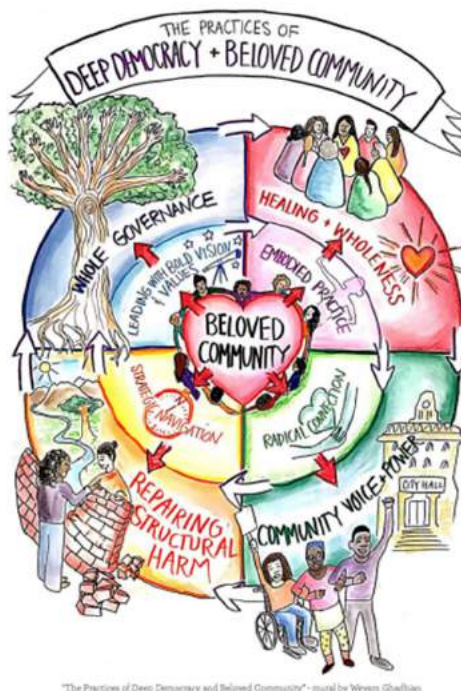
Democracy and Governance



Module 7: Democracy and Governance

Government should be accountable to the people, transparent in practice, inclusive of all people, participatory and accessible, representative of the groups it serves, and responsive to the needs of those people. As it is, many of the institutions that govern our communities—even those that intended to be democratic—do not embody these characteristics. Instead of serving the people they help a small, privileged segment of people and big corporations get richer.

An important part of building community resilience is reforming our systems of governance to reflect a vision of deep democracy that is truly by the people and for the people. Deep democracy is the practice of democracy that recognizes the importance of all voices in a group or society, especially those on the margins. It is about fostering a strong sense of community, inclusion, power, and participation so that people have meaningful control over the decisions that affect their daily lives, including planning for climate change.



We can't address the root causes of climate change with a "democracy" that's working for the companies that have caused climate change—like fossil fuel companies. We need government that is truly representative and responsive, where corporate money and power do not reign.

What do we mean by all of this?

- Everybody in the community should be able to actively contribute to the democratic processes, like voting and providing input on how money is spent.
- Resources are made available to everyone, not just people with money or other forms of power.
- People of all ages are seen as community members with value.
- Election results reflect the consensus among all people in a community, not the people with the most money



In this module we outline several strategies to deepen democracy and improve methods of governance in our communities.

This short (less than ten minutes) and easy-to-watch movie explains the Citizens United Supreme Court decision, *Story of Citizens United v FEC*. This is a great introduction to this issue to watch and share with others!

Go to www.storyofstuff.org and navigate to “Movies” to find the movie or go to www.storyofstuff.org/movies/story-of-citizens-united-v-fec/.

Strategies for Resilient Democracy and Governance

With some planning and organizing we can begin to take action to make our government more democratic and responsive to the needs of the people. Some of the strategies we can use to do this include:

Participatory Democracy

Participatory Democracy is a form of democratic government where all citizens are actively involved in all important decisions. It is about giving real decision-making power to the public—it gives everyone the power to advocate for their collective interests. For example, a government that creates barriers that limit or forbid the public from holding demonstrations (such as rallies, marches, protests, and speak-outs) is not a participatory democracy. In participatory democracy the public is like a “fourth branch” of government, just as valid and essential to our political system as the executive, judicial, and legislative branches.

Participatory Budgeting

Participatory budgeting is a democratic process where community members directly decide how to spend part of a public budget. Typically a local government will designate a chunk of money from their overall budget to participatory budgeting. This is a meaningful way to increase community member’s direct involvement in community governance and decision-making. Participatory budgeting is particularly beneficial for climate resilience planning because of the local knowledge it requires and the co-benefits of climate change projects. Participatory budgeting is not used enough in the United States. Even in cities with participatory budgeting processes, it is underutilized. For example, in New York City the amount dedicated to participatory budgeting in 2014 was only .00035 percent of the city’s total budget.

To learn how to launch a participatory budgeting process, check out the “Launching a Participatory Budgeting Process” section later in this module.

Non-profit Banking

Public banks are operated by local and state governments which deposit their funds (taxes, fees and other public revenues) in them. Public banks as well as credit unions are not motivated by profit, and are organized to serve a stronger public benefit. Their financial structure means they can charge lower interest rates, direct loans locally, and in general do a better job of serving the community. Removing the profit motive means lower costs for capital projects such as green infrastructure improvements and could enable greater social responsibility than other financial institutions. Financial services should be provided by local institutions and responsive to the needs of the community. While there are currently at least ten states or cities seriously considering public banking, the only public bank in the U.S. is the state owned and operated Bank of North Dakota. For more information on public banks see, <http://www.publicbankinginstitute.org/>

Voting Rights

State legislatures can play a central role in protecting and expanding Americans' freedom to vote. This includes passing policies that make it easier for Americans to vote such as the expansion of same-day and online voter registration and passing policies that prevent voter suppression. We outline several policies in the “Passing Policies to Support Resilient Democracy and Governance” section below.

Check out this great map from the ACLU shows how felony disenfranchisement laws vary from state to state. What's evident from the map is that we've got a long way to go: only Maine and Vermont allow everyone—even people in prison—to vote. Check it out at www.aclu.org and navigate to “Voting Rights” under issues. Select “Voter Restoration” or go directly to

www.aclu.org/issues/voting-rights/voter-restoration/felony-disenfranchisement-laws-map?redirect=map/state-criminal-re-enfranchisement-laws-map

Passing Policy for Resilient Democracy and Governance

To make our government work more effectively, we need to change the policies that set the rules for how governments function. In this section we outline core policy principles to incorporate into our advocacy efforts for resilient democracy and governance. Check out “Module 4: Passing Policy for Climate Resilience” for more information on how to write and pass public policy.

Core Principles

1. Reform governing, decision-making, and budgeting processes on the local, state, and federal level to reflect deep, democratic values
2. Reform campaign and election financing rules and end money controlling politics
3. Enforce rules that prioritize local and targeted hiring practices and a living wage for all
4. Enable younger generations to engage in climate adaptation and mitigation planning and implementation by developing green schools and youth sustainability programs.
5. Encourage a more cohesive sense of place by facilitating community engagement and pride through community art and beautification programs

Example Policies

In the table below we outline example policies that advance the core principles listed above. For each policy solution we've outlined in the table below we have also provided an example of where this policy has already been implemented along with the policy avenue that was used to pass the policy (i.e. through the state legislature, a local ordinance, etc.) along with a link to more information. Keep in mind that these are example policies that shouldn't necessarily be completely replicated, but used as examples of real policy solutions.

Table 1: Example Policies for Resilient Democracy and Governance

Policy Description	Example Policy
<p>Campaign Finance Reform/Overtune Citizens United Ruling</p> <p>In 2010 the United States Supreme Court's ruling in Citizens United v. Federal Election Commission held that political contributions and spending were protected as "free speech" under the First Amendment.</p>	<p>Policy, Location: Initiative 735 (2016), Washington</p> <p>Policy Avenue: State Initiative</p> <p>Summary: This ballot measure urged Washington's U.S. congressional delegation to propose an amendment to the United States Constitution to overturn the Citizens United ruling. The initiative states that rights listed in the constitution are reserved for human beings and that spending money is not an expression of free speech. Therefore, governments are empowered to regulate campaign and election financing and this information must be disclosed to the public.</p> <p>Policy Language: https://www.sos.wa.gov/assets/elections/initi</p>

	atives/FinalText_773.pdf
<p>Restore Voting Rights Act</p> <p>The U.S. Supreme Court’s decision in Shelby County, Alabama v. Holder immobilized a part of the Voting Rights Act of 1965 (VRA) that was one of the most effective tools for protecting voters and strengthening our political process. Since that 2013 ruling, there have been various efforts to restore the full protections of the VRA, including federal legislation. State legislators can also enact state level voting rights act to protect the right to vote for all.</p>	<p>Policy, Location: Washington Voting Rights Act, Washington</p> <p>Policy Avenue: State Legislature</p> <p>Summary: The measure opens the possibility of court challenges to cities, counties and school districts to push them to switch from at-large to district elections in areas where large minority groups are present</p> <p>Policy Language: http://app.leg.wa.gov/bills/summary?BillNumber=6002&Year=2017 </p>
<p>Automatic Voter Registration</p> <p>Automatic voter registration makes two changes to voter registration: Eligible citizens who interact with government agencies are registered to vote unless they decline, and agencies transfer voter registration information electronically to election officials. States can pass this policy to increase registration rates, clean up the rolls, make voting more convenient, and reduces the potential for voter fraud, all while lowering costs.</p>	<p>Policy, Location: HB 2177 Motor Voter Law, Oregon</p> <p>Policy Avenue: State Legislature</p> <p>Summary: The state legislature passed a bill to streamline registration at the DMV by replacing a paper-based system with a new process in which voters are added to the rolls electronically. The bill will: se information that the DMV already has on file, automatically update registration information when Oregonians update their address or name information at the DMV, only allow registration when voters affirmatively confirm their citizenship or when records reliably indicate citizenship, and allow those who wish to remain unregistered to stay off the voter rolls.</p> <p>Policy Language: https://gov.oregonlive.com/bill/2015/HB2177/ </p>
<p>Voter Restoration</p> <p>People with felony convictions should be able to reintegrate into our communities and their full citizenship status should be restored once they have completed their sentences. States can help facilitate this process by simplifying the process of voting right restoration and</p>	<p>Policy, Location: Voter Restoration, Virginia</p> <p>Policy Avenue: State Executive Order</p> <p>Summary: Allows felons who had completed their sentences to vote. In addition to granting voting rights, the executive order will also allow released felons to run for office, serve on a jury, and serve as notaries public. The policy</p>

voter registration for people with felony convictions.	<p>has been challenged in the courts, to read more about current felony disenfranchisement policies and legislative advocacy in Virginia check out:</p> <p>https://www.brennancenter.org/analysis/voting-rights-restoration-efforts-virginia</p> <p>Model Policy Language:</p> <p>https://fairvote.app.box.com/v/PastFelonsVotingModelStatute</p>
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Launching a Participatory Budgeting Process

A major part of citizen participation in governance is participatory budgeting (PB) — democratic processes in which community members decide how public funds are spent. This allows community members to take control over the development of their community. To launch a participatory budgeting process, follow the following steps:

Planning Phase: Variable Time Frame

1. Meet with your ECJ Committee to identify and engage community partners outside of the NAACP unit. If there are other groups in the community that have lead PB Processes before, for example, these would be good partners.
2. Work with community partners to identify a pot of money that can be allocated for PB. Potential pots of money include (but are not limited to):
 - a. City, county, or state budgets
 - b. Housing authority or other public agency budgets
 - c. School, school district, or university budgets
 - d. Federal funds such as Community Development Block Grants or transportation funds
 - e. Community Benefit Agreements
 - f. Non-governmental sources like foundations, non-profit organizations, etc.

When choosing possible budgets to use for PB, consider funding streams that matter to communities that are traditionally least represented in the government. This could include schools, housing, community programs, etc. Consider what budgets are connected to the problems or issues you want to address.

3. Educate key decision makers in the community about participatory budgeting. For example, if the ECJ Committee is hoping to allocate a portion of the city council budget

to PB, members will need to meet with city council members to advocate on behalf of PB.

4. If the community has never used PB practices before than if might take some convincing to convince public officials to allocate a chunk of their budget to PB. Before you are able to move forward in the PB process you might have to organize and win a campaign to get PB in your community. Check out this toolkit, “Organizing for Participatory Budgeting” for guidance on campaigning for PB. To download the toolkit go to www.participatorybudgeting.org/toolkit/.
5. Once the PB is approved, announce the approval of PB to the community and move into the next phase.

Design Phase: Three to Six Months

1. Form a steering committee with ECJ Members and key partners. Assemble a diverse steering committee that is representative of the community to oversee the PB process and make important decisions about how it will work, who is eligible to participate, what kinds of projects are eligible for funding, etc.
2. Next, the steering committee should develop a rulebook for the community’s PB process. These rules will clearly define the goals, rules, and procedures of the PB process. The rulebook should be detailed, and might be connected to funding arrangement agreed upon to launch a PB process.
3. Identify the focus of the PB process. This is probably tied to the funding arrangement secured for the PB process in the previous phase, though it might be broad enough that there is a reason to narrow the focus. For example, if money is allocated to PB related to climate change adaptation, then it might be a good idea to narrow the focus to green infrastructure projects, clean energy projects, emergency response projects, etc.
4. The steering committee should plan and schedule events for the idea collection phase. Consider what kinds of community events are effective in bringing diverse stakeholders together. What are the times and locations that are accessible to the community? How can these events be promoted to encourage broad participation?
5. Recruit and train facilitators and outreach volunteers to help with the idea collection phase. This could be members of the steering committee, but also include other community members from the ECJ Committee and beyond. Facilitators will help residents participate effectively in the community meetings associated with the PB process. They will facilitate group discussions at meetings and support budget delegates as needed. Outreach volunteers will help promote the PB community meetings.

Idea Collection Phase: One to Two Months

1. Host the community events planned during the previous phase. At these public meetings, educate community members about the PB process, facilitate discussions about community needs, and brainstorm project ideas. These sessions should engage a wide cross-section of the community.
2. Create a way for community members to submit ideas online, for example through a Google Form (Go to <https://www.google.com/forms/about/> for more information).
3. During the idea collection phase, identify and train budget delegates. These are the people who will do the extra work of turning the ideas brainstormed into real projects. They will be involved with the community idea collection phase and develop full project proposals and posters with the assistance of community partners and experts.

Proposal Development Phase: Three to Five Months

After an extensive brainstorming phase, it is time to develop concrete idea proposals. Each budget delegate will be in charge of transforming the community's initial project ideas into full proposals and posters. Each budget delegate should be in charge of developing a different project proposal, but should be given support to work with community partners and experts as needed to complete.

Voting Phase: One Month

1. Host a series of project expos. These are events where delegates present final projects at science-fair style expos to the community. Facilitators guide community members through the process.
2. Residents vote on which projects to fund, at sites throughout the community over a week or two. Again, include an opportunity to online voting for those people unable to attend the community sessions.
3. Follow the voting rules outlined in the PB rulebook (as developed during the design phase).



Evaluation Phase: One to Two Months

After the vote has been passed and the projects identified, the steering committee should evaluate the process and identify improvements to make for next time.

Implementation and Monitoring Phase: Ongoing

Government implements winning projects and the steering committee and other community members help monitor and troubleshoot problems as they arise.

For more details on how to launch a participatory democracy process, check out the resources available from the **Participatory Budgeting Project**. Go to www.participatorybudgeting.org and navigate to the “Resource Center” tab. To download the PB Scoping Toolkit they developed, go to www.participatorybudgeting.org/how-to-start-pb/plan-a-pb-process/. Also, check out the WeAct for Environmental Justice Participatory Budgeting and Outreach Training: <https://www.weact.org/en/event/participatory-budgeting-and-outreach-training/>

Conclusion

Inclusive and democratic governance is at the core of community-driven resilience planning. In order to put forward a vision of climate resilience that reflects the needs and priorities of our communities, we must adopt deep democratic practices that empower community voices and grassroots solutions. ECJ Committees can institute the changes needed to create new methods of governance that open-up the possibilities for resilience building and climate adaption.

Resources

Fair Vote Policy Guide

Go to www.fairvote.org then navigate to “Resources” > “Democracy Innovations” > “Policy Guide.” Or go directly to: www.fairvote.org/policy_guide#voter_registration_modernization.

Participatory Budgeting Project

Go to www.participatorybudgeting.org/what-is-pb/.

Green Revolving Funds: A Guide to Implementation & Management - Billion Dollar Green Challenge

Go to www.greenbillion.org/full-implementation-guide/

MODULE 8:

Economic Justice

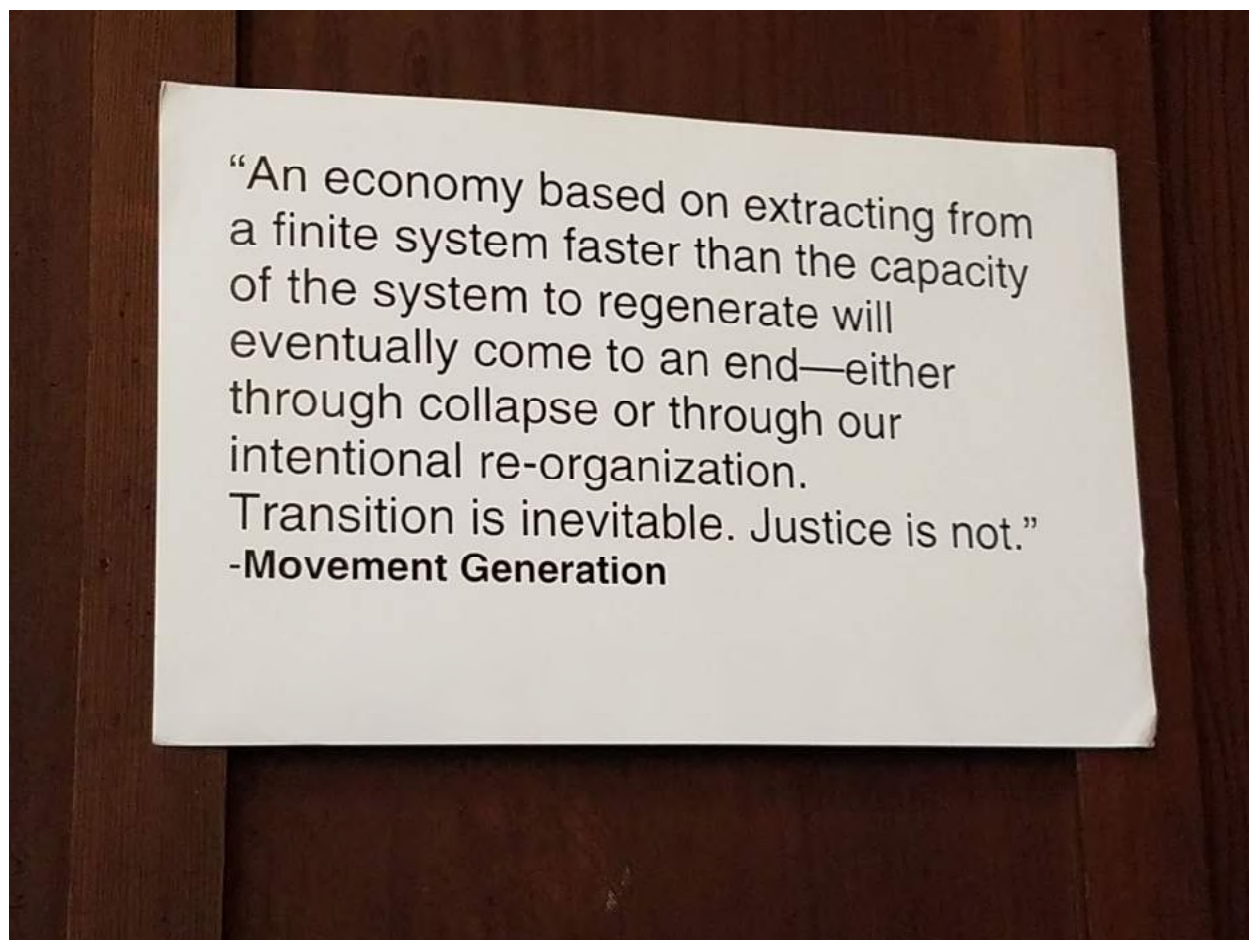


Module 8: Economic Justice

Our current economy is an “extractive economy.” This economy is built on fear, greed, and exploitation. It promotes the idea that we need to keep buying more and more stuff to be happy. It takes resources from the earth and from our communities. It often plunders without consent and without concern for future impact or “collateral” damage. This kind of economy causes climate change and makes our communities more unequal and unhealthy.

To achieve our vision of community resilience we must build a new economy that is very different than the one we have now. We must change the rules to give control over financial and physical resources and power back to the people. We call this new economic system a “Regenerative Economy” or a “Living Economy.” Unlike the extractive economy, which rewards individualism and gaining money for oneself at the expense of others, the living economy values the collective well-being and the idea that we can work together to ensure that our people and planet are healthy.

We use this just transition framework to illustrate the shift to an economy that is ecologically sustainable, equitable, and just for all members of the community:



Regeneration is the process of renewing and restoring a body or system that has experienced injury. Regeneration is about establishing caring relationships, healing, and restoring balance.

Cooperation is about working together to solve problems and meet our needs.

Ecological and Social Well-Being is achieved through ecosystem health, community resilience, and social equity.



Constructing a new, equitable economy requires creating strategies that democratize, decentralize, and diversify economic activity while redistributing resources and power, and at the same time, building a more sustainable economy. It is through this economic transition that we will achieve economic justice for our people. This is absolutely essential to building community resilience in the context of climate change. As we work to transform the economy, we must keep in mind that this is a long-term strategy. There are also short-term ways to build resilience now. An example of this is passing minimum wage laws that require that all people

are making a living wage that allows them to lead healthy lives. While this strategy doesn't necessarily transform our economic systems, it does help build resilience in the short-term, which is absolutely necessary to lasting and long-term resiliency efforts.

Promising Models for Achieving Economic Justice

While the process of transforming the economic system might seem daunting or a bit abstract, there are practical steps that we can take to begin the transition in our communities. With some planning and organizing, we can start taking the steps toward building a living economy. Keep in mind that this will look a little bit different in every community. Here is a sampling of promising models that can help build economic justice and community resilience.

Worker- and Consumer- Owned Cooperatives

Worker-owned cooperatives (co-ops) are businesses that are owned and managed by employees (worker-owners) who make decisions through democratic process and control the profits produced through their labor. Consumer-owned coops are structured similarly. Worker- and consumer-owned co-ops are a more democratic economic alternative to the traditional corporation. Decision-making and control is put into the hands of workers (or consumers) rather than being concentrated by a few people at the top. There are many prominent national examples. The three Evergreen Coops in Cleveland are models of worker-owned businesses. They provide a series of intersectional community benefits – producing goods and services under high sustainability standards, meet deep social needs by giving preference to hiring returning citizens and address racism and economic inequality by building wealth in low-income neighborhoods of color. There are extensive examples of consumer coops across the U.S., with a long history in rural communities – from grain elevators to electricity and telephone coops.



The NAACP currently is working to mobilize its members who are customers of Rural Electric Coops to use their power to promote greater energy efficiency and a shift to renewable sources of energy production with the coop that provides their electricity. For more information about

worker-owned cooperatives, check out the “Starting a Worker-Owned Cooperative” section of this module. For more information on the NAACP’s Rural Electric Coop Campaign, contact ecjp@naacpnet.org.

Worker-owned and consumer-owned co-ops can help advance racial equity *and* gender equity *and* economic justice by providing good, quality jobs and ownership opportunities to women and people of color. In fact, about 60 percent of new co-op members since 2010 are people of color and more than two thirds of all members are women.

Local and Targeted Hire

Local and targeted hiring policies require or incentivize businesses (usually those that receive public funding) to hire from specific geographic areas (local) or from specific populations within the community (targeted). Local hiring policies usually apply to hiring for public contracting. For example, if the city plans to build a new seawall, local hire policies would require or incentivize hiring people who live within the city limits. Targeted hiring policies benefit local workers who face barriers to employment such as formerly incarcerated persons. See the “Passing Policies for Resilient Economic Systems” section below for more information about passing local and targeted hire policies.

Public Banking

Public banks are operated by governments and bound by the public interest. Community banks are not motivated by profit, which results in lower interest rates and loans and the returns would go back to the community. Profits would mean lower costs for capital projects such as green infrastructure improvements and could enable greater social responsibility than other financial institutions. Financial services should be provided by local institutions and responsive to the needs of the community. While there are currently at least ten states or cities seriously considering public banking, the only public bank in the U.S. is the state owned and operated Bank of North Dakota.

Passing Policies Towards Resilient Economic Systems

Advocating for policies that change the rules of how our economy runs is an important strategy for building resilient economic systems that advance economic justice. Consider the policy principles and example policies we outline below and check out “Module 4: Passing Policy for Climate Resilience” for more information on how to write and pass public policy.

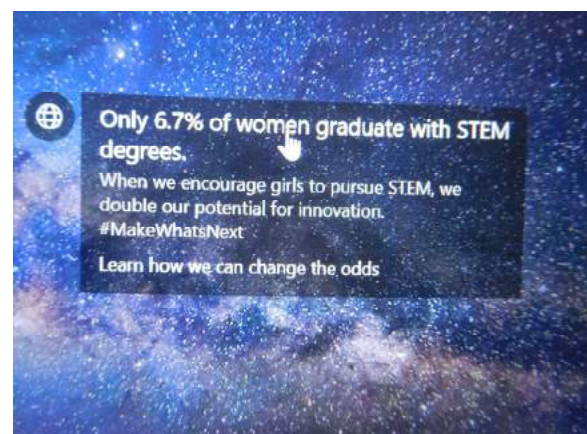


Core Principles

1. Develop localized economic systems and financial institutions.
2. Democratize, decentralize, and diversify economic systems.
3. Ensure that all people have the economic opportunities to lead healthy lives.
4. Uphold the right for workers to organize in public and private sector jobs.

Sample Policies

In the table below we outline policy examples that advance the core principles listed above. For each policy solution we've outlined in the table below we have also provided an example of where this policy has already been implemented along with the policy avenue that was used to pass the policy (i.e. through the state legislature, a local ordinance, etc.) along with a link to more



information. Keep in mind that these are examples shouldn't necessarily be completely replicated, but used as examples of real policy solutions.

Table 1: Sample Policies for Economic Justice

Policy Description	Example Policy
<p>Nonprofit Banking</p> <p>Public banks are operated by governments and bound by the public interest. While there are currently at least ten states or cities seriously considering public banking, the only public bank in the U.S. is the state owned and operated Bank of North Dakota. Community banks are not motivated by profit, which results in lower interest rates and loans and the returns would go back to the community. Profits would mean lower costs for capital projects and could enable greater social responsibility. Financial services should be provided by local institutions and responsive to the needs of the community.</p>	<p>Policy, Location: Public bank resolution, Oakland, CA</p> <p>Policy Avenue: City Council Resolution</p> <p>Summary: The resolution directs the city administrator to report back on how much it would cost the city to study public banking, gather input from the public and contractors, and report back on what would be needed to start a public bank.</p> <p>Policy Language: https://drive.google.com/file/d/0B4k7eaDkAjFzWHV3Y1p1NEU5cDg/view</p>
<p>Targeted and Local Hiring</p> <p>Local and targeted hiring policies require or incentivize businesses (usually those that receive public funding) to hire from specific geographic areas (local) or from specific populations within the community (targeted). Targeted hiring policies benefit typically under-employed populations such as formerly incarcerated persons.</p>	<p>Policy, Location: East Palo Alto Local Hire Ordinance, East Palo Alto, CA</p> <p>Policy Avenue: City Council Ordinance</p> <p>Summary: The City of East Palo Alto passed a city ordinance that requires local hire for all publicly funded redevelopment projects.</p> <p>Policy Language: http://www.forworkingfamilies.org/sites/pwf/files/documents/FSH%20Policy%2012-3-01.pdf</p>
<p>Public Funding for Worker-Owned Cooperatives</p> <p>Worker-owned cooperatives are businesses that are owned and managed by the employees that make up the business. Worker-owners make decisions about the management of the business through democratic processes. Compared to tradition corporate business models, worker-owned</p>	<p>Policy, Location: Worker Cooperative Business Development Initiative, New York City</p> <p>Policy Avenue: City Initiative/Budget Item</p> <p>Summary: The New York City Council passed the Worker Cooperative Business Development Initiative, which authorized the City Council to invest public funds on technical</p>

<p>cooperatives offer a model of economic democracy that tends to lead to better working conditions and keeps profits in the community. City policy can support the cooperatives by creating funds to award grants and loans establish cooperatives and streamlining the legal framework to establish cooperatives.</p>	<p>assistance organizations dedicated to developing worker-owned cooperatives...</p> <p>More Information: https://www1.nyc.gov/nycbusiness/article/worker-cooperatives</p>
<p>Fair Chance Hiring</p> <p>Fair chance hiring policies, such as “ban the box,” prevent discrimination on the basis of past criminal convictions. While this is especially relevant to obtaining employment, it can also be applied to housing, schooling, social/government services, etc. Ban the box policies can be passed on the local level through ordinance, resolution, or administrative memorandum and on the state level through executive order or legislative policy.</p>	<p>Policy, Location: Minnesota SB 523 (2009, 2013), Minnesota</p> <p>Policy Avenue: State Legislation</p> <p>Summary: Minnesota’s fair-chance hiring law not only covers public-sector hiring, but also prevents private-sector employers from inquiring about an applicant’s criminal history until after an applicant has been offered an interview or before a conditional offer of employment. It also establishes penalties for private employers who fail to comply.</p> <p>More Information:</p> <p>State and Local Guide: http://www.nelp.org/content/uploads/Ban-the-Box-Fair-Chance-State-and-Local-Guide.pdf</p> <p>Model Policy Guide: http://www.nelp.org/content/uploads/Fair-Chance-Ban-the-Box-Best-Practices-Models.pdf</p>
<p>Living Wage</p> <p>Minimum wage policies promote economic security. Cities and states are able to establish minimum hourly wage policies that are higher than the federally mandated minimum wage and match the local cost of living.</p>	<p>Policy, Location: Seattle Minimum Wage, Seattle, WA</p> <p>Policy Avenue: City Council Ordinance</p> <p>Summary: Seattle is the first major city in the U.S. to adopt a \$15 per hour minimum wage by 2021. The wage was set via city council ordinance.</p> <p>More Information: http://www.seattle.gov/laborstandards/ordinances/minimum-wage</p>

<p>New Energy Economy</p> <p>In addition to passing policies that support local and targeted hiring policies (see <i>Community Governance and Economic Justice</i>), legislation can also support the creation of local clean energy jobs. People of color are underrepresented in the green job workforce, and policy can be used to create and fund training programs and mandate local hiring practices within the energy sector.</p>	<p>Policy, Location: Green Jobs Green New York Act (2009), New York</p> <p>Policy Avenue: State Legislature</p> <p>Summary: Among other mandates, the “Green Jobs Green New York Act” establishes a statewide workforce-training program to support a skilled local workforce.</p> <p>More Information: https://www.nyserda.ny.gov/Researchers-and-Policymakers/Green-Jobs-Green-New-York</p>
<p>Equitable Enterprise Provisions</p> <p>Like the way in which local, people of color, and women hire provisions help increase individuals access to critical employment and training opportunities, Minority Business Enterprise (MBE), Woman Business Enterprise (WBE), and DBE provisions help ensure that people of color, women and socially or economically disadvantaged businesses get a fair opportunity to win contracts. Minority Business Enterprises are businesses that are at least 51 percent owner operated and controlled by individuals who identify with specific ethnic "minority" classifications, including African American, Asian American, Latinx, Native American, etc. MBEs can be self-identified, but are typically certified by a city, state, or federal agency. WBEs and DBEs are businesses that are at least 51percent owner operated and controlled by women or disadvantaged persons. Often publicly funded projects set a requirement or goal to source MBEs, WBEs or DBE as suppliers</p>	<p>Policy, Location: First Source Program (1998), San Francisco, CA</p> <p>Policy Avenue: City Administrative Code</p> <p>Summary: The First Source Hiring Program requires that developers, contractors, and employers utilize good faith efforts toward employing economically disadvantaged San Franciscan residents in new entry-level positions on applicable projects. The Program provides a ready supply of qualified workers to employers with hiring needs, and it gives economically disadvantaged individuals the first opportunity to apply for entry-level jobs in San Francisco. It was enacted into law in 1998 under Chapter 83 of the City’s Administrative Code (the law was amended in 2004, 2006 and 2014).</p> <p>More Information: https://oewd.org/first-source</p>

Starting a Worker Cooperative

Worker-owned cooperatives (co-ops) are businesses that are owned and managed by employees who make decisions through democratic process and who control the profits produced through their labor. To establish a worker-owned cooperative, follow the steps below and check out the resources section for additional tools and information.

Step 1: Collect information, clarify needs, and assemble organizing group

Collect basic information about worker cooperatives. Gather information about how worker co-ops operate and review legal requirements and internal capital account structures required to organize this type of business.

1. Collect information about starting a business. Conduct preliminary research about the business idea. Identify potential strengths and weaknesses, i.e. are there similar businesses? How do they operate? What obstacles do they face? Etc.
2. Begin to collect financial information and identify organizations/individuals in the community able to provide business and worker-cooperative development assistance.
3. Identify people in the community who might share an interest in the co-op. Share the vision and discuss mutual needs and how the co-op might address them.
4. Identify the mutual needs and expectations of everyone in the organizing group, including,
 - a. Shared objectives: develop clear group objectives.
 - b. Expected level of income: draft an explicit statement of the minimum income level and other related benefits each member expects.
 - c. Ownership and capital structures: discuss the legal issues and capital structure to determine if a cooperative is the best way to meet group objectives.
 - d. How profits gets dispersed: Discuss potential pay differentials and the criteria that will be used to establish varying wages.
 - e. Business product(s) or service(s): Identify a business product or service idea from the start.

Step 2: Potential members meet to discuss need and vision. Coordinate organizing and business research.

Assess if enough interest exists to start a worker co-op to justify further planning. Elect a steering committee to collect information and prepare detailed plans for organizing the co-op.

1. Hold an informational meeting for people interested in organizing a worker co-op. Present the initial research findings from step 1. Allow enough time for discussion.
2. Decide as a group on whether to proceed.
3. Determine how funds will be handled in the future. Money may be collected from potential members, through fundraising activities, or obtained through development loans or grants.

4. Establish a core decision-making group. If the group is large, establish a decision making group or steering-committee. This group will coordinate and oversee the co-op development. Conduct research to determine if the business idea will work.

Step 3: Conduct a feasibility study, present findings. Obtain a commitment to proceed.

Determine if the proposed worker co-op is likely to succeed and benefit the owner-members by assessing the feasibility, outcomes, estimated costs, and financial options.

1. Conduct preliminary market research and analysis. If needed, obtain outside professions assistance.
2. Consider the experience and skills needed. Take inventory of the skills of the organizing group and compare to the skills needed. If the group lacks some skills and expertise, determine how they can be developed and obtained.
3. Identify special equipment, facilities, or licensing required. Compile a list of permits, equipment, and facilities that are needed and will have to be acquired.
4. Calculate the cost of doing business and prepare financial projections.
5. Explore potential sources of funding. Starting a worker co-op requires secure financing—determine the funds needed to start and operate the enterprise and investigate funding sources.
6. If needed, utilize professional assistance to complete the feasibility study, write the business plan, or start a business. If needed, find ways to obtain help from outside experts.
7. Prepare a written report with all of the above information. Meet to discuss the report and findings. Discuss as a group and again, decide together whether or not to proceed.

Step 4: Prepare and review the business plan.

Define how the co-op will be structured and financed. Approve the business plan and legally form the co-op.

1. Write a detailed business plan. The business plan is a revised and expanded version of the feasibility study, outlines and defines every facet of the business and operations including:
 - a. Who will be involved
 - b. Who the customers will be
 - c. How they will learn about the co-ops products
 - d. How the products will get to them
 - e. Where the money will come from
 - f. The operational costs

Include the ideas and assumptions, projecting financial and operational figures.

2. Consult with outside expertise to verify the accuracy of the business plan

3. Prepare the report and present to potential co-op members. Discuss the business plan as a group. Decide again, as a group, whether or not to proceed.
4. Initiate funding by getting definite financial commitments from potential members. Prepare any other financial paperwork (i.e. loans).

Step 5: Draft legal papers and secure membership and financial commitments.

Clarify organizational issues and prepare the legal papers need for incorporation. Secure the members' written and financial commitments.

1. Select a name. Keep in mind that some states require "cooperative" or "worker co-op" to be included in the name to legally organize it as a co-op. Research any specific naming requirements in the area.
2. Prepare bylaws. The bylaws, or the rules of the co-op, provide legal guidance for operating the co-op. The general areas covered in the bylaws include specifying who is eligible for membership, the parameters of member employment, how payroll or other distributions will be made, etc. Establish plans for mediating conflict within the co-op.
3. Discuss bylaws among prospective members. Modify as needed before adoption.
4. Design a membership agreement specifying the rights and obligations of membership.
5. Decide how to incorporate the business, evaluate the best way to incorporate with the guidance of an attorney experienced with worker-cooperatives. Prepare article for incorporation.
6. Secure membership commitments. Prospective members officially become members when they sign the approved agreement and follow through on its preliminary conditions. If need be, additional canvassing may be needed for prospective members who want more time to think about joining or those unable to attend the meeting.

Step 6: Hold the co-ops first meeting, define and accept roles.

Formally begin the cooperative and accept the articles of incorporation and bylaws.

1. Host the first membership meeting. First, approve the legal documents including the bylaws and articles of incorporation and institutions the process of governing the new enterprise. Membership meetings usually include financial reports and discuss and vote on new policies. Record minutes.
2. Determine a decision-making process and election of board of directors. Members may decide what kind of decision-making structure they would like. If the worker cooperative is large, the co-op may elect to establish a board of directors.

Step 7: Implement management. Prepare for business start-up.

Implement management structure, such as collective, teams, or general manager.

1. Follow the steps set forth in the business plan.

2. First, select management. If the co-op is small enough the members may choose to operate as a collective, then the traditional manager's role may be divided among the owners, according to ability, interest, or pledge to learn those duties.
3. If the worker-cooperative is a large business or service, consider hiring a manager.
4. Secure financing and finalize agreements from all sources including members, grants, loans, purchase, and rentals.
5. Acquire facilities and necessary licenses and permits.

Step 8: Start operations and implement the business plan.

Begin operations!

1. Once the co-op is incorporated, has its bylaws and basic rules approved, acquire the necessary finances and obtained suitable premises, it is ready to begin operations.
2. Publicize the worker co-op's opening with the community.
3. Establish and maintain ongoing member communication about co-op performance. Implement an education and training plan among members.
4. Once operations have been underway for six to nine months, hold a planning session or retreat to discuss how things are going and where to go next!

The above steps to setting up a worker cooperative were adapted from *Steps to Starting a Worker Co-op* by Gary Hansen, E. Kim Coontz, and Audrey Malan. This resource, which explains the phases above in more detail and provides useful examples, can be found at www.uwcc.wisc.edu, navigate to the "How to Start" tab and select "Steps for Start-Ups" to find the resource, or go directly to:
<http://www.uwcc.wisc.edu/pdf/Steps%20to%20Starting%20A%20Worker%20Coop.pdf>.

Conclusion

The problems that many of our communities face related to economic inequality are tied up in the same systems that have produced the climate crisis. In order to address both at once, we must transform our economic system from an extractive economy that works for the few, to a living economy that supports the collective good. We can take actions big and small to work towards economic justice and change the conditions for our people and our communities. The above represents a mere sampling to stimulate thinking on the possibility. See the below resources for a deeper dive.

Resources

New Economy Coalition

Check out <https://neweconomy.net/> and navigate to the 'Resources' tab.

Transform Finance

Go to <http://transformfinance.org/> and navigate to the 'Resources' tab.

Public Banking Institute

Go to <http://www.publicbankinginstitute.org/> and navigate to the "Resources" section.

Emerald City Collaborative

Visit www.emeraldcities.org and navigate to the "Resources" tab.

Movement Generation Just Transition Zine

Go to www.movementgeneration.com and select "Just Transition Zine" under "Resources."

PolicyLink All-In Cities Toolkit

Go to www.policylink.org and select "All-In Cities Toolkit" under "Equity Tools" or go to www.allincities.org/.

How to Set-Up a Workers' Co-op

Go to www.radicalroutes.org.uk and navigate to "Publications & Resources" or go directly to www.radicalroutes.org.uk/publicdownloads/setupaworkerscoop-lowres.pdf.

Steps to Starting a Worker Co-op

Go to www.uwcc.wisc.edu, navigate to the "How to Start" tab and select "Steps for Start-Ups" to find the resource, or go directly to: <http://www.uwcc.wisc.edu/pdf/Steps%20to%20Starting%20A%20Worker%20Coop.pdf>.

Democracy Collaborative offers a variety of technical resources and organizing support for building community economic control and wealth. <https://democracycollaborative.org/>

Evergreen Coops. For more information on their business model, local impacts, and how they got started, see: <http://www.evgo.com/>.

FACT SHEET: Local and Targeted Hiring

MODULE 9:

Energy Systems



Module 9: Energy Systems

To build resilient communities and slow down increasing climate change, we must transition our energy system from one based on fossil fuels and a centralized grid system to one based in clean energy that is more locally generated. Renewable energy and energy efficiency not only reduce emissions, they also give our communities the opportunity to create a new energy economy that is by and for the people. We believe in true power to the people!

Moving our communities away from dirty energy and into locally produced clean and renewable energy sources, like wind, solar and small-scale hydro, will not only increase health and wellness but also reduce energy costs and support local economic development opportunities. We can build local, living, economies! Renewable and clean energy technologies present great opportunities for Environmental and Climate Justice (ECJ) Committees and their broader communities to reclaim the electric grid, build wealth, protect health, and strengthen community democracy and resilience.

In this module, we outline our vision for an efficient, clean, more resilient energy system. We explain some of the models communities can replicate to make this vision a reality.



Interested in learning more about energy justice? We've developed an entire toolkit dedicated to helping NAACP units and their ECJ Committees transform the energy system so that everyone can access safe and affordable energy. Check out the NAACP Just Energy Policies and Practices Action Toolkit for eight modules of practical, user-friendly guidance on achieving energy justice.

Energy Democracy is when members of a community have a greater and more significant voice in deciding how energy is generated and how the energy system is managed.

Energy Justice is realized when everyone, regardless of race, gender identity, sexual orientation, ability, income, citizen status, etc. with safe, affordable, and sustainable energy.

Energy Sovereignty is similar to energy democracy. It is the right of individuals and communities to make their own decisions on energy production, distribution, and consumption.

Perils of the Fossil Fuel Economy

Most communities in the U.S. get their electricity from fossil fuel sources (or nuclear energy, another dirty and nonrenewable energy source) delivered through a centralized grid system. Fossil fuels are rock-like, gas, or liquid resources (like coal, oil, or natural gas) that are formed from the remains of ancient plants and animals, buried deep inside the Earth for millions of years. A centralized grid system is where large amounts of energy are produced at a single site (like a coal-fired power plant) and delivered to consumers through a network of power lines. This system is inefficient and also leads to pollution hot spots, mostly in communities of color.



What is a pollution hot spot?

A **pollution hot spot** is a location where emissions from specific sources, like a coal-fired power plant or a high-traffic road, expose people living in that area to greater health and other risks associated with those emissions.

In our current energy system, energy companies make their best guess as to the amount of energy customers in its market will need. These companies then invest in building expensive infrastructure—like coal, gas or nuclear power plants—to create and distribute energy (more on these dirty energy sources below). A public utility regulatory body usually sets the rate that

energy users pay for energy. The rate includes the cost of the infrastructure (these are considered *fixed costs*), the cost of the energy itself (these are considered *variable costs*), and an additional amount that is profit to the company. It is important to keep in mind that this rate does not include the social and economic costs of illness caused by pollution from big energy production.

The most common model for how Americans get energy involves a private, investor-owned company that has a virtual monopoly on energy production in its local market. Currently 70 percent of electricity sold in the U.S. is through this model of monopolized, for-profit big energy production, and it has significant problems, including:

- The corporate guesswork in this model leads to inaccurate rate structures. For example, a company might not have made the best guess on how much energy will be needed, and over-produce. But even if all that energy isn't necessary, the families and other end users still have to pay the rate negotiated by the company.
- Environmental racism is a significant problem of big energy production. Data, including our own Coal Blooded Report and Fumes Across the Fenceline Report, shows that people of color are disproportionately impacted around trash incinerators and downwind of fossil fuel power plants, and uranium mining (which is related to nuclear energy generation) disproportionately impacts Indigenous people.
- Pollution is an externalized cost born by communities. The social and economic costs of the health problems and environmental degradation caused by dirty fossil fuel facilities are paid for by the family and the community—not by the company.

In addition to polluting our communities, this energy system is also unreliable—especially in the wake of extreme weather events like hurricanes. If a storm shuts down a power plant, damages infrastructure, or stops the delivery the delivery of fuel our communities go dark. With increases intensity and frequency of extreme weather events expected to increase with climate change, we must build more resilient energy systems.



Check out this article from our comrades at Movement Generation Justice and Ecology Project, discussing the roots of the devastating California Fires and the intersections wildfires, ecological disruption, investor-owned utilities vs. energy democracy, incarcerated labor, and rural-urban interfaces:

Movement Generation's Gopal Dayaneni on California's Wildfires

www.movementgeneration.org/movement-generations-gopal-dayaneni-on-californias-wildfires

The Promise of Distributed Clean Energy Generation

We envision a fundamentally new energy system for our communities—one that is not only fueled by clean energy, but that is also just, democratic and equitable. In addition to transitioning to 100 percent clean and equitable renewable energy, we must also give the power back to the people through energy democracy. **Distributed energy generation** refers to the process of generating electricity at or near the site of where it will be used. An example of distributed energy generation is rooftop solar, where a household uses energy produced on their own roof. In addition to reducing fossil fuel pollution and lowering the emissions that cause climate change, locally produced renewable energy can help lower energy costs, prevent blackouts, and create safe local jobs. When community-based institutions produce energy, money and resources remain in the community, providing opportunities for revenue generation, local jobs, educational opportunities, and more. In this vision of energy democracy, corporate power declines and community power grows.





Models for Resilient Energy Systems

There are many strategies we can use to build more resilient energy systems for our communities. We've listed several of these strategies below. There is a lot of overlap among these different strategies, and in some cases a combination of these strategies is what's needed to accomplish short and long-term goals. In addition to a short description of each strategy in this section, please go to the resources section at the end of this module for more resources with detailed information on these various strategies.

Community Choice Aggregation

Community Choice Aggregation (CCA) works with local utility companies to give cities and counties the ability to combine the electric loads of residents, businesses and public facilities to purchase and sell electrical energy in a more competitive market. Think of a CCA as a group purchase where a community can pool together (or aggregate) its electricity load and purchase or build power sources (that are usually renewable like solar and wind) on behalf of the people and the businesses within the group. CCAs can offer energy independence, price stability, more energy efficiency programs, opportunities to bring solar, wind, and other types of clean energy into the community as well as good green jobs.

Community Shared Renewables

Community shared renewable energy is a type of distributed generation that allows multiple people living in the same area to share a local renewable energy system. Community solar, or a community solar garden, is a common form of community shared renewables. This system is created and paid for by members of the community, private entities and other interested organizations. A common type of community shared renewable energy is community solar, which is when power is solely supplied by solar energy. Community shared renewable energy allows people who would not normally have access to their own renewable energy power generators to participate in and benefit from renewable energy programs. This includes people who cannot afford their own solar panels, renters, and houses or buildings that are not feasible for people to have their own renewable energy generators.



Distributed Energy Generation

Distributed generation is way of producing and consuming electricity that is generated in or near the community that uses it, instead of in a power plant located far away. The power you receive comes from a source that is at or close to your home or building, like solar panels on a house or a small wind turbine located a few miles away. Check out the *“Passing Policy for Resilient Energy Systems”* section of this module for more information about the types of legislation to pass to support distributed generation.

Energy Cooperatives

A cooperative is a community-owned and managed business that is operated by and for the benefit of its members who use the electricity provided by the co-op. Energy cooperatives serve to ensure community access to clean and renewable energy, increase local employment and job training opportunities, and develop community wealth.

Energy Efficiency

Energy is wasted through outdated technology in buildings and homes through poor insulation, old windows, outdated heating and air conditioning systems, etc. This not only leads to more carbon pollution, but also contributes to incredibly high utility costs for building owners and higher rent for residents. Energy efficiency programs encourage the use of energy-saving technology and practices throughout the community. Community retrofitting and weatherization projects are two energy efficiency projects that can help communities save money and energy.

Microgrids

An electric grid is the combination of power sources (like a power plant), power users (like a home or business), wires to connect them (power lines), and the control system that keeps it all going. Like we said before, a centralized grid system is not very resilient to hazards like hurricanes.

Microgrids are small, freestanding electric grids. Microgrids can take different shapes. A microgrid can stand on its own, apart from a larger grid. This type of microgrid might be located in a rural area and supply electricity to a small group of buildings. More commonly, microgrids are connected a bigger grid. In this case, what makes a microgrid a microgrid is the ability to flip a switch and “island” the grid off from the larger “parent grid.” This is useful in the event of a blackout, enabling the microgrid to provide those connected to it backup power, at least temporarily. Especially when microgrids are connected to a distributed energy generator like rooftop solar, they can be a reliable and clean way for communities to build resilience by taking control of their power.



Check out this great article for more information on microgrids, including pictures that help illustrate how microgrids work.

“Meet the Microgrid, the Technology Poised to Transform Electricity” by David Roberts and Alvin Chang

Find the article on www.vox.com or go directly to www.vox.com/energy-and-environment/2017/12/15/16714146/greener-more-reliable-more-resilient-grid-microgrids

Passing Policy for Resilient Energy Systems

Changing public policy is an essential strategy to transforming our communities’ energy systems. Many of the strategies for resilient energy systems require changes in existing policy or establishment of new policies at the state and local level, before they can be implemented. For example, it is often easier to implement community solar projects if the state legislature passes a bill in favor of community solar. In the section below we outline policy principles for resilient energy systems and examples of policies that advance these principles. Check out “Module 4: Passing Policy for Climate Resilience” for more information on how to write and pass public policy.

Core Principles

1. Adopt and/or expand policies that enable the development of affordable, community-owned, distributed, and renewable energy systems
2. Invest in and expand programs aimed at energy efficiency and conservation, particularly low-income and multi-family, household energy efficiency and weatherization programs
3. Avoid developing new infrastructure in vulnerable areas (ex. flood prone) and relocate structures that have experienced repeated damage due to extreme weather events
4. Develop policies that build local economic power by mandating local and targeted hiring practices and invest in programs that provide pathways to employment, especially for communities and individuals experiencing underemployment

In addition to the policies we have outlined below, the NAACP Environmental and Climate Justice Program has also organized a model policies guide dedicated to just energy policies.

The Just Energy Policies: Model Energy Policies Guide is located on the Environmental and Climate Justice section of the NAACP website or at this link: http://www.naacp.org/wp-content/uploads/2015/09/Just-Energy-Policies_Model-Energy-Policies-Guide_NAACP.pdf

Promising Policies

In the table below we outline example policies that advance the core principles listed above. For each policy solution we've outlined in the table below we have also provided an example of where this policy has already been implemented along with the policy avenue that was used to pass the policy (i.e. through the state legislature, a local ordinance, etc.) along with a link to more information. Keep in mind that these are example policies that shouldn't necessarily be completely replicated, but used as examples of real policy solutions.

Table 1: Sample Policies for Resilient Energy Systems

Policy Description	Policy Example
Net Metering/Virtual Net Metering	Policy, Location: Net Metering, District of Columbia
Net metering/virtual net metering policies enable distributed energy production. Net metering means that a home or business has installed a renewable energy source like solar panels that are connected to their public	Policy Avenue: Public Utility Commission Summary: The Washington DC Net Metering Policy allows customers who generate their own electricity with renewable energy sources (such as rooftop solar) can interconnect with

<p>utilities' power grid. These solar panels or wind turbines, etc. may create surplus or extra energy that is above and beyond what the home or business uses. When this happens, the amount of energy that is extra is transferred back to the power grid and is credited to the customer's bill, which creates a "net" or a profit for the people who own the solar panels.</p>	<p>the electric grid and receive full retail value credit on their electricity bill for excess generation (net metering). Customers may also have the option to purchase locally produced renewable energy from community renewable energy facilities and receive excess credits on their energy bill (virtual net metering),</p> <p>More Information: http://programs.dsireusa.org/system/program/detail/105</p>
<p>Community Shared Renewables</p> <p>There are different policy paths that can help consumers access clean energy through community shared renewable programs. The most common form of community-shared renewables is community solar. Several states have enacted community solar legislation to help create pathways for communities to adopt shared renewables programs.</p>	<p>Policy, Location: HB 1342 (2010) Colorado Community Solar Gardens Act, Colorado</p> <p>Policy Avenue: State Legislature</p> <p>Summary: Colorado's Community Solar Gardens Act allows households to subscribe to a local community solar project. Subscribers receive full retail credit on their electricity bill for their portion of the power produced. According to the policy, five percent of new solar projects must serve low-income customers.</p> <p>More Information: http://www.lowincomesolar.org/best-practices/community-solar-colorado/</p>
<p>100% Renewable Energy Portfolio</p> <p>Localities across the U.S., including cities, counties, and states, are passing policies committing to 100% clean energy. 100% renewable policies are essentially renewable portfolio standards requiring that a certain percentage of</p>	<p>Policy, Location: Vision of 100% Clean Energy Powering the City of Atlanta's Needs by 2035, Atlanta, Georgia</p> <p>Policy Avenue: City Council Resolution</p> <p>Summary: In 2017 the Atlanta City Council passes a Resolution commits the city government to develop a plan for transitioning to 100% renewable energy by 2035. The resolution also makes a commitment to create mechanisms to ensure that low-income citizens benefit from the transition through quality jobs, equitable access through</p>

	<p>ownership, affordable clean energy options, etc.</p> <p>Resolution Text: http://atlantacityga.igm2.com/Citizens/Detail_LegiFile.aspx?ID=12113&highlightTerms=3510</p>
<p>Clean Energy Accessibility</p> <p>Policies passed that promote the expansion of clean energy do not necessary ensure that these expansions will benefit lower-income communities. Without writing these rules into policies, the benefits of clean energy expansion won't reach lower-income communities and individuals.</p>	<p>Policy, Location: AB 523 (2017) Equity in Clean Energy Investments, California</p> <p>Policy Type: State Legislature</p> <p>Summary: California's "Equity in Clean Energy Investments Act" mandates that the California Energy commission allocate at least 25 percent of the money used for clean energy projects go to disadvantaged communities and an addition ten percent to low-income households.</p> <p>Bill Text: https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=201720180AB523</p>
<p>Local Clean Energy Jobs</p> <p>In addition to passing policies that support local and targeted hiring policies (see <i>Community Governance and Economic Justice</i>), legislation can also support the creation of local clean energy jobs. People of color are underrepresented in the green job workforce, and policy can be used to create and fund training programs and mandate local hiring practices within the energy sector.</p>	<p>Policy, Location: Green Jobs Green New York Act (2009), New York</p> <p>Policy Avenue: State Legislature</p> <p>Summary: Among other mandates, the "Green Jobs Green New York Act" establishes a statewide workforce-training program to support a skilled local workforce.</p> <p>More Information: https://www.nyserda.ny.gov/Researchers-and-Policymakers/Green-Jobs-Green-New-York</p>

Starting a Community-Owned Clean Energy Project

With some careful planning, ECJ Committees can develop a community-owned clean energy project to build community resilience. We have created an outline of some of the steps and considerations to take to get a project off the ground.

Initial Community Outreach, Project Visioning, and Planning

1. **Research local utility and state policies regarding distributed generation, net metering, and community-owned renewable energy.** If the policies in the area are unfavorable for community-owned renewable energy projects, it may be best to start with a legislative advocacy campaign to get these policies changed. Table 2 contains questions to answer at the beginning of a community renewable energy project.

Table 2: Guiding Questions—Examining Challenges with Existing Systems

Guiding Question	Your Response
What utility fees are involved to connect to the electric grid, and to put power back on the grid?	
How long will it take to get approval from your utility company to hook up your solar installation to the grid?	
How much and how often will your utility company credit or pay you for excess power you put back into the grid? (See more on net metering below.)	
How will the utility measure your contributions to the grid and how will you access this information?	
Who will have access to data on your power usage and generation? Can you control or opt out of sharing it with third parties?	

2. **Meet with community members to gauge interest in the renewable energy project and how it will improve the community.** See “Module 6: Educating and Organizing for Climate Adaptation” to learn about ways to connect with, organize community members, and gather community support. Since the community members are the ones affected, their needs should be at the forefront and the project should include community members from the beginning. Invite interested people from the area to give their input. It may take several meetings, public notices, emails, letters, etc. to get people involved and up to speed on what it is you hope to accomplish.

Make sure to have a clear vision and shared understanding as well as goals and a plan of action at the conclusion of each meeting. Use Table 3 below to document the final consensus for the project's vision statement, goal, and objectives.

Table 3: Developing a Community Visioning Statement

Key Project Planning Element	Final Community Consensus
Vision Statement	
Goal(s)	
Objective(s)	

3. **Create a Community Coalition or Project Planning Board to oversee the project's development.** Again, involve a broad set of community leaders from various backgrounds and expertise in this meeting (e.g. non-profit representatives, local businesses, community members, local decision makers, local faith leadership, labor unions, etc.). It is important to layout clear roles for all involved on the project planning board. It will be important for this group, with community input, to determine how the project will be organized and how the generated energy will be shared.

Use Table 4 to begin planning roles and responsibilities for Project Planning Board Members. You may not need all of the space below, or you may need more. It will depend on what roles your unit or team will need in the planning phase of the project. Your board may have three members, while another has fifteen. The first few lines are examples of roles and their responsibilities that may be helpful. Be sure to think about various aspects of the project that would benefit from expert guidance and community input!

Table 4: Roles and Responsibilities of Project Planning Board Members

Board Member Role	Responsibilities	Name of Member(s)
Ex. Project Coordinator	Ex. Oversee project planning process, convene planning board	
Ex. Technical Advisor	Ex. Recommend and evaluate renewable energy installers, provide ongoing technical assistance regarding technology and infrastructure	
Ex. Community Outreach	Ex. Plan and facilitate community meetings, gather input from community members over the course of project	

4. **Meet with the Project Planning Board to determine the scope of the project.** The purpose of this smaller community meeting should be to begin defining aspects of the project, including:
 - Community representatives for project planning
 - Partnership responsibilities and agreements
 - Guidelines for determining project site and contractors

Preparing for the Project

1. **Locate potential sites for the Community Renewable Energy Project.** Be sure to scope out a number of sites for the proposed project. Oftentimes community buildings or vacant lots are ideal locations for community energy generation. Be sure to check the locations with the Planning Board, local government/permitting agencies, local utilities, and potential contractors. It is important to consider:
 - Is the site suitable for the selected energy system?
 - What is the condition of the site? Does it need any pre-work? (e.g. roof repair, tree clearing, site cleaning, etc.)
2. **Conduct Energy Audits.** If the renewable energy system is located on or near a community building (e.g. school, community center, on or near residential housing, multifamily housing unit, etc.), conduct an energy audit to find ways to improve the building's energy efficiency. Energy efficiency and weatherization upgrades can be helpful in determining the appropriate capacity of a renewable energy system and further cut energy bills.

Energy audits assess how much energy a home consumes and finds what measures a household can take to make the home more energy efficient. It may be beneficial to have energy audits conducted on each of the benefitting buildings and residences in your project as well. The team will need to hire a company or individual to conduct the audit. Check out these places to locate professional energy assessment or auditing services:

- The state or local government energy or weatherization office may help identify a local company or organization that performs audits. Be sure to look for local non-profit organizations that may do reduced price or free home energy audits.
- Local electric or gas utility companies may also conduct residential energy assessments or recommend local auditors.
- The Residential Energy Services Network provides a directory of certified energy raters and auditors nearby. Check it out at www.resnet.us/directory/search.

The U.S. Department of Energy: Provides a number of resources on residential and commercial building energy audits.

Learn More: energy.gov (navigate to Save Energy, Save money at the top of the page and go to the weatherize tab) or visit

energy.gov/articles/energy-saver-101-infographic-home-energy-audits

3. **Convene the Project Planning Board to decide to define project specifics.** It will be important to further define and set project specifics, in accordance with the project vision and goals. Some of these considerations include:
 - A set location for the project?
 - Who and/or what groups own the project?
 - Who or what groups will be operating the project?
 - What kind of renewable energy will the project use?
 - How will the project be paid for? Are there any grants, incentives, or other methods available to cover costs?
 - Does the agreed upon project plan match the community's goals and vision?
4. **Begin taking offers for renewable energy installers.** Compare renewable energy installer offers and choose the option that makes sense for the community and project. Ideally, when seeking renewable energy installers and suppliers it is ideal to choose companies who are in line with local and inclusive hiring practices. It is also a great idea to support local and smaller companies when able.

Types of Project Structures

1. Once the community vision and specifics of the community renewable energy project is defined, **it is time to decide on the organizational structure of the project.** The process of choosing a structure is as important as the structure itself, as it should reflect the vision and goals decided by the community. The type of organization varies based on project conditions and local concerns.

Be sure to think about:

- What organizational structure will best allow you to reach these goals?
- What local tax structures, community or renew-able investment funds will facilitate your energy goals?
- What kind of decision-making process do you want for the project?

The strength and relevance of the organizational structure the ECJ Committee or team and Planning Board chooses can impact the success of the project. Table 5, Types of Renewable Energy Organizational Structures, details a number of structures the community might choose for the project.

Table 5: Types of Energy Project Organizational Structures

Structure	Definition of Organizational Structure	When to Consider it?
Cooperative	<p>Cooperatives are formal legal entities that uphold democratic decision-making and the equitable distribution of benefits.</p> <p>Some common characteristics of cooperatives include:</p> <ol style="list-style-type: none"> 1. Jointly owned by all members who each have one vote no matter how many shares they own 2. Have explicit social and/or environmental goals as part of their mission 3. Often operate as a non-profit, returning excess profits to members (however, they can be for-profits) 4. Tend to require longer decision-making processes to reach democratic agreement 5. Incorporate member education and training programs into structure 6. Supports strong owner and worker buy-in on decisions 	<ol style="list-style-type: none"> 7. Community wants/needs planning processes that involve realizing shared goals and values 8. Project has clearly defined stakeholders (i.e. area residents, suppliers, limited group of buyers, energy providers, etc.) 9. The core of the cooperative structure is the ownership of the business by the users 10. Community members simply want to buy renewable energy technology and installations in bulk for individual use (Community Group Purchasing)
Small Business	<p>Small Business models are formal, for-profit structures that give decision-making power to one or more individuals.</p> <p>Small business community renewable energy projects typically act as wholesale power providers. In this case, the community-owned project simply sells power into the competitive market, with revenue shared among participating community members and investors.</p>	<ul style="list-style-type: none"> • Allows for more rapid decision-making • Greater access to incentives and development support • Increased protection for investors from the risk of investing in a new and rapidly changing sector

Landowner Pools	<p>Landowner Pools occur when several landowners with adjacent land pool the land together to maximize the use of the natural resource and to compensate all affected landowners.</p> <p>Landowner Pools are often combined with the cooperative structure and used for wind energy systems or other projects that demand large amounts of land and space.</p>	<ul style="list-style-type: none"> • Have been used for shared wind energy projects between rural farmers to decrease “turbine envy.” Turbine envy occurs when one landowner gets his turbines up first, arraying them in such a way (on the boundary) that the neighboring landowner cannot erect his own turbines, and yet receives no benefit from the installation. • Enhance current working relationships and resource sharing. • Able to create equitable partnerships based on the amount of land individuals provide, the number of turbines erected on their land, and the length of any road or cable installed on their land
Partnerships	<p>Formal or informal collaborations between entities to construct, own, and operate a renewable energy project. Partnerships are often between a community group and a larger community/local institution, where partners share decision-making power equally.</p> <p>Common renewable energy partnerships include:</p> <ul style="list-style-type: none"> • Two or more community cooperatives/groups • Community cooperative with a municipal utility • Community group with local school/university • Group of homeowners and individuals 	<ul style="list-style-type: none"> • Increases negotiation power through collective action • Decreases personal and group investment risk • Increase the equity of a project by involving multiple parties and groups • Expanded collective expertise, funding, or technical knowledge

Project Contracting and Installation

1. Once the planning committee has selected contractors for the installation of the project, **ask the contractor(s) for documentation showing the following:**
 - Safety practices and procedures with selected installer and suppliers
 - Completed licensing, permitting, bonding, and insurance requirements of the local and/or state governments
 - Review of worker training to ensure that it adheres to industry standards
 - Industry-recognized credentials in good standing
2. **Review all contracts before they are finalized.** If part of the contract does not make sense, ask for changes to the contract and/or seek legal assistance. Look carefully at all costs and financing terms, including those that may be variable or depend on the utility company or other factors outside of the contractor's control.

The following terms should be clearly defined:

- Ownership
- Potential impacts on selling, modifying or refinancing the property, including liens, filings, etc.
- Who is responsible for removing the system at the end of the project's life
- Performance calculations that specify and include all relevant factors

Find out what kind of data is being collected, who has ownership and access to the data, and if the data will be available and/or sold to others. Be sure to check for sections about system maintenance (*some installers and suppliers do offer future routine maintenance for the renewable energy system they install*)

Ensure that all contracts include:

- A reasonable period for rescinding the contract
- Remediation terms regarding any damage to the property from work
- Warranties for equipment and workmanship
- Measurable minimum performance standards
- Actions if performance projections are not met
- Installation start and end dates
- Contact information for duration of installation process
- Long-term maintenance plan and designated responsible party
- Documentation on who will receive credit for the Renewable Energy Certificates/Credits (RECs) that the system will generate

Post-Installation

It is important to know what to do after the installation. Some important questions to ask are:

- What routine maintenance and checks should you expect to do yourself?
- Are there any regular maintenance checks in your supplier contract (what exactly does it cover)?
- Are you familiar with the manual (never work with a supplier who can't provide a manual)?

Also, be sure to:

- Ask the installer to give detailed, written instructions on how to maintain the system properly and safely
- Keep an eye on metering systems and utility bills to be sure the system functions effectively and efficiently.
- Be sure to learn basic safety requirements and procedures, like how to shut down the system in emergencies such as a flood, windstorm or other situations that could damage the system; and how to power up the system after it has been shut down.

Conclusion

Transitioning our energy system is one of the key strategies to building climate resilience. While we must work toward large-scale change, the transformation starts in our communities. There are many different ways we can work toward this transformation. Check out the resources section for more details on how to complete the various strategies profiled in this module.



Resources

Just Energy Policies and Practices Action Toolkit by the NAACP

Go to www.naacp.org, navigate to "Issues," then Environmental and Climate Justice. Or go directly to www.naacp.org/climate-justice-resources/just-energy.

Carbon Pricing: A Critical Perspective for Community Resilience by the Indigenous Environmental Network and the Climate Justice Alliance

To learn more, go to www.ienearth.org to find the resource or go directly to <https://drive.google.com/file/d/18bfpaO4f8l4e9CmJPRL99FstaYqKthxV/view>.

Climate Justice Alliance Resource Clearing House

For a bank of resources, go to www.ourpowercampaign.org/resource_clearinghouse.

Low-Income Solar Policy Guide by GRID Alternatives, Vote Solar, and the Center for Social Inclusion

For more information, go to www.lowincomesolar.org.

Cooperative Development Institute (CDI)

Learn More: www.cdi.coop (navigate to the “Resources” tab).

Cultivate Coop Resource Library

For more information go to www.cultivate.coop or go directly to www.cultivate.coop/wiki/Starting_a_cooperative.

Office of Energy Efficiency and Renewable Energy (EERE)

For more go to www.energy.gov/eere/office-energy-efficiency-renewable-energy.

Shared Renewables by Interstate Renewable Energy Council

<https://irecusa.org/regulatory-reform/shared-renewables/>

FACT SHEET: Benefits of a Community Choice Aggregation (CCA)

Benefits of Community Owned Energy Projects

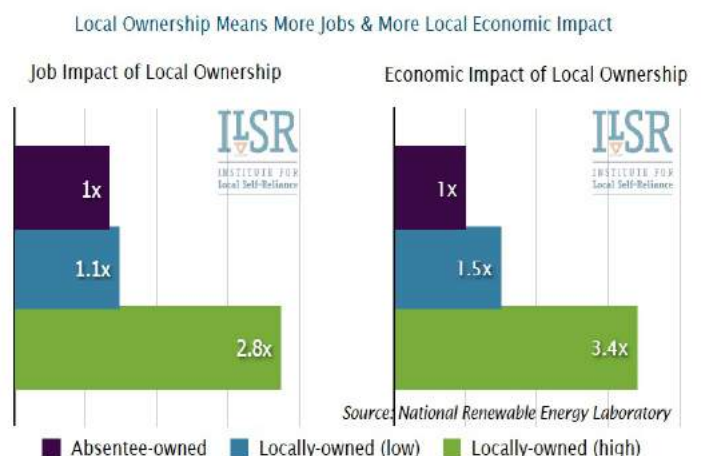
Shared solar is the most common form of community-owned renewable energy, but community-owned renewable energy can take several forms including wind, geothermal, or small-scale hydro power. These projects combine local, community-scale renewable energy and local ownership.

ENVIRONMENTAL BENEFITS

- Lifts the environmental burdens placed on communities by the traditional fossil fuel based industry
- Helps reduce greenhouse gas emissions and related climate change impacts
- Increases energy efficiency and minimizes loss of electricity through long-distance transmission
- Increases community awareness of energy use and its localized impacts
- Greater conservation and sustainable energy behavior
- Reduces impacts of extractive energy industry, by decreasing or eliminating fossil fuel energy use

ECONOMIC BENEFITS

- Price certainty and stability, since renewable energy like wind and solar are zero-cost fuels
- Economies of scale; community-scale renewables are less costly per Watt of capacity than individual arrays
- Helps keep money invested in the local economy
- Job creation in the host community
- Adds new technical skills to the community skill base
- Reduces local economic dependence on dirty energy sources



SOCIAL BENEFITS

- Gives community members the opportunity to take control of the planning, development, and maintenance of energy
- Ensures that energy systems are designed to maximize public and community benefit
- Improves community resiliency and gives the community control over their own energy production and distribution
- Increases energy accessibility
- Advances community self-determination and allows community members to advocate on their own behalf

FACT SHEET: Utility Disconnection Protection Guide

Utility Disconnection Protection Guide

Access to electricity is not a luxury; in fact in many cases it is necessary for life. Utility disconnections can be deadly, and disproportionately burden communities of color and lower-income households. While we ultimately advocate for the elimination of utility service disconnections altogether, the following protections should be implemented to protect consumers from the life-threatening practice of utility disconnection.

PROCEDURAL PROTECTIONS

1. Require multiple attempts by phone, in writing, and, in person contact before disconnection;
2. Secure notification of disconnection by mail;
3. Require a post-disconnection notice to all customers;
4. Provide additional notice provisions for customers who can be disconnected remotely;
5. Restrict disconnections between 8:00am-2:00pm (or during hours of operations, and not later than 2 hours before close of business) on days when utilities have employees available for reconnections;
6. Provide notice and utility disconnection policies in multiple languages;
7. End policies surrounding disconnection and reconnection fees;
8. Cease the collection of deposits for utility service activation and/or reconnection;
9. Ensure that renters retain access to energy services when nonpayment is the fault of the landlord or other third party.

SEASONAL PROTECTIONS

1. Include seasonal protections with both temperature and date-based solutions;
2. Set disconnection arrearage minimums for customers who use utility services as the primary source of heating or cooling during periods of seasonal protection;
3. Provide utility services during extreme weather events that fall outside of seasonal protection periods.

PAYMENT ASSISTANCE

1. Allow budget payment plans to distribute utility costs throughout the year;
2. Allow partial payment plans to customers to prevent disconnections;
3. Provide connections to social services and case management resources for households with delinquent bills (i.e. budgeting, food assistance, and other social services).

PROTECTIONS FOR VULNERABLE HOUSEHOLDS

1. Establish simple procedures for socially vulnerable groups to apply and be registered for protection from disconnection;
2. Implement customer surveys in advance of extreme weather seasons to screen for socially vulnerable individuals;
3. Ensure active outreach to socially vulnerable customers and households for inclusion in protection programs; and
4. Registration into these programs should be complimented with a notification to local and/or state emergency relief agencies and safety responders.

FACT SHEET: Basics of Distributed Energy Generation

Basics of Distributed Energy Generation

What do we mean by distributed generation?

Distributed generation is the generation of electricity at or near where it will be used, and may serve a single structure or be part of a microgrid. A variety of technologies can be used in distributed energy generation, but rooftop and community solar arrays and small wind turbines are the most common methods of distributed renewable energy generation.

Benefits of distributed generation

- Increases energy efficiency by reducing the wasted energy lost during transmission and distribution
- Promotes renewable energy by creating cost-effective energy generating systems
- Breaks up the energy monopoly and spreads the economic benefits of energy generation

Common models of distributed generation

- **Rooftop solar with net metering**
Rooftop solar is the most common form of distributed energy generation. In this model, individual households, business, churches, or community spaces generate electricity through solar panels installed on their building or elsewhere on-site. With “net metering” policies rooftop solar owners are able to send excess power generated back to the grid, and receive credit for this contribution on their utility bill.
- **Shared renewables programs**
Shared renewable programs, most common with solar and wind, address the physical and financial barriers that prevent many from installing renewable energy systems on their own spaces. In shared renewable programs, multiple customers are able to subscribe to or own a portion of a renewable energy project located somewhere else in their community.



Obstacles to distributed generation

- **Net metering policies are under attack**
Most states have some kind of net metering policy, but in recent years net metering policies have been under attack, with utility companies who enjoy a monopoly on energy as a main opponent. In many states net metering policies have been degraded so the benefits to consumers are significantly decreased.
- **Few states have shared renewables programs**
Many states lack shared renewable or community solar laws altogether. Shared renewables are a relatively new sector of the renewable industry, and many states lag behind in passing policies that enable these programs.
- **Exclusionary financing models**
Most renewable energy tax credits and government incentives for distributed generation are designed for homeowners and also set exclusionary credit requirements.

FACT SHEET: Benefits of Community Owned Energy

Benefits of Community Owned Energy Projects

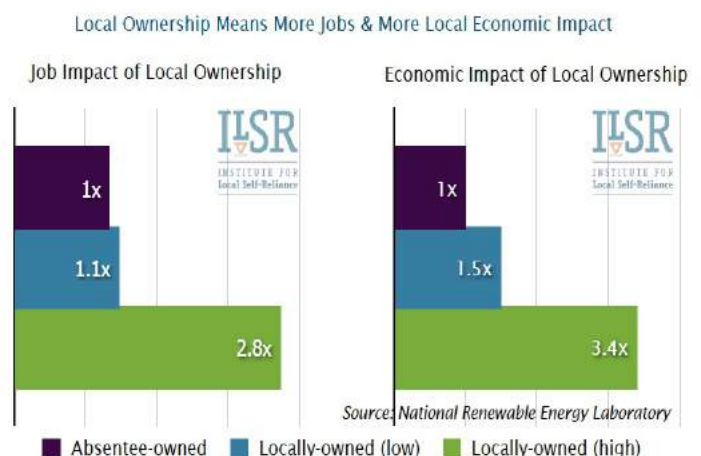
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FACT SHEET: Quick Guide to Electric Cooperatives

Quick Guide to Electric Cooperatives

What is an Electric Cooperative

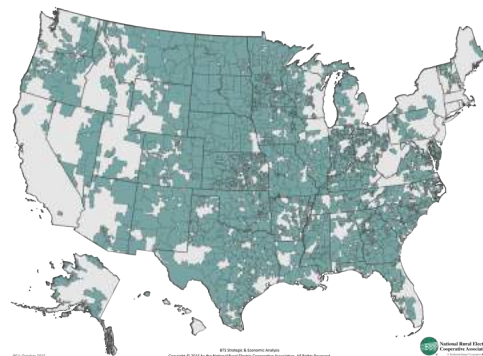
An electric cooperative (co-op) is a consumer-owned utility. Electric cooperatives are consumer-owned and governed by a democratically elected board. Unlike investor-owned utilities, which service 75% of U.S. consumers, cooperatives run on a not-for-profit basis. Distribution co-ops deliver electricity to retail customers. Generation and transmission co-ops provide wholesale power to distribution co-ops by either generating or purchasing electricity from outside sources on behalf of the distribution members. Generation & Transmission Co-op → Distribution Co-ops → Member-Owners

A Brief History of Rural Electric Cooperatives

In the 1930s, less 10% of rural Americans had access to electricity. At that time, private utility companies did not find rural America to be financially attractive and either denied service to these areas or charged high service rates. Electric cooperatives emerged in order to serve those neglected by the private sector. A New Deal Program, the Rural Electrification Administration helped set up cooperatives by requiring groups of town residents to apply for federal loans to erect power lines and associated infrastructure. After this initial investment from the federal government, rural electric cooperatives were owned, operated, and funded in their entirety by their members. Like many other New Deal Programs, black households enjoyed relatively few gains from these government rural electrification efforts compared to white counterparts. Disparities in land ownership, for example, led to landlords who rented to African Americans often choosing not to pass bill savings that resulted from rural electrification onto tenants.

Where are Electric Cooperatives Located Today?

Reflecting historical origins, electric cooperatives today are primarily located in rural areas concentrated in the Southeast, Midwest, and Rocky Mountain West. Over 900 rural electric cooperatives are located in 47 states, serving 42 million ratepayers/owners and 11% of the country's total demand for electricity. Electric cooperatives serve, either in whole or part, 93% of the poorest counties in the United States; 85% of those are in non-urban areas.



Common Challenges Faced by Electric Cooperatives

While electric cooperatives have the radical potential to deliver the clean, affordable, and democratic energy system we need, most rural electric cooperatives are not living up to this potential.

Un-representative democracy: In theory, electric cooperatives are democratically operated. However, most cooperatives are not functioning as the healthy democracies. While all members of a cooperative have the right to vote for the board of directors who regulate the co-op, 70% of cooperatives have less than 10% voter turnout. There has long been a problem of lack of diversity of leadership on cooperative board of directors. A recent study found that only 4% of board leadership is African American in states where nearly almost a quarter of the population is black. 90% of board members are men.

Tied to coal power: Even coal is on the decline in the United States, coal remains the primary energy source for electric co-ops. Coal accounts for about 75% of energy generated by electric co-ops, more than triple the 32% that coal accounts for the United State's entire electricity sector.

Conservative and slow to adapt: Because many cooperatives are not functioning as healthy democracies with active engagement from members and representative governance, practices tend to be entrenched and out-dated. In some cases, cooperatives are stuck in long-term contracts with electricity providers that extend for decades and prevent them from shifting to cleaner, more affordable energy technologies.

MODULE 10:

Emergency Management



Module 10: Emergency Management

One of the impacts of climate change is that severe storms and other “natural” disasters will occur with more frequency and intensity. As a result, many of our communities will experience flooding from more rain and storms surges, more frequent heat waves and drought, damage from violent wind and rain, and more. Communities of color and other frontline communities tend to live in the most at-risk environments and are more vulnerable to the negative impacts of these kinds of events due to a range of preexisting factors. When natural disasters and extreme weather events take place, they can leave lasting impacts on our communities, especially for already unstable neighborhoods. In the aftermath of a weather emergency, an entire neighborhood might be cut off from reliable electricity, clean water, accessible healthcare, and other necessities.



Emergency Management is a term used to describe the organization and management of resources and responsibilities for dealing with emergency scenarios. While emergency management is often defined narrowly as the immediate response and reactive management of a disaster, we recognize that a great deal of the impact of emergency situations can be lessened through prevention and preparation. Therefore, our definition of emergency management includes four phases:

1. Prevention and mitigation
2. Preparedness and resilience building
3. Response and relief
4. Recovery and redevelopment

African American communities and other frontline communities have long experienced unequal protection from disasters and differential treatment, exclusion, and discrimination in emergency response. As disaster events increase in frequency and severity with climate change, frontline communities will continue to bear the brunt of the multiple impacts. In order to build community resilience in the face of new conditions, we must adopt equitable emergency management planning practices into our climate adaptation planning. When planning for emergencies,

The NAACP Environmental and Climate Justice Program has developed an entire toolkit dedicated to equity in emergency management. To download the toolkit and learn more, visit: https://live-naacp-site.pantheonsite.io/wp-content/uploads/2018/09/NAACP_InTheEyeOfTheStorm.pdf

programs and policies must account for the differentiated needs of communities of color and other groups who are vulnerable to climate change impacts.

Disparate Impact and Unequal Protection

Disasters tend to devastate along the lines of existing inequalities. Communities of color and other frontline communities are more likely to live in hazard-exposed areas and have fewer resources to invest in risk-reducing measures. These and other factors impact some individuals' and groups' ability to respond to emergency or disaster events. After decades of disinvestment and racist budgeting practices, neighborhoods of color are more likely than white neighborhoods to have broken, outdated, or altogether nonexistent infrastructure. This means, for example, that these neighborhoods are less likely to have flood-preventative measures in place like drainage ditches, levees, and flood channels. This is the ongoing cycle of disaster vulnerability—those with less wealth face greater risks and also experience greater impact, further draining their wealth. But risk is not just about money; even middle-class communities of color face elevated environmental risks. To have equity in emergency prevention and mitigation, all communities and neighborhoods must be valued equally in instituting risk prevention and mitigation measures.



According to a report by *The Brookings Institution* and *UC Berkeley*, nearly 20 percent or 1 in 5 African- American households live without a car compared to less than 1 in 10 households in the overall population. This must be accounted for in developing emergency management plans.

For more details, see the report: **Economic Differences in Household Automobile Ownership Rates: Implications for Evacuation Policy** by going to www.econpapers.repec.org/paper/cdluctcwp/qt7bp4n2f6.htm.

As it is, not all communities experience equal treatment in emergency management. Even though communities of color are more likely to experience disasters, they tend to be less prepared and underrepresented in disaster response design and implementation. Thus, the systems and protocols established to address disasters often don't fully take cultures and circumstances of African American and other frontline communities into account. As a result,

response mechanisms often fall short of meeting our needs and diminish community resilience to natural disasters and other emergency events.

Toward Democratic and Inclusive Emergency Management

Everyone has a right to fair and equitable treatment in times of emergency and the concerns and needs of all communities should be known and adequately addressed in emergency management practices. In order to establish emergency management systems that improve community resilience to natural disasters and other emergency events, all phases of the emergency management continuum must be built on principles of deep democracy, self-governance, and participatory decision-making processes. This will be achieved when community leadership informs every aspect of the emergency management, including community-designed planning, response, and recovery.

In addition to establishing deeply democratic and community-designed processes, community resilience is enhanced when measures to mitigate the impacts and prevent emergencies and disasters are prioritized, even while all other phases of the emergency management continuum are taken seriously and allocated sufficient resources. To do so equitably, plans to minimize the potential effects of disaster situations must account for and include all members of the community. We must establish diverse planning tables and inclusive plans that include the needs of all people, accommodate the differential pre-existing vulnerabilities of various groups, and build on existing community assets. Furthermore, climate justice demands doing everything possible to prevent climate disasters from happening in the first place. This includes incorporating climate change projections into risk assessment and mitigation.



This waterfront home in Union Beach, NJ was destroyed by Superstorm Sandy. Photo courtesy of iStockphoto.com.

Mutual Aid—A Promising Pathway for Community Generated Internal Investment

As with all aspects of resilience building in the context of climate adaptation, emergency management practices should embody a spirit of care, cooperation, and collectivism among peoples and communities. This is embodied by practices such as knowledge and resource sharing and mutual aid. Mutual aid is the voluntary giving or lending of resources, labor or

goods to others in a shared community/communities with the expectation that the entire community will in turn benefit. In the context of emergency management, our comrades at Movement Generation describe this concept of mutual aid as “disaster collectivism,” or the “way communities radically come together... to take care of each other in the immediate aftermath of disaster.” Rather than creating a charitable or transactional relationship, mutual aid is freely given help to others in our community.

Read more about mutual aid at: <http://bigdoorbrigade.com/what-is-mutual-aid/>

And check out Movement Generation’s *Critical Framework for Just Recovery* at <https://movementgeneration.org/transition-is-inevitable-justice-is-not-a-critical-framework-for-just-recovery/>.

Strategies for Climate Resilience in Emergency Management

With some planning and organizing, we can improve the emergency management practices in our communities. Here are a few different strategies communities can implement to make our communities more resilient during emergencies and disasters.

Community Emergency Response Teams

FEMA’s Community Emergency Response Teams (CERT) Program educates participants about disaster preparedness and trains them in basic response skills. The purpose of this program is to enhance volunteer community leaders’ capacity to prepare for, respond to, and recover from disasters. The program also strengthens collaborations between community members and emergency responders. Members of the ECJ Committee can participate in this program in order to better plan for and respond to emergency situations. Those who go through the CERT Program can become community leaders in training all local residents in emergency preparedness techniques.

To learn more about the program and how to get involved, go to www.ready.gov/community-emergency-response-team.



Community Preparedness Plans

As extreme weather events and other natural disasters increase in frequency and intensity, neighborhood-specific preparedness plans must be devised. Local governments must allocate resources and support so that communities can devise their own preparedness plans that meet the specific and localized needs of each neighborhood. This includes the adoption of communications systems that effectively guide vulnerable populations to necessary resources at times of crisis. Neighborhoods should also identify the specific infrastructure needs in their community, such as coastal barriers, cooling centers, etc. Community members should be integral in the planning process to adequately meet needs and incorporate co-benefits.

The North Manhattan Climate Action Plan offers a good example of community-level preparedness plans: <https://www.weact.org/campaigns/nmca/>.

Community Benefit Agreements

Community Benefit Agreements (CBAs) are agreements between community groups and a developer. CBAs typically require the developer to provide specific amenities and mitigate possible harms to the local community in the development process. CBAs can be used to ensure that post-disaster redevelopment processes benefit all communities and provide resources to rebuild disproportionately impacted communities. These agreements make specific declarations around accountability and enforcement that seek to ensure beneficial outcomes. Community Benefit Policies are policies adopted by a local government that requires community benefits on projects undertaken by the government or by a private developer. These policies can be put in place to ensure that post-disaster redevelopment efforts revolve around the needs of the community.



For an example of a CBA that is currently in effect, go to www.forworkingfamilies.org and navigate to “Resources,” select “Policy & Tools” then “Community Benefit Agreements,” or go directly to www.forworkingfamilies.org/page/policy-tools-community-benefits-agreements-and-policies-effect.

Local Communications Systems

Creating local communications systems allows neighbors to have reliable communications during emergency situations when electricity, cell service, and Internet might not be available. Emergency communications systems enable one-way and two-way communications of messages when normal communications systems are unable to function. These technologies include two-way radios, short-wave radios, and HAM radios. Locate emergency communications in accessible locations around the community. One model for this: West Harlem is developing neighborhood emergency preparedness information kiosks that function as a hub for emergency preparedness. These sites support emergency preparedness trainings, education about climate change, and also key services such as reliable communications.

Documenting injustice

Regional and local groups are in the optimum position for observing and documenting civil and human rights violations on the ground before, during, and after a disaster event. It is critical to document and legally intervene in issues of racial profiling and other police or responder violations of civil and human rights in disaster contexts, as they are happening. Such documentation builds the evidence for reforming emergency management programs and criminal justice systems. Following a disaster event, communities should send qualified fieldworkers to observe response and relief efforts, as well as send trained representatives to engage with governmental, non-profit, and private coordinators of these efforts. Community members should aim to hold these entities accountable. These observations should pay attention to transportation for evacuees, food and water provisions, types and conditions of emergency shelters, among other areas.

Check out this article by the Association for Lesbian, Gay, Bisexual, and Transgender Issues in Counseling of Alabama about considerations for LGBTQ populations and disaster scenarios. Go to www.algbtical.org and navigate to the “Topics” section and select “Disasters and Emergencies” under “Community Topics,” or go directly to <https://www.algbtical.org/2A%20DISASTERS.htm>.

Passing Policies for Resilience in Emergency Management

We must advocate for public policy changes that create more equitable emergency management practices so that our communities are more resilient to the extreme weather events that climate change brings. Consider the policy principles and examples below. Check out “Module 4: Passing Policy for Climate Resilience” for more information on how to write and pass public policy.

Core Principles

1. Equitably allocate appropriate public resources for disaster response at all four stages of emergency management based on disparities and need.
2. Develop inclusive community based planning processes for people to participate in decision-making and service level negotiations.
3. Measures to mitigate the impact of and prevent emergencies and disasters must be prioritized even while all other phases of the emergency management continuum are taken seriously and adequately funded.
4. Tailor approaches to disparity reduction so that they are relevant to the primary needs of each at-risk community.
5. Eliminate racial- ethnic disparities in public agency hiring, retention and contracting.
6. All phases of the emergency management must be built on principles of deep democracy, participatory decision-making, and self-governance.
7. Emergency management practices should embody a spirit of care, cooperation, and collectivism among peoples and communities. This is embodied by practices such as knowledge and resource sharing and mutual aid.



Equity in Emergency Management Policy Considerations

Table 1: Equity in Emergency Management Policy Considerations

Emergency Mgt Phase	Policy Category	Issue area	Governance	Equity Challenges - examples
Mitigation/ Resilience	Infrastructure	Levee systems	The US Army Corps of Engineers (USACE) is responsible for the maintenance of federally-owned levees that are in the USACE system. In most instances, levee ownership has been transferred to the State or to another local or regional authority, which then becomes responsible for levee maintenance.	Levee fortification policies in New Orleans put low-income/wealth communities disproportionately at risk. The formula used to decide which levees should be prioritized for fortification disadvantaged low-income/wealth communities. Furthermore, indigenous communities in Louisiana and beyond have reported not having any levee protection at all.
Mitigation/ Resilience	Infrastructure	Storm water management	Utilities/Public Service Commission, Dept of Planning, Department of Transit, Water Board, Dept of Environment, Etc.	Differential level of storm water management infrastructure and post flooding planned releases advantage some communities while disadvantaging

				others.
Mitigation/ Resilience	Infrastructure	Energy security	Governance varies by state, and according to issue of concern. Depending on the issue and the state, possible governance bodies include: Federal Legislature, State Government, Local Government, Zoning Boards, Public Service/Utility Commissions, Boards of Directors, etc.	During disaster responses, utilities are restored for some communities faster than for others. Race and socio-economic status are often key determinants of this order. The needs of communities with more political power are prioritized over those with little political power. Additionally, people with medical challenges and differently abled people are more vulnerable during power outages.
Mitigation/ Resilience	Housing Security	Public Housing	Local housing authority (public corporation that works w/ local Public Housing Agency)	Public housing policies discriminate against those with criminal backgrounds leaving these people very vulnerable in general and especially during and after natural disasters.

Mitigation/ Resilience	Housing	Disaster Resilient Infrastructure/ Building Codes	State/Local-- Department of Planning, Department of Health, Emergency Management,	Often low-income communities are housed in structures that don't have reinforced masonry, fortified roofs, disaster resilient windows, etc. Also, in cases where there are protective building codes, resources are prohibitive of access and low- income building/home owners are penalized for having financial barriers.
Mitigation/ Resilience	Education	Workforce development	Department of Education, State School Boards	Communities of color and women are underrepresented in decision making roles of authority within the emergency management and in partner organizations
Mitigation/ Resilience	Academia— Disaster Studies	LGBTQIA inclusive research	FEMA, humanitarian NGOs, academia	Emergency management related research that overlooks the specific vulnerabilities of LGBTQIA people fails to provide

				the necessary empirical data that would lead to responsive, appropriate programming that serves the needs of LGBTQIA community members.
Mitigation/ Resilience	Emergency Management First Responders	LGBTQIA responsive services	FEMA, NGOs helping with disaster response	When disaster management employees and volunteers are not educated on LGBTQIA inclusion and issues, LGBTQIA people are exposed to discrimination and marginalization that is heightened by the devastation of the disaster.
Mitigation/ Resilience	Agriculture/Food Production	Food Security	Local government (Mayor, city council members), food security focused local NGOs	Those at most risk of losing access to safe and nutritious food during crises include people with low-incomes, residents of food deserts, children, older adults, people with disabilities, people experiencing

				homelessness, and people with special dietary needs.
Mitigation/ Resilience	Economic	Livelihoods	Department of Labor, State/Local Economic Development Departments	Vulnerability is often based on economic status whether it is zip codes with low-income communities that do not have the same level of infrastructure or it is individuals that can't afford to fortify their roofing, or get flood insurance.
Mitigation/ Resilience	Governance/Elections	Voting Rights/Campaign Finance Reform	Board of Elections/State Legislature/Federal Government/Courts	Lack of representation, undue influence of corporations, voting restrictions, all combine to disenfranchise many from being a part of a true democracy of inclusive decision making around myriad systems, including ones that govern disaster protection and resilience.
Mitigation/ Resilience	Immigration and Naturalization	Detentions, Deportations, and	Congress, state legislatures,	Climate of fear and families

		Lack of Due Process	Department of Homeland Security, etc.	fractured by separation make individuals, families, and communities more vulnerable to disaster impacts and less likely to seek needed assistance in the context of disasters.
Mitigation/Resilience	Penal/Criminal Justice System	Racial Profiling, Police Brutality, Mass Incarceration	State Legislatures, Congress	Fractured, over policed communities are less likely to be socially cohesive, prepared, and resilient
Mitigation/Resilience	Healthcare	Insurance/Health care Access	Congress, state legislatures, Department of Health	People with special health conditions are most vulnerable during and in the aftermath of disasters.
Mitigation/Resilience	Environmental Protection	Mapping/Disaster Planning for Toxic Facilities	Congress, state legislatures, EPA, FEMA.	Given the disproportionate citing of toxic facilities in vulnerable communities, not having mapping and planning for these hazards has resulted in tragic circumstances. For example,

Emergency Mgt Phase	Policy Category	Issue area	Governance	Equity Challenges
				waste management sites that are too close to frontline communities have resulted in massive amounts of waste flowing into communities during and after flooding.
Mitigation/ Resilience	Environmental Protection	Liability Trust Fund	Federal government, state legislatures. (depends on what systems are impacted—air, water, land, etc.)	Without mechanisms for compensation in the event of a disaster like the BP Oil Drilling Disaster, it takes years for people to be compensated and to fully recover from the impacts they face.
Mitigation/ Resilience	Development/ Construction	Zoning/Wetlands	Local city council, Zoning boards	Overdevelopment leaves vulnerable communities in flood zones at risk.
Mitigation/ Resilience	Environmental Protection	Emissions Reduction	Environmental Protection Agency, Federal Government, State Legislatures, Public Utilities Commission, Public Service Commissions, City Councils	The same facilities and practices that contribute to climate change driven disasters also harm communities that host them every day.

Preparedness	Local Planning	Equity Based Comprehensive Disaster Plan	Office of the Mayor/City Council	Lack of inclusive planning and decision making leaves some needs/interests completely neglected and unmet.
Preparedness	Various	Early Warning System	Various	The most vulnerable communities can often be missed by the communication channels of the Early Warning Systems
Preparedness	Social Services	Vulnerable Household Mapping	Local Planning Department, Department of Social Services	Too often vulnerable households are identified too late instead of planned for and accommodated in advance.
Preparedness	FEMA Resilience Grant-making	Social Cohesion	DHS/FEMA	Building social cohesion is often neglected and under-resourced, yet it is the most important pillar to resilience for the most vulnerable communities.

Preparedness	Multiple Sectors	Local Hire/MWBE Provisions	Office of the Mayor, City Councils, State Legislatures, Federal Government	Many of the service providers contracted during disasters are not representative of the communities most in need of services, which is a pre-existing circumstance that can be remedied in advance to make disaster response more culturally and situationally appropriate.
Preparedness	Healthcare	Mental Health Services	Department of Health, State and Local Health Departments	In disasters, the most impacted communities more often than not do not have access to culturally appropriate mental health services.

Preparedness	Healthcare	Insurance	Department of Health, State Legislatures, Congress	Low-income communities and communities of color are less likely to be insured and are most likely to be under insured, which leaves them vulnerable in terms of being treated and recovering from disasters. It also means they may have untreated chronic conditions that may be exacerbated in the context of disasters.
Preparedness	Transportation/ Emergency Management/ Democracy	Evacuation plans for <u>everyone</u> (differently abled people, homeless people, incarcerated people, elderly people, hospital patients, people in assisted living facilities, people without a car, undocumented people)	Department of Transportation, local/ statewide transit administrations, FEMA	As seen in Puerto Rico, large scale evacuation plans that move people out of their homes with no plans for helping people return to their homes can be part of a long term political strategy to significantly alter the demographics of an area to make certain political agendas more expedient.

Preparedness	Housing	Insurance (flood, homeowners, and secondary)	Congress, FEMA,, state legislatures	Many people cannot afford insurance. Or they are under insured. With the intensification of the likelihood of flooding there are areas that are not considered flood prone that are now experiencing catastrophic floods. As people who aren't in flood plains don't typically get the flood insurance clause in their homeowners insurance, they are left without recourse when disaster strikes.
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Emergency Mgt Phase	Policy Category	Issue area	Governance	Equity Challenges
Response	Stafford Act	Disaster Declaration	Executive Office—Office of the President of the United States	Studies show that governors from swing states who are not term-limited and can run again request disaster aid above and beyond the amounts suggested by actual need.

				Many of the poorest states with the most vulnerable communities are not in swing states.
Response	Department of Transportation	Evacuation	Department of Transportation, Local Planning Department	Low-income communities and communities of color are often the least mobile and thus the most at risk of perishing or being injured due to an inability to evacuate in time
Response	Environmental Protection	Toxic Facilities	EPA, State and local environmental protection agencies	Given that toxic facilities are disproportionately cited in communities of color and low-income communities, too often efforts at containment during disasters are too little too late.
Response	Immigration	Immigrant Disaster Assistance	INS/Department of Homeland Security	People in dire need of assistance avoid authorities for fear of deportation. ICE raids have occurred in the aftermath of disasters, therefore

				imposing a climate of fear on top of the stress of the disaster itself.
Response	Housing	Inclusive shelters	Department of Homeland Security, FEMA, American Red Cross	Shelters have prohibited people with criminal records. Additionally, undocumented people may be afraid to go to a shelter if the shelter does not explicitly state that they do not ask about immigration status.
Response	Housing	Inclusive shelters	Department of Homeland Security, FEMA, American Red Cross	Gender non-conforming people can face discrimination or violence when seeking shelter, due to gender binary separations of living facilities and/or when using sanitation services within shelter systems.
Response	Healthcare	Interim health treatment and prescriptions	Local Health Department	Low-income communities and communities of color more likely to have pre-existing health conditions that

				could be exacerbated by the disaster situation
Response	Housing/Health/Criminal Justice	Special Housing/Populations Incarcerated persons, people in nursing homes, people with disabilities, etc.	Department of Health, Housing, Department of Corrections, Federal Bureau of Prisons	Recent disasters have revealed neglect and abandonment of vulnerable populations including incarcerated persons, people in nursing homes, people with special health/ability challenges, etc.

Emergency Mgt Phase	Policy Category	Issue area	Governance	Equity Challenges
Recovery	Economics	Price gouging	State legislatures	Increased prices due to price gouging make basic necessities inaccessible to people who cannot afford to pay the increased price.
Recovery	Waste management infrastructure	Waste disposal	EPA provides guidance to local governments	Waste disposal sites are often located in or near communities with little political power (usually poor communities of color).

Recovery	Emergency Management/ First Response	Containment/ Clean Up	FEMA/Local Emergency Management/ Bureau of Prisons, Department of Labor	Incarcerated persons are often called into service to fight fires, for toxic clean-up, etc. without an appropriate and just level of attention to their rights and safety.
Recovery	Housing/health	Guidance on Safe Return, Access to Muck-Out Kits	Department of Health, Local Emergency Management Department, Local Housing Agency, HUD, USDA, FEMA	Low-income communities and communities of color are more likely to be in flood plains, more likely to be flooded, and less likely to have flood insurance. Thus, there have been innumerable instances of people going back to households with unsafe conditions (mold, other toxic substance, etc.) resulting in health harming exposure.
Recovery	Housing	Damage Assessments	FEMA	There have been a plethora of reports of flawed damage assessments, which differentially affects people

				who are most vulnerable and hampers the goal of returning households to wholeness and livability.
Recovery	Housing	Temporary housing	FEMA “Housing Solutions Group”	People with criminal backgrounds and undocumented people are often barred from accessing any sort of publicly funded housing.
Recovery	Housing	Temporary housing	FEMA “Housing Solutions Group”	Housing assistance programs often aren’t aligned, forcing the households with need to continuously provide documentation and delaying recovery to the point where they often give up.
Recovery	Housing	Temporary housing	FEMA “Housing Solutions Group”	Temporary housing has been terminated before people are ready/able to be established in permanent housing, thereby resulting in destabilization

				and even homelessness.
Recovery	Stafford Act/Emergency Management	FEMA Individual Assistance	Department of Homeland Security/FEMA/ Small Business Administration	System can be difficult to understand and navigate. Barriers in navigation have been documented with regard to people who are physically impaired, elderly, families without transport or broadband access, and non-traditional families (such as homes with multiple heads of household in the same dwelling). SBA loan application requirement in order to qualify for FEMA funds is confusing.
Recovery	Stafford Act/Emergency Management	FEMA Individual Assistance	Department of Homeland Security/FEMA/ Small Business Administration	Eligibility cutoffs don't account for the disproportionate impact that even a minor financial blow can have on poor families.
Recovery	Stafford Act/Emergency Management	FEMA Individual Assistance	Department of Homeland Security/FEMA/	Reportedly there is a higher rate of denial among

			Small Business Administration	more vulnerable families. However, FEMA does not collect important demographic information about applicants thereby posing a challenge to tracking, verifying, and correcting inequities around rejection of applications.
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Emergency Mgt Phase	Policy Category	Issue area	Governance	Equity concerns
Redevelopment	Public services funding	Community Development Block Grant Program (CDBGP)	Federal dept. of Housing and Urban Development, state level departments of housing and community development	Sometimes CDBGPs are offered in exchange for giving up other kinds of public funding which means some needs are forsaken.
Redevelopment	Public services funding	Community Development Block Grant Program (CDBGP)	Federal dept. of Housing and Urban Development, state level departments of housing and community development	Most communities don't merge long-term community development plans into and around disaster activities. So, long-term goals like inclusion and desegregation

				are delayed.
Redevelopment	Housing	Anti-gentrification policies	Zoning laws (zoning boards in local cities) (mayor, city commissioners)	Zoning laws created without the input of the communities that they affect can lead to heightened racial segregation, limited opportunity for local businesses and other inequities.
Redevelopment	Housing	Longer Term Housing	HUD/USDA/ Local Housing Authority	Housing that was financed by states/localities using disaster recovering funding after Katrina, subsequently increased rents as much as 4 fold when the term of the post disaster agreements expired, thereby rendering households evicted. Homeless rates have at least doubled in New Orleans and other Katrina impacted areas compared to pre-Katrina rates.

Redevelopment	Energy	Renewable Energy/ Distributed Generation	State Legislatures, Public utility/service commissions, Department of Energy	Private utility companies have tried to pass laws that make it more difficult for local communities to take control of their own energy grids.
Redevelopment	Development	Community Benefits Agreements (legally binding)	Real estate developer, relevant/ affected community groups, try to build a broad-based coalition, ask local public officials to come out in support of this	Too often the most vulnerable communities are powerless in deliberations regarding redevelopment and their needs/interests are ignored/ disregarded.
Redevelopment	Electoral districts	Redistricting laws	Governorships, state legislatures during census years, committee/ commission or a board in charge of redistricting laws	Gerrymandering dilutes the power of minority groups by separating them into different electoral districts. Prison-based gerrymandering is particularly concerning because of the racial dimensions of our criminal justice system.
Redevelopment	Public services funding	Disaster assistance funds	FEMA, local EMA officials	If equity is not an integral consideration in the process of deciding where to allocate relief

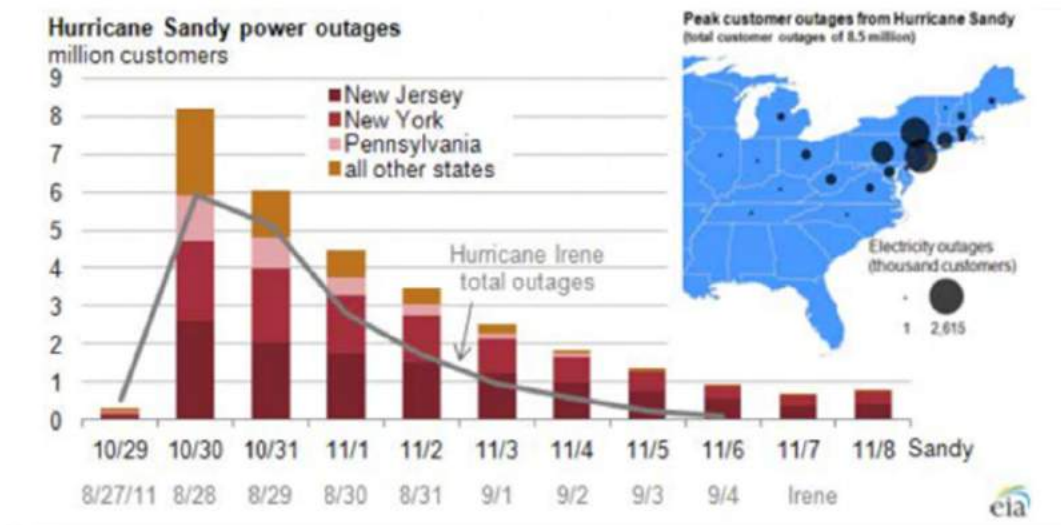
				funds marginalized groups can potentially be excluded from receiving the assistance they need.
Redevelopment	Housing, education, energy	Privatization— (schools, housing, energy and transportation sectors and general austerity measures)	State/ local redevelopment Commissions (members are often appointed by the city commissioner),	Private interests and conservative politicians have been known to exploit post-disaster shock to shrink the public sphere and promote austerity measures. For example, after devastating hurricanes the governments in New Orleans and Puerto Rico began trying to shut down public schools and privatize other public services.
Redevelopment	Development	Planning	Local Planning Department	Redevelopment efforts that value profits over people can lead to gentrification and exploitation that diminish local, culturally rich enterprises.
Redevelopment	Housing	Housing assistance funds	FEMA, state government, local government,	The allocation of housing assistance funds

			other organizations offering assistance funds	can discriminate against LGBTQIA people by giving priority and/or preferential treatment to same sex families or couples.
Redevelopment	Land Use Planning	Re-Zoning	Zoning Board	Wellbeing of people has been devalued in the quest for profit so zoning can fail to protect people from pollution or other hazards, such as sea level rise and storm surge
Redevelopment	Housing/Land	Planned Retreat	Department of Interior/HUD/USDA/, Local Planning Department	Often planning and resource allocation do not match needs because communities are not in the driver's seat
Redevelopment	Housing/Land	Right to Return/Right of First Refusal	HUD/USDA/Department of Interior, Local Housing Authority	Persons most likely to face long term or permanent displacement are the most vulnerable households
Redevelopment	Various--Health Labor Business	Data Tracking—Long term tracking--Health, Deaths,	Department of Health, Department of Labor,	Often these long-term impacts, which disproportionately

	Housing	Housing/Return, Jobs/Business, etc.	Department of Commerce, HUD, USDA	impact vulnerable communities/individuals are not counted or are under-counted.
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Sampling of Equity in Emergency Management Policy Recommendations

We offer the following policy recommendations as advocacy tools for all phases of the emergency management continuum. Keep in mind that this is by no means an exhaustive list.



Source: EIA, November 12, 2012. <http://www.eia.gov/todayinenergy/detail.cfm?id=8730>

Emergency Prevention and Mitigation

- Expand funding for disaster mitigation projects, such as the FEMA's Pre-Disaster Mitigation (PDM) Grant Program.
- Require FEMA to make equity improvements to the mitigation planning process by, for example, better addressing and engaging low-income, physically challenged, and limited-English proficient residents.
- Reform land use policies including siting and zoning regulations to improve community resilience, including preventing future construction in floodplains and ensuring that homes are not located in proximity to hazardous facilities. Ensure that zoning codes and ordinances for urban and rural development take into account possible risks related to climate change.

- States and localities should adopt and enforce the most current version of the International Building Code and the International Residential code to ensure that more resilient structures are built and that communities are better protected from all types of hazards and disasters.
- Require toxic and industrial facilities to identify, document, and make public hazardous materials and conditions, the potential consequences of major releases, the specific measures that can address these scenarios, and possible further measures to reduce hazards.
- Reinstate the Federal Flood Risk Management Standard, or create a flood protection standard that achieves comparable outcomes. Apply measures to ensure that FEMA flood maps are updated every five years, at minimum, and account for future conditions projections like sea level rise, changes in rainfall, etc. Address inequities in access to and availability of flood insurance.

Emergency Preparedness and Resilience Building

- Support resilient energy systems, including the development of distributed energy generation and electric microgrids with robust storage systems. Ensure that recovery energy investments advance resilient and sustainable energy systems.
- Expand economic opportunities to strengthen community resilience and support racial equity. Pass local and targeted hiring provisions for publicly funded projects (including green infrastructure projects) and incorporate job-training programs as needed.
- Adopt and apply vulnerability assessments and infrastructure resilience guidelines to all publicly funded infrastructure investments.
- Adopt programs that specifically serve and assist low-income households that are vulnerable to natural disasters in relocating or improving their homes to be more resilient to the impacts of disasters.
- Expand green and resilient infrastructure financing to protect communities from the impacts of climate change and extreme weather events, with specific measures that mandate that investments are allocated equitably. Consider green infrastructure options in all infrastructure investments and in emergency planning/preparedness.



- Review emergency plans with official emergency response leaders and leaders of groups representing particularly vulnerable populations to ensure they meet their needs, e.g. people who are homeless, small children, the elderly, people living with disabilities, people for whom English is not a first language, people who live in fragile housing (e.g. trailers, boats/barges, etc.)

Emergency Response and Relief

- Invest public monies in communication and planning strategies to effectively share critical information during emergencies and disasters.
- Support transit system resilience. Expand public transit access on a regional scale to improve mobility access during extreme weather and other disaster events.
- Pass mutual aid agreements in order to facilitate the rapid sharing of emergency aid and resources among jurisdictions, governments, and organizations.

Emergency Recovery and Redevelopment

- Mandate that any jurisdictions receiving federal disaster aid and recovery funding utilize an environmental justice analysis in recovery planning and policies crafted to support redevelopment and establishment of recovery plans.
- Direct state and local officials receiving disaster aid to develop rebuilding plans that prioritize cleanup and rebuilding efforts in neighborhoods within a five-mile radius of Superfund sites, refineries, chemical plants, and other industrial facilities.
- Direct FEMA to dedicate special funding for the rehabilitation of public housing stock as a part of post-disaster redevelopment.
- Reform housing recovery programs to increase housing choice for vulnerable populations, including relocation to less exposed locations and/or structural improvements to homes that will withstand future disasters.
- Establish community benefits policies (such as the incorporation of community benefits agreements) to ensure that all post-disaster redevelopment projects benefit and meet the needs of the local community or neighborhood.
- Increase funding for flexible programs to support smart, resilient rebuilding strategies.



- Allocate sufficient funding for the FEMA Disaster Relief Fund so that long-term recovery efforts in addition to immediate needs are adequately funded.
- Reform the use of Community Development Block Grants in disaster recovery so that there is more effective oversight and accountability to ensure that the program is implemented equitably and advances fair housing principles.
- Guarantee the *Right to Return* for all residents. Federal, state, and local policymakers must ensure that residents can return to re-built, repaired, or newly constructed housing. Additionally, residents must be guaranteed a political voice throughout the process, as well as physical shelter and basic needs.
- Expand tenant vouchers and use them as a means to address not only housing, but other important social services including education, health care, job training, and transportation.

Continuum-Wide

- Incentivize participatory budgeting processes for public funds allocated to emergency management, including emergency planning, preparedness, and recovery.
- Expand resources and tools specific to community planning and capacity building in order to establish a coordinated suite of assistance that enhances and streamlines access to the recovery expertise needed by impacted communities.
- Cities and counties should incorporate mitigation, preparedness, response, and recovery planning into regular and ongoing comprehensive community planning and capital investment planning. Whenever possible, planning processes should be conducted through democratic and participatory practices to ensure community engagement.
- Enforce air quality regulations, mandate air quality monitoring, and make data accessible to the public. Ensure that polluters are held accountable for violations.



Sample Policies

In the table below, we outline examples of policies that advance the core principles listed above. For each policy solution we've outlined in the table below we have also provided an example of where this policy has already been implemented along with the policy avenue that was used to pass the policy (i.e. through the state legislature, a local ordinance, etc.) along with a link to

more information. Keep in mind that these are example policies that shouldn't necessarily be completely replicated, but used as examples of real policy solutions that can be customized by other municipalities/states or at the federal/national level.

Table 2: Sample Models of Emergency Management Policies

Policy Description	Example Policy
<p>Community Benefit Agreements</p> <p>Community Benefit Agreements (CBAs) are agreements between community groups and a developer. CBAs typically require the developer to provide specific amenities and mitigations to the local community in the development process. CBAs can be used to ensure that post-disaster redevelopment processes benefit all communities and provide resources to rebuild disproportionately impacted communities. These agreements make specific declarations around accountability and enforcement that seek to ensure beneficial outcomes. Community Benefit Policies are policies adopted by a local government that requires community benefits on projects undertaken by the government or by a private developer. These policies can be put in place to ensure that post-disaster redevelopment efforts revolve around the needs of the community.</p>	<p>Policy, Location: Community Benefits Ordinance, Detroit, MI</p> <p>Policy Avenue: City Council Ordinance</p> <p>Summary: The Detroit Community Benefits Ordinance requires any developer receiving a certain threshold of public funding or subsidies to engage with a local advisory council to address community concerns in the redevelopment process. While this is not as comprehensive as model policy would be, it does represent a win for community-driven development.</p> <p>More Information: http://www.detroitmi.gov/Government/Departments-and-Agencies/Planning-and-Development-Department/Community-Benefits-Ordinance</p>
<p>Participatory Budgeting</p> <p>Participatory Budgeting is a democratic process through which community members directly decide how to spend a portion of a public budget. Participatory budgeting processes usually take place on the municipal level. Cities can pass policy to mandate and/or incentivize participatory budgeting processes for public funds allocated to emergency management. Participatory budgeting is a particularly useful model for community planning processes.</p>	<p>Policy, Location: Participatory Budgeting in New York City, New York City</p> <p>Policy Avenue: City Council Budget</p> <p>Summary: Council Members choose to join Participatory Budgeting New York City (PBNYC), giving at least \$1 million from their budget for the whole community to participate in decision-making. It's a yearlong process of public meetings, to ensure that people have the time and resources to make informed decisions. Community members discuss local needs and develop proposals to meet these needs. Through a public vote, residents then decide which proposals to fund.</p> <p>More Information: https://council.nyc.gov/pb/</p>

<p>Flood Protection Standards</p> <p>African American communities disproportionately live in coastal and inland flood zones and therefore face heightened risk of exposure to the natural risks associated with these areas, including flooding. In order address inequities in flood risk exposure, public officials must pass legislation that regulates how land in flood-prone areas is used. This includes preventing development in flood-prone areas and funding relocation and flood mitigation projects for the communities already living in flood prone areas.</p>	<p>Policy, Location: Federal Flood Risk Management Standard, Federal</p> <p>Policy Avenue: Executive Order (Federal)</p> <p>Summary: President Obama signed The Federal Flood Risk Management Standard into effect in January 2015. The standard set goals for defining flood plains and mitigating the risk of construction over them. President Trump repealed the standard in 2017.</p> <p>More Information: https://obamawhitehouse.archives.gov/the-press-office/2015/01/30/executive-order-establishing-federal-flood-risk-management-standard-and- </p>
<p>Flexible Funding for Rebuilding</p> <p>Policymakers should support programs that will enable disaster-affected communities to account accurately for future extreme weather and flood risks and build infrastructure to better withstand those threats. This is particularly important in disaster recovery and rebuilding efforts. One way that policymakers can do this is by increasing funding for effective programs that provide flexibility to make smart rebuilding decisions.</p>	<p>Policy, Location: H.R.219 - Sandy Recovery Improvement Act of 2013, Federal</p> <p>Policy Avenue: Federal Legislation</p> <p>Summary: Part of the Superstorm Sandy recovery bill, Congress created the FEMA 428 program, a flexible funding stream that allowed the agency to pilot new approaches to both debris removal and long-term rebuilding.</p> <p>Bill Language: https://www.congress.gov/bill/113th-congress/house-bill/219/text </p>

Community Benefits Agreement

A **Community Benefits Agreement**, or “CBA” is a legally enforceable contract that designates how the benefits of an economic development project will be shared. Typically negotiated by a range of stakeholders including developers, community-based organizations (like the NAACP), public officials, and local government agencies, CBAs guarantee specific benefits to residents of the affected neighborhoods. Benefits vary depending on the CBA, but can include well-paying jobs, affordable housing, health and recreational facilities, green spaces, and educational improvements. In exchange, the community groups agree to support the proposed project before government bodies that provide the necessary permits and subsidies. CBAs are

generally used for new developments, especially those that receive taxpayer subsidies or major land use approvals. For a CBA to be implemented equitably, the involvement of a community-based group that supports the involvement of residents from the affected-community is essential.



Twelve Steps to a Community Benefits Agreement

Many steps and careful planning go into the successful implementation of a community benefits agreement. The Partnership for Working Families offers “A Framework for Success” that includes twelve steps to planning, implementing, and maintaining a CBA. We outline their twelve-step process in the table below. Visit their online planning tool for more:

<http://www.forworkingfamilies.org/sites/pwf/ASK/#>.

Table 3: Twelve Step CBA Process

Step	Description
1. Build the Coalition	Building a coalition is an ongoing effort. Ideally, coalition building starts long before engaging a developer in response to project plans and it extends beyond signing a CBA. However, some coalitions can grow organically in response to a specific development. Either way, it is highly recommended that coalitions be broad, representing a variety of community interests. It is important that agendas are negotiated within the coalition so that the developer and city are not forced to deal with various groups, which can weaken the advantage of negotiating with a coalition.
2. Issue Education	Like coalition building, it is an ongoing process. Issue education can start before a particular project or campaign is in place, or it can begin at the start of negotiations. It's an important part of the CBA process because it encourage groups within a coalition to speak the same language. It also builds trust and a common agenda. In addition to educating coalition staff members, issue education can also involve training grassroots community members and/or neighborhood residents to act as advocates for the issues.
3. Identify the Project	CBA campaigns generally develop in one of two ways: one way is that a project is proposed by the developer and a coalition forms around the project; the second way is that a coalition already exists and regularly tracks city development plans to identify proposed projects that have the potential to generate a benefits agreement that is in-line with the issues they advocate.
4. Research	Research is an important precursor to negotiations. Some key research goals include understanding the development process, locating the leverage points, and highlighting existing and alternate regulations.
5. Community Assessment	This is the process of discovering what is important to the community. Often that process begins with a large community meeting. Top concerns are usually related to jobs, housing, neighborhood services, and environmental issues. This is a particularly important step for coalitions, because it ensures that they accurately represent the interests of their community.

6. Identify Community Priorities	<p>In this stage, importance is placed on moving from a laundry list of demands to a prioritized needs assessment for the specific neighborhood. This assessment will be the basis of negotiations and can be a difficult process.</p> <p>Imagine that a coalition identifies an environmental issue as the highest priority, but community assessment reveals that the neighborhood is far more concerned with jobs. This is where issue education and community assessment is useful, because it will help the coalition determine which issues to fight for, and which they can—and possibly should—make concessions on.</p>
7. Apply Leverage	<p>There will be times when the coalition needs to “flex its muscle.” The power of the coalition must be apparent before the development approval process is complete, which allows meaningful opportunities to make a lasting impact. Negotiations should not begin until the coalition has achieved sufficient power and visibility. This lends the coalition credibility and forms the basis by which they will win any of their negotiating points.</p>
8. Form a Negotiating Team	<p>The negotiating team should include experienced negotiators, people well-versed in the issues being discussed, and those who may be able to anticipate the developer’s responses. If legal counsel has not been involved up to this point, now is the time to seek legal advice, and possibly even hire an attorney to be present during negotiations. Remember, it is important to account for the good-will of coalition members, to make sure people feel that they are well-represented, and to protect their interests.</p>
9. Negotiations	<p>Negotiations work best “when [they’re] community-driven and reflective of an honest assessment of what that project means for the local people and what they themselves would like to see occur at that site,” reports Chersesse Thymes, Executive Director of the Partnership for Working Families. Coalitions should enter negotiations knowing which issues they plan to fight for and where they will make concessions, and be prepared with alternatives and “creative solutions” to counteract objections the developer or the city might have.</p>
10. Sign the CBA	<p>At this step, there may considerable back-and-forth between the coalition’s legal counsel (if counsel has been retained) and that of the developer as both sides work on the creation of the legal document. Signers of a CBA can include</p>

	coalitions or groups within the coalition, the developer, and possibly the city.
11. Coalition Support	Remember, the primary incentive for the developer to sign a CBA is for the coalition to show support for the project. This is the step in which the developer expects YOU to hold up your end of the deal. After—and sometimes even before—signing the CBA, the coalition will be required to demonstrate support for the project. Support may include agreeing to not oppose the project, appearing at press events, and appearing before the city council.
12. Implementation, Monitoring, and Enforce	<p>It is essential for the coalition to maintain a continuing oversight body to ensure that the terms of the agreement are being upheld. Ongoing communications between the community and developer, and ongoing communication between members of the coalition, is also critical.</p> <p>Implementation of the CBA can begin on the date of signing and may extend for years, during which time the terms—such as selecting contractors and tenants, putting in place training programs and first source hiring systems, and building and renting affordable housing—begin coming to fruition. Often, the terms of a signed CBA will need to be renegotiated as the project moves forward and new issues or difficulties arise. Coalitions should be prepared to continue acting as watchdogs for community interests long after the agreement is signed.</p>

For more information about community benefits agreements, check out these resources:

“Ensuring Economic Development Benefits All: The Case for Community Benefit Agreements in Louisiana”

Go to <http://clpv.sanford.duke.edu/> and select “Current Program,” then “Advocacy Projects” then “Economic Development.” Or go directly to http://clpv.sanford.duke.edu/current_prog/Economic_Development_Project.pdf.

Community Benefits Agreement: Making Development Projects Accountable

To find the resource, go to www.forworkingfamilies.org and navigate to “Resources” and then “Policy & Tools” and find the section on CBAs. Or go directly to www.forworkingfamilies.org/sites/pwf/files/publications/2005CBAHandbook.pdf.

Community Benefits Agreements: A Framework for Success (online planning tool)

To use this online tool go to www.forworkingfamilies.org/sites/pwf/ASK/#.

Community Benefits 101

Go to www.forworkingfamilies.org/page/cba-101.

CBA City Case Studies

To find the resource, go to www.forworkingfamilies.org and navigate to “Resources” and then “Policy & Tools” and find the section on CBAs. Once there, select “Case Studies.” Or go directly to www.forworkingfamilies.org/page/city-case-studies.

Conclusion

With the frequency and severity of natural disasters increasing with climate change, we need to take action to build resilience in this new climate reality. What we have already seen across the United States is that emergency management practices are not doing enough to account for the ways that vulnerable populations such as lower-income people experience natural disasters. With this in mind, we must incorporate equity and justice into emergency management so that our communities are more resilient in the face of natural disasters and other emergency events.

Resources

Emergency Prevention and Mitigation

FEMA Risk Assessment Tool

Go to www.ready.gov/risk-assessment and select “Risk Assessment Tool” at the bottom of the page. Or go directly to www.fema.gov/media-library/assets/documents/89542.

“Conducting an Ecological Risk Assessment” by EPA

Go to www.epa.gov/risk and select “Conducting an Ecological Risk Assessment.”

Or go directly to www.epa.gov/risk/conducting-ecological-risk-assessment.

“Superfund Risk Assessment” by EPA

Go to www.epa.gov/risk and select “Superfund Risk Assessment.” Or go directly to www.epa.gov/risk/superfund-risk-assessment.

Hazus Tool FEMA risk analysis tool

Go to www.fema.gov/hazus.

FEMA Local Mitigation Handbook

Go to www.fema.gov and search for the resource title in the search bar. Or go directly to www.fema.gov/media-library-data/20130726-1910-25045-9160/fema_local_mitigation_handbook.pdf.

Hazard Mitigation: Integrating Best Practices into Planning

Go to www.fema.gov and search for the resource title in the search bar. Or go directly to www.fema.gov/media-library-data/20130726-1739-25045-4373/pas_560_final.pdf.

Emergency Preparedness and Resilience Building

National Disaster Risk Assessment by United Nations Office for Disaster Risk Reduction

Go to www.preventionweb.net/publications/view/52828 and navigate through the table of contents or view the full document at www.preventionweb.net/files/52828_nationaldisasterriskassessmentwiagu.pdf.

Are You Ready? – An In-Depth Guide to Citizen Preparedness

Go to www.fema.gov and search for the resource in the search bar, or go to www.fema.gov/media-library/assets/documents/7877.

Community Disaster Preparedness Guide

Go to www.ifrc.org and search for the resource in the search bar, or go directly to www.ifrc.org/docs/IDRL/-%20To%20add/Community%20Disaster%20Preparedness%20Guide.pdf

U.S. Department of Transportation - Emergency Response Guidebook

Go to www.ems.gov and search for the resource in the search bar, or directly to www.ems.gov/pdf/preparedness/Resources/PHMSA_Emergency_Response_Guidebook.pdf

Federal Emergency Management Association – Program Fact Sheets

Go to www.fema.gov/fact-sheets.

READY

www.ready.gov/

Family Disaster Plan

www.disastercenter.com/guide/family.htm

American Red Cross: How to Prepare for Emergencies

Go to www.redcross.org/get-help/how-to-prepare-for-emergencies to browse various resources.

Community Emergency Response Team

More information at www.ready.gov/community-emergency-response-team.

Resources to Protect Your House of Worship

Go to www.fema.gov and search the resource title in the search bar or go directly to <https://www.fema.gov/faith-resources>.

Ready.gov Free Publications List

Go to www.ready.gov/publications.

FEMA Community Planning and Capacity Building

Go to www.fema.gov/community-planning-and-capacity-building.

FEMA National Disaster Recovery Framework

Go to www.fema.gov/national-disaster-recovery-framework.

Community Preparedness Toolkit

Go to www.ready.gov/community-preparedness-toolkit.

Office of Lead Hazard Control and Healthy Homes Disaster Recovery Toolkit

Go to www.hud.gov/program_offices/healthy_homes/Post-Disaster-Resources or go to www.hud.gov/sites/documents/DISASTERRECOVERYTOOLKIT15.PDF.

Prepare for Emergencies Now: Information for Older Americans

To download the brochure, go to www.fema.gov/media-library-data/1390858289638-80dd2aee624210b03b4cf5c398fa1bd6/ready_seniors_2014.pdf.

Make a Plan: People with Disabilities

Go to www.ready.gov/individuals-access-functional-needs.

Disaster Safety for People with Disabilities American Red Cross

Go to www.redcross.org and search the resource title in the search bar or go to www.redcross.org/get-help/how-to-prepare-for-emergencies/disaster-safety-for-people-with-disabilities#Plan-Ahead or go to www.fema.gov/media-library-data/20130726-1445-20490-6732/fema_476.pdf.

Make a Plan: Evacuation

Go to www.ready.gov/evacuating-yourself-and-your-family.

The Community Preparedness Website

Go to www.preparesnow.org.

Special Populations: Emergency and Disaster Preparedness

Go to <https://sis.nlm.nih.gov/outreach/specialpopulationsanddisasters.html>.

Guidance for Integrating Culturally Diverse Communities into Planning for and Responding to Emergencies: A Toolkit by the U.S. Dept. of Health and Human Services

Go to www.aha.org and search for the resource title, or go to www.aha.org/system/files/content/11/OMHDiversityPreparednesToolkit.pdf.

Emergency Preparedness and Lesbian, Gay, Bisexual & Transgender (LGBT) People: What Health Centers Need to Know by The National LGBT Health Education Center

Go to www.lgbthealtheducation.org and search for the resource in the search bar, or go directly to www.lgbthealtheducation.org/wp-content/uploads/Emergency-Preparedness-for-LGBT-People-Final.pdf.

Episcopal Relief & Development Preparedness Resources

Go to www.episcopalrelief.org, navigate to “What We Do” and select “US Disaster Program” and then “Preparedness Resources.” Or go directly to www.episcopalrelief.org/what-we-do/us-disaster-program/us-disaster-program-preparedness-resources.

Community Based Vulnerability Assessment

Go to www.mdcinc.org and search the resource title in the search bar. Or go directly to www.mdcinc.org/wp-content/uploads/2017/11/Community-Based-Vulnerability-Assessment.pdf.

Emergency Response and Relief

Disaster Sequence of Events FEMA Training Document

Go to www.fema.gov and search for the resource title in the search bar. Or go to <https://training.fema.gov/emiweb/downloads/is208sdmunit3.pdf>.

Resources for LGBT People Affected by Disaster

Go to www.lambdalegal.org/blog/resources-lgbt-hurricane-sandy.

Damage Assessment Operations Manual: A Guide to Assessing Damage and Impact by FEMA

Go to www.fema.gov and search for the resource title in the search bar. Or go to www.fema.gov/media-library-data/1459972926996-a31eb90a2741e86699ef34ce2069663a/PDAManualFinal6.pdf.

Preliminary Damage Assessment for Individual Assistance Operations Manual by FEMA

Go to www.fema.gov and search for the resource title in the search bar. Or go to www.fema.gov/media-library-data/20130726-1856-25045-0599/ia_pda_manual_and_forms.pdf.

A Guide to the Disaster Declaration Process and Federal Disaster Assistance

Go to www.fema.gov and search for the resource title in the search bar. Or go to www.fema.gov/pdf/rebuild/recover/dec_proc.pdf.

“What Preliminary Damage Assessments Really Mean” by FEMA

Go to www.fema.gov and search for the resource title in the search bar. Or go to www.fema.gov/blog/2012-03-20/what-preliminary-damage-assessments-really-mean.

How a Federal Disaster is Declared, fact sheet by Episcopal Relief and Redevelopment

Go to www.episcopalrelief.org and search for the resource title in the search bar. Or go to www.episcopalrelief.org/uploads/EducationFileModel/60/file/FACT-Fed-Disaster-Declaration.pdf.

Immigrant Eligibility for Disaster Assistance

Go to www.nilc.org and navigate to “Issues” and select “Economic Support.” Or go to www.nilc.org/wp-content/uploads/2015/11/disasterassist_immeligibility_2007-062.pdf.

Overview of Immigrant Eligibility for Federal Programs

Go to www.nilc.org and navigate to “Issues” and select “Economic Support.” Or go to www.nilc.org/issues/economic-support/overview-immeligfedprograms.

FEMA Citizenship/Immigration requirements

Go to www.fema.gov and search the resource title in the search bar. Or go to www.fema.gov/faq-details/FEMA-Citizenship-Immigration-requirements-1370032118159.

Disaster Recovery Center Locator

Go to www.fema.gov and search the resource title in the search bar. Or go to <https://egateway.fema.gov/ESF6/DRCLocator>.

Find Relief if you have been Affected by a Disaster by National Council on Aging

www.benefitscheckup.org/disaster-assistance/.

Federal Disaster Assistance Portal

Go to www.disasterassistance.gov.

Emergency Recovery and Redevelopment

“Transition is Inevitable, Justice is Not: A Critical Framework for Just Recovery” By Movement Generation Justice & Ecology Project.

Go to www.movementgeneration.org and search for the resource in the search bar at the bottom of the page. Or go directly to www.movementgeneration.org/transition-is-inevitable-justice-is-not-a-critical-framework-for-just-recovery/.

Racial Equity Impact Assessment Toolkit

To download the resource, go to www.raceforward.org, and select “Practice” then “Tools” or go directly to www.raceforward.org/practice/tools/racial-equity-impact-assessment-toolkit.

Race Equity Impact Assessment Guide by Center for the Study of Social Policy

Go to www.cssp.org and search for the resource in the search bar. Or go directly to www.cssp.org/policy/2015/Race-Equity-Impact-Assessment-Tool.pdf.

Climate Justice Alliance Just Recovery Resources

Go to www.ourpowercampaign.org/fund_just_recovery for more information.

Urban Institute

Go to <https://www.urban.org/features/resilience-face-disaster> for an excellent set of resources

A Guide to Community-Based, Low Cost Mold Remediation

To find the resource go to www.occupysandy.net and navigate to the resources section, or go directly to www.occupysandy.net/wp-content/uploads/2017/08/MoldRemediationGuide.pdf.

<http://www.reimaginerpe.org/node/501>

Una Guia Comunitaria Para El Sanamiento de Moho (A Community Guide to Mold Sanitation)

To find the resource go to www.occupysandy.net and navigate to the resources section, or go directly to http://occupysandy.net/wp-content/uploads/2013/01/Mold_Remediation_Guide_ES.pdf.

Creating a Healthy Home: A Field Guide for Clean-up of Flooded Homes

To find the resource go to www.occupysandy.net and navigate to the resources section, or go directly to http://nchh.org/Portals/0/Contents/FloodCleanupGuide_screen_.pdf.

FEMA Disaster Assistance

Go to www.fema.gov/what-disaster-assistance for more information.

Immigrant Eligibility for Disaster Assistance Fact Sheet by National Immigration Law Center

Go to www.nilc.org and navigate to the “Issues” tab. Select “Economic Support” and find the “Disaster Assistance” section. Or go to www.nilc.org/issues/economic-support/immigrant-eligibility-disaster-assistance/.

Community Benefits Toolkit by the Partnership for Working Families

Go to www.forworkingfamilies.org and navigate to the “Resources” tab and select “Policy & Tools” or go directly to www.forworkingfamilies.org/resources/policy-tools-community-benefits-toolkit.

Disaster Emergency Needs Assessment by the International Federation of Red Cross and Red Crescent Societies

To access the resource, go to www.parkdatabase.org and search for the resource in the search bar. Or go directly to www.parkdatabase.org/files/documents/2000_Disaster-Emergency-Needs-Assessment_Disaster-Preparedness-Training-Programme_IFRC.pdf.

A Quick Reference Guide for Hosting World Café

For more information go to www.theworldcafe.com and hover the cursor over “Resources” on the main toolbar. Select “For Hosts” and then “Hosting Tool Kit.” Or go directly to www.theworldcafe.com/tools-store/hosting-tool-kit/.

“Equity and the Environment: Rebuilding Green-Rebuilding Black” A Roundtable Interview

To read a transcript of the interview, go to www.reimaginerpe.org/rpe/13-1/NO and select the title, or go to www.reimaginerpe.org/13-1/rebuilding-green-rebuilding-black.

Public Assistance Program and Policy Guide by FEMA

Go to www.fema.gov and search for the resource title in the search bar or go to www.fema.gov/media-library-data/1515614675577-be7fd5e0cac814441c313882924c5c0a/PAPPG_V3_508_FINAL.pdf.

National Disaster Recovery Framework

Go to www.fema.gov and search or the resource title in the search bar or go directly to <https://www.fema.gov/pdf/recoveryframework/ndrf.pdf>.

FACT SHEET: Steps to Community Preparedness

Fact sheet: Community Disaster Preparedness

1. Supplies

- a. Make sure that each person in the household has a three day supply of water and nonperishable food, with one gallon of water per person per day.
- b. Flashlights, batteries, tools, sanitation and personal hygiene items, maps of the area, baby supplies, and pet supplies should be kept in supply.

2. Food safety

- a. Keep an appliance thermometer in the refrigerator and freezer.
- b. Freeze containers of water ahead of time to use as ice to keep food cold in appliances after the power goes out.
- c. Keep coolers on hand to keep refrigerated food cold if the power is out for more than 4 hours.

3. Preparedness

- a. Put together an emergency supply kit for your home and workplace. If you have special physical or medical needs, make sure to have enough medication and supplies.
- b. Know where the nearest fire and police stations are located.
- c. Learn your community's warning signals and what you should do when you hear them.
- d. Learn first aid and CPR.
- e. Learn how to shut off your water, gas and electricity. Keep a wrench on hand.
- f. Keep a small amount of cash on hand in case ATMs do not have power.
- g. Make a detailed plan for evacuation including where you will go and how you will get there.
- h. Take photos or a videotape of the valuables you keep in your home and store copies of your vital records.
- i. Keep your vehicle filled with gas.
- j. Keep a portable, battery-powered or hand-crank radio on hand to make sure you can hear updated emergency information if the power is out.

MODULE 11:

Food Systems



Module 11: Food Systems

America's food system—encompassing the growing, processing, transporting, selling, consuming, and disposing of food—feeds the nation and accounts for a significant portion of the economy. With such tremendous size and reach, the food system has substantial impact on our health, economy, and environment. As it is, our food system contributes to the inequities experienced by our communities. Millions of families across the United States lack access to good food options and many food system workers do not earn enough to make ends meet. Low-income communities and communities of color often lack grocery stores or other sources of fresh food along with the jobs and economic opportunities these businesses bring to neighborhoods. Everyone has the right to have healthy and culturally appropriate food available in their communities which is grown and produced sustainably. Upholding this fundamental right is essential to building community resilience. In this module, we outline some of the challenges associated with our food system as it is and introduce several strategies that communities can incorporate into adaptation planning to create more equitable systems and build more resilient communities.

Here is a quick guide to some of the terms and phrases we use in this module:

Community Food Security: When all members of a community have access at all times to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life.

Food Desert: An area with little or no access to supermarkets and other healthy food retail outlets. These predominantly lower income communities have limited access to affordable and nutritious foods. (This term is not favored by impacted communities because “deserts” occur naturally but redlining, gentrification, and other actions have resulted in the separation between communities and critical food resources.)

Food Mile: The distance, in miles, that food travels from the location it is produced to the place it is consumed.

Food Justice: Asserts that access to healthy food is a human right and no one should live without enough food because of economic limitations or social inequities.

Food Sovereignty: A concept developed by La Via Campesina International Peasant's Movement. It means that people have the ability to define and control the type of food available to them, and ensure it's culturally appropriate and grown through sound ecological and sustainable means.

An Inequitable and Unsustainable Food System

As it is today, millions of lower income people and people of color live in neighborhoods where affordable and nutritious food is not available. People in these communities are also more likely to be food insecure, lacking the financial resources to consistently access enough food for themselves and their families. Recognizing that low-income communities often have limited access to affordable and nutritious foods, advocates for food justice sometimes use the word “food desert” to describe areas with little or no access to grocery stores or other healthy food outlets. While this term helps illustrate the lack of food options available to food insecure communities, it is also misleading. The term “desert” calls images of an empty, desolate, or barren place to mind. On the contrary, most food insecure communities are sites of enormous potential—it’s not that good and healthy food options can’t exist there, it is that for various reasons, they don’t. Furthermore, desert ecosystems occur naturally, whereas food insecurity is the result of economic and racial inequality engineered by histories of discrimination, redlining, and segregation and contemporary struggles around gentrification and displacement. (See Module 13: Housing for more information on housing inequities.) The term “food deserts” erases these injustices and runs the risk of preventing us from seeing the vibrancy and potential in a neighborhood. Indeed—another world is possible.

Check out this interview with food justice activist Karen Washington, who challenges the language of “food deserts” in *The Guardian*:

“Food Apartheid: the Root of the Problem with America’s Groceries”

Visit www.theguardian.com/society/2018/may/15/food-apartheid-food-deserts-racism-inequality-america-karen-washington-interview.

Over the last 150 years, food processing and farming industries have undergone massive consolidation in the United States and across the globe. Today, food processing and farming industries are dominated by a small number of corporate owners. Large agri-business controls over 83 percent of all foods in the marketplace. These handful of large agri-businesses hold incredible sway over U.S. farm policy. (See Module 7: Democracy and Governance for more information about reforming our broken democratic systems.) As a result, the crops that big agri-business harvest—like wheat, corn, and soy—are subsidized, making it increasingly difficult for small or family farms to compete. In fact, small farms are often forced into contracts to grow for big agri-businesses like Monsanto in order to survive. In these cases, farmers have very limited flexibility or control in what food they grow or the production methods they use. Not only does this reduce community control and ownership over food systems, but industrial farming practices—including the use of genetically modified seeds that require large amounts of pesticides—also have numerous negative impacts on the health of people, animals, and the environment.

In the last several decades over 23 million acres of family farmland has been lost to commercial development. The impact of this development falls particularly hard on black farmers, who have been losing family farms at even more catastrophic rates — about 800,000 acres, or 25 percent of land, compared to the 2.3 percent of total agricultural land no longer being farmed.



Our food systems as they exist now worsen inequality and degrade the environment. What's more, climate change threatens to intensify these injustices. For example, climate variability and change directly threaten food security by reducing crop yields in some places and indirectly by disrupting the systems and infrastructure that people use to access food (i.e. transportation networks). Areas of the world and communities in the United States that are already experiencing food insecurity will be more vulnerable to hunger and poor nutrition with climate change. We must, therefore, build equitable, sustainable food systems that are resilient to the climate change.

Whole Systems Thinking to Establish Food System Resilience

Food system resilience, as a part of the larger community's resilience, considers the access and availability of food. The determinants of food access include:

- The ability of households to produce their own food (e.g. through gardens)
- Food prices
- Household income
- Distance and transportation to markets and grocery stores
- Availability and accessibility of food pantries

A community is food secure when all members have access at all times to enough safe and nutritious food to meet their needs for a healthy life. Our communities will not be resilient if our people don't have access to healthy food: a basic need.

To establish community food security we must use whole systems thinking. This means taking a holistic view of why communities are food insecure. Working toward food system resilience must be paired with other resilience efforts that address the historical, political, and social injustices that have made so many of our communities food insecure in the first place. For example, we cannot achieve food justice without also working toward economic justice and housing justice. Improving our neighborhoods (without kicking us out in the process) and building local-living economies where the money stays within our communities and with our people are examples of the whole systems thinking we must use, even as we implement strategies specific to our local food systems. Despite the many challenges we face, we can build better food systems that benefits and serves all people without trashing the environment.



Models for Climate Resilient Food Systems

With some planning and organizing, starting a food systems resilience project is very achievable. When building community resilience around food systems, communities can pursue a variety of strategies to strengthen access to and the production of nutritious food. We've outlined several of those strategies in this module.

Urban Agriculture/Local Food Production

Urban agriculture is the production, distribution, and marketing of food in urban areas. Examples of urban agriculture include small farms on vacant lots, community gardens in the neighborhood, and rooftop gardens. Urban agriculture looks different in different places and can be specially designed to fit the community. These projects can be located on public or private land, depending on the land use rules in the area. They don't even need land! They can be

located in public housing – like the multi-story gardening terraces in a new public housing project in the Bronx.

For step-by-step instructions on how to start an urban agriculture project, check out the “Starting an Urban Farm or Community Garden” section of this module.

Community Supported Agriculture

Community Supported Agriculture (CSA) or Farm Shares are programs that allow consumers to buy local, seasonal produce from a farm in or close to their community. In these programs, individuals or households can buy a “share” into a farm, which is like a farm membership. In return they receive a box of fresh produce from the farm on a regular basis, usually once a week. CSA benefits both growers and consumers, and is a good model for sustaining local food systems. This reduces food miles and keeps the money spent within the community.



Food Cooperatives

A food cooperative, or food co-op, is a grocery store that is organized as a non-profit cooperative. Cooperatives are businesses that are owned and governed by its members who are the people who use the business (the customers in the case of food coops) or who run the business (the employees). Food cooperatives are typically “consumer cooperatives,” meaning that the decisions regarding the products in the store are made by customers. Since decisions are made by community-members rather than outside shareholders, cooperatives are usually run in a more socially responsible way, with deeper ties to the community it serves. Check out the resources section for more information on how to start a community food cooperative.

Grocery Store Equity and Healthy Food Financing

One strategy to improve food access in a community is through healthy food financing initiatives. Healthy food financing initiatives are a specific type of public policy advocacy that improves access to healthy food in communities that need it through loan and grant financing. Building a grocery store in a food-insecure community can dramatically improve food access, but often requires significant up-front costs. State and local policy makers can establish

programs to create financing avenues to spur this kind of economic development. Other sources of financing can include coop banks (for food coops) and non-profit investors (e.g. the national fund run by the ReInvest in Our Power campaign.) See the “Advocating for Resilient Food Systems Public Policy” section below for more information.

Farmers Market

Farmers Markets are areas in the community where farmers and other local food producers can sell food directly to community members. Not only do these local markets increase access to fresh and local food, but these spaces are also community-gathering areas. Farmers markets cut back on food miles and support the community’s local economy. Community-based farmers markets are typically held once a week in a location that is accessible for the community. For more information on how to set-up a community-based market, see the reference section of this module. SNAP, WIC and Senior FMNC benefits can now be used in farmers’ markets, and at times, arrangements can be made so that benefits are worth more at the market than at grocery stores. For information on these types of arrangements, see the reference section of this module.



City Slicker Farms, Photo: Rebecca Meyer

Passing Policy for Resilient Food Systems

One of the strategies that communities can use to build community resilience as it relates to food systems is advocating for public policy on the state and local level. In fact, in some cases policies must be changes before we are able to pursue other strategies. For example, it might be necessary to pass a local ordinance to change zoning laws to allow for an urban agriculture project. Consider these policy principles and example policies in advocacy efforts. Check out “Module 4: Passing Policy for Climate Resilience” for more information on how to write and pass public policy.

Core Principles

1. Facilitate the establishment of food sovereign communities and uphold the right of individuals to healthy and culturally appropriate food.
2. Support community-based sustainable food systems including, farmers' markets, community gardens, community supported agriculture (programs, community-based participatory agriculture, and nutrition education.
3. Establish grocery stores and sources of nutritious foods in communities suffering from the impacts of food deserts.
4. Integrate agriculture, nutrition, and food access into local economic development and poverty reduction plans and programs.



Sample Policies

In the table below we outline sample policies that advance the core principles listed above. For each policy solution we've outlined in the table below we have also provided an example of where this policy has already been implemented along with the policy avenue that was used to pass the policy (i.e. through the state legislature, a local ordinance, etc.) along with a link to more information. Keep in mind that these are example policies that shouldn't necessarily be completely replicated, but used as examples of real policy solutions.

Table 1: Sample Policies for Resilient Food Systems

Policy Description	Sample Policy
<p>Fresh Food Financing Policy</p> <p>The grocery industry has traditionally served suburban communities, leaving many dense urban areas and rural communities without access to healthy and affordable food options. Financing is a main obstacle to developing new grocery stores in these areas. Fresh food financing initiatives, typically instituted on the</p>	<p>Policy, Location: The Pennsylvania Fresh Food Financing Initiative, Pennsylvania</p> <p>Policy Avenue: State Legislature (part of stimulus package)</p> <p>Summary: Pennsylvania was the first state in the United States to adopt a fresh food-financing program. It has since been replicated in states and localities across the country. Established through a public-private</p>

<p>state level, are increasingly common policy tools public officials can pass to increase the availability of nutritious food choices for communities who lack access to stores with healthy food options.</p>	<p>partnership, the program created a multimillion-dollar fund used to finance healthy food retail businesses such as grocery store in underserved urban and rural communities through grants and loans.</p> <p>More Information: http://thefoodtrust.org/uploads/media_items/hfhandbookfinal.original.pdf</p>
<p>Healthy Corner Store Initiative</p> <p>In many lower income neighborhoods, smaller stores, bodegas, convenience, or corner stores are the only available nearby food resources for residents with limited access to transportation. With significantly less variety, they often lack nutritious options and charge higher prices than larger grocery stores. Healthy Corner Store Initiatives seek to partner with storeowners to improve the availability of nutritious foods in corner stores, enhancing access to healthy food while building on existing community businesses.</p>	<p>Policy, Location: The Denver Healthy Corner Stores Initiative, Denver, CO</p> <p>Policy Avenue: Grant funded through Denver Department of Environmental Health</p> <p>Summary: The Denver Healthy Corner Stores Initiative administers funding to provide technical assistance to small businesses to help carry more fresh, healthy products.</p> <p>Policy Language: https://www.denvergov.org/content/denvergov/en/environmental-health/community-health/healthy-corner-stores.html</p>
<p>Local Food Initiatives</p> <p>A locality can create Food Action Plans to map out strategies to strengthen the regional food system. State and local policy makers can establish policies to advance sustainable, regional food systems.</p>	<p>Policy, Location: Local Food Action Initiative, Resolution 31019, Seattle, WA</p> <p>Policy Avenue: City Council Resolution</p> <p>Summary: Seattle's Local Food Action Initiative establishes goals, creates a policy framework, and identifies specific actions to strengthen the region's food system.</p> <p>Policy Language: http://clerk.seattle.gov/~scripts/nph-brs.exe?s1=&s3=31019&s2=&s4=&Sect4=AND&l=20&Sect2=THESON&Sect3=PLURON&Sect5=RESNY&Sect6=HITOFF&d=RESF&p=1&u=%2F~public%2Fresny.htm&r=1&f=G</p> <p>More Information: https://www.seattle.gov/Documents/Departme</p>

	nts/OSE/Seattle_Food_Action_Plan_10-24-12.pdf
Urban Agriculture City zoning laws are a common barrier to urban food production and sales. City councils can support urban agriculture by passing new zoning ordinances and creating new land use categories that encourage localized food production. Cities can also incentivize urban agriculture on vacant lots.	Policy, Location: An Ordinance Related to Land Use and Zoning, Seattle, WA Policy Avenue: City Council Ordinance Summary: The Seattle City Council passed an ordinance adopting changes to its zoning code to support a commitment to urban agriculture. Seattle permits urban farms of any size to sell produce grown on the premises in all zones, so long as neighborhood livability requirements and standards are met. Policy Language: http://clerk.ci.seattle.wa.us/~scripts/nph-brs.exe?s1=&s3=116907&s4=&s2=&s5=&Sect4=AND&l=20&Sect2=THESON&Sect3=PLURO&Sect5=CBORY&Sect6=HITOFF&d=ORDF&p=1&u=%2F~public%2Fcbory.htm&r=1&f=G

Local food policy councils (FPCs) are forums that advocate for sustainable food systems at the local, state, and regional levels. FPCs are democratically governed and usually advance agendas in which equity and justice are central. FPCs can be utilized to integrate environmental justice agendas into community food systems. These bodies can become vehicles for policy change on the state and local level.

The Johns Hopkins Center for a Livable Future Food Policy Network project maintains a comprehensive directory of food policy councils across North America. For more information and to access the directory, www.foodpolicynetworks.org/directory.

Starting an Urban Farm or Community Garden

Starting an urban farm or community garden is an effective strategy to improve community access to fresh and healthy food while also creating a space to bring community members together. While this strategy to improve community food system resilience might seem daunting,

with enough thoughtful pre-planning, any ECJ Committee can implement a meaningful and gratifying project. Below we outline how to plan, plant, and maintain an urban agriculture project.

Before Planting the Urban Agriculture Project:

Meet with your ECJ Committee, unit, or team to:

1. Survey the community and determine the need and interest for an urban agriculture project in the community. If there is need and interest among the committee and other members of the community, proceed with the planning process!
2. Research local land use and zoning laws. Before beginning the project, you will want to know if there are any land use rules related to urban agriculture. Local land use laws and zoning laws can impact where urban agriculture may legally occur, so it is important to research the land use laws in the community.
3. Next, create a vision for the project. What does the community need and have capacity for? Do you want to construct a small community garden, or do you have the resources to plan a larger project such as a small farm? Work with ECJ Committee members and partners to determine what is realistic.
4. Next, identify a location for the urban agriculture project. It might be possible to work with public agencies and other community members to find available land. When choosing land, consider of the following: The availability of the land
 - a. If there is a current owner of the land, are they interested in supporting an urban agriculture project?
 - b. The history of the land (what structures and uses did it serve in the past?)
 - c. If the land has exposure to the sun, quality ground cover (soil), if it is free of contamination, if there is access to water and electricity.
 - d. The accessibility of the land via walking, public transportation, and for people with disabilities, etc.
 - e. The proximity of the land to the community. Is it near a school or a community center?



5. Survey the property history. Consider partnering with environmental professionals or a local university to survey the history of the land to determine if any hazardous materials might be present.
6. Test the soil. Especially in urban areas, soils can have high levels of heavy metals or other harmful contaminants. Gather samples and send to a soil extension service lab for testing. If there is not a lab in the area that will work, each state will have an office with this service at their land grant university. In a Google Search, type the name of your state and “Land Grant University” to determine which public university in your state to contact.



7. Clear any contaminants and add soil nutrients. If soil test results are of concern, talk with the local environmental department to understand the process of cleaning the soil. If you are not able to do this safely, return to step one and find a new location. Another alternative option is to build raised garden beds above ground that can be filled with uncontaminated soil.

Toxic Soil Busters (TSB) was a youth-run worker cooperative in Worcester, Massachusetts. Wanting to create jobs for themselves while also working to make their community more environmentally just, two high school students founded TSB in 2006. TSB worked year-round offering soil testing, lead-safe landscaping services, outreach services, video production, and training. The group operated as a worker cooperative—there were no bosses, and the group emphasized youth leadership and empowerment.

For more information about the Toxic Soil Busters, visit:

www.worcesterroots.org/projects-and-programs/toxic-soil-busters-co-op/

Planting the Urban Agriculture Project:

1. Once you’ve acquired the land and any special permits needed, it’s time to construct the urban agriculture project!

2. First, determine the garden design. Consider what tools and resources are available. Consider the location of the land and its access to sunlight and water, security and lighting. Consider the accessibility of the area. If you don't already have the knowledge among the members of the team for designing a garden, there might be local organizations or groups in the community that can share knowledge on how to create a sustainable landscape. In order to create a gardening space to serve the entire community, consider the following:



- a. Gardening is an activity that can be done by people of all ages and abilities. Consider ways to make the garden accommodate the needs of young people, older people, and people with different abilities, such as the community members that use a wheelchair.
 - b. How can you incorporate children into the garden's design? Is there an area that can be especially for young people? How can they contribute to the design process?
 - c. Create pathways at least 3 feet wide between beds will allow space for wheelchairs while a 5-foot width permits a wheelchair turning radius while a 7-foot width allows two wheelchairs to pass.
 - d. Adjust the height and depth of garden beds by installing raised beds to facilitate access for gardeners with restricted movement or issues of balance.
 - e. Providing benches or picnic tables provide areas for gardeners to safely sit – preferably in the shade!
3. Acquire any items necessary. This could include tools, materials, soil, and plants. If there is money budgeted for this project than you can buy these items. Otherwise, it could be possible to get items donated or to partner with another organization that would be able to help finance the project. Also keep in mind that most of the materials needed to start an urban agriculture project can be repurposed or purchased second-hand. This is, in fact, the most sustainable option for gather materials and avoiding unnecessary consumption and waste!
 4. Once you've gathered materials, it is time for site preparation. The land will need to be prepared for growing which includes tasks like getting the soil ready, installing fencing, signage, and getting water to the site. Be sure to take note of the time of year and make adjustments as needed to accommodate the weather and conditions in the season.
 5. While some members of the ECJ team are preparing the land for the urban agriculture project, others can be doing research to design and plan the garden. It could be that members of the community already have a lot of knowledge about how to grow food. This can be a good opportunity to connect with older members of the community and rely on their cultural knowledge. If the ECJ team does not have access to this knowledge

within the community, take the time to learn and teach the basics of food production. Hold community workshops about soil, planting, pest management, watering, and etc. so that many members of the community can all be involved with the urban agriculture project.

6. Once the timing is right, refer to the garden design and plan and begin to plant the garden. Be sure to do careful research and work with community partners if needed to be sure that you are planting items at the right time. Different plants should be planted at different times.

After Planting the Urban Agriculture Project:

1. Consider hosting a “grand-opening” celebration for the urban agriculture project. Invite members of the community to come and see the new space and learn more about how to get involved with maintaining the garden.
2. Determine rules for the garden and put them in writing. This is a community space, so the community should work together to come up with shared rules and values for the garden. This can be posted in the garden.
3. Create a garden maintenance plan. Who from the community will be in charge of keeping the garden going? Create a plan that includes training community members on how to help care for the garden. Consider partnering with a local school to get kids in the garden, as a way to help kids learn about food systems and maintain the garden.
4. Create a plan for harvesting food. Decide as a community how this process will take place, including who will be involved and how the food will be distributed among community members.
5. Learn and teach food safety techniques so that the crops produced are harvested, stored, and processed safely.
6. Meet with the ECJ Team regularly to make sure that the urban agriculture project is meeting the vision for food systems resilience that it was originally designed to support.

Detroit "D-Town" Farm

The Detroit Black Community Food Security Network started an urban farm, called D-Town Farm, to reclaim vacant space in Detroit for farming while also creating a hub for community activism. A city with a history of racial polarization, white flight (and business, tax and capital flight along with it), and economic depression led to a lack of grocery stores and other places to purchase safe and affordable food. Racial redlining also drove supermarket investments away from communities of color in Detroit. Currently, African American communities, which comprise 80 percent of Detroit's population, are also 1.1 miles farther from grocery stores than mostly white communities in that city.

The Network manages a thriving two-acre urban farm in the heart of Detroit. The food produced in this urban farm is only sold within Detroit, where the communities that contribute to this garden are located. The farm is also used as a community center where people can learn about culturally relevant and healthy food, food justice, political agency, and community control over social institutions. As community health and social programs are cut from the city's budget, D-Town Farm serves a safe space for the community to come together.

Conclusion

There are a several diverse strategies we can use to make our community food systems more sustainable and resilient in order to adapt to climate change. It is important to keep in mind, though, that food security does not come from simply establishing an urban farm or grocery store alone. As we've discussed in other parts of this toolkit, community resilience is not achieved by individual projects alone. We must pursue these projects with the goal of creating community-based systems that encourage localized economic growth, social and political empowerment, and a healthy community. Transforming our local food systems and with it our community's relationship to food and each other is one part of that vision.



Resources

Climate Resilience and Food Security: A Framework for Planning and Monitoring

To download the resource, go to www.iisd.org/pdf/2013/adaptation_CREFSCA.pdf

All in Cities Toolkit: Healthy Neighborhoods

Go to allincities.org/toolkit and select “Health Neighborhoods” under “Policy Area.” Select “Healthy Food Business Development.”

“The Healthy Food Financing Handbook: From Advocacy to Implementation”

Go to www.healthyfoodaccess.org and search for “handbook” in the search bar that pops-up when you hover over the magnifying glass icon. Or go directly to http://thefoodtrust.org/uploads/media_items/hffhandbookfinal.original.pdf.

Food Policy Action

To learn more, go to www.foodpolicyaction.org.

“Dig, Eat, and Be Healthy”

Go to www.changelabsolutions.org and select “Childhood Obesity” from the main toolbar. Select “Healthier Food Environments” and find the resource under “Related Publications.” Or go directly to: www.changelabsolutions.org/publications/dig-eat-be-healthy.

EPA Urban Farming Guide

Go to www.epa.gov/brownfields and select “Brownfields and Community Supported Agriculture” under “Initiatives and Partnerships.” Find “Steps to Create a Community Garden or Expand Urban Agriculture” in the “Resources” section. Or, go directly to: www.epa.gov/brownfields/steps-create-community-garden-or-expand-urban-agriculture.

American Community Gardening Association

Go to www.communitygarden.org to learn more and check out the “Resources” section on the main toolbar.

USDA Urban Agriculture Toolkit

Go to www.usda.gov. Search “urban agriculture” in the search bar on the home page. The Urban Agriculture toolkit should be among the top search results. Or go directly to www.usda.gov/sites/default/files/documents/urban-agriculture-toolkit.pdf.

Food Co-op Initiative Guide to Starting a Food Co-op

Go to www.fci.coop and go to the Resources section. Or go directly to: www.foodcoopinitiative.coop/sites/default/files/Startup%20guide-02.2017.pdf

“Green for Greens: Finding Public Funding for Healthy Food Retail”

Go to www.changelabsolutions.org and select “Funding Healthy Changes” from the main toolbar. On this page select “Public Funding for Healthy Food Retail.” Or go directly to: www.changelabsolutions.org/publications/green-for-greens.

Equitable Development Toolkit: Farmers Markets

Go to www.policylink.org and search “farmers market” in the search bar on the website home page. On the search results page select the resource titled “Farmers Market.” It should be

among the top results. Or go directly to: www.policylink.org/sites/default/files/farmers-market.pdf.

To learn more about how to ensure your local farmers' market can accept SNAP, WIC and other program recipients, as well as increase the value of these benefits, see:

<https://www.npr.org/sections/thesalt/2014/11/10/361803607/how-double-bucks-for-food-stamps-conquered-capitol-hill>

Taking Stock: Creating Healthy Changes at Grocery Stores and Small Markets"

Go to www.changelabsolutions.org and select "Creating Healthier Food Environments" under "Tools." "Assessing and Improving Neighborhood Food Stores" is the top resource listed. Or go directly to:

www.changelabsolutions.org/sites/default/files/Taking%20Stock_CX3_CDPH_FINAL_20140410.pdf

My Neighborhood, My Store

Go to www.changelabsolutions.org and select "Healthy Planning" from the toolbar. Select "Creating Healthier Food Environments" under "Tools for Healthy Planning" and find "Assessing and Improving Neighborhood Stores" under "Related Publications." Or go directly to:

www.changelabsolutions.org/sites/default/files/My%20Neighborhood%2C%20My%20Store_CDPH_FINAL_20140410.pdf.

Rural Grocery Tool Kit

For more information go to www.ruralgrocery.org/resources

Appetite for Change

Visit <https://appetiteforchangemn.org/> and check out their video "Grow Food" on YouTube, <https://www.youtube.com/watch?v=PqgU3co4vcl>.

FACT SHEET: Benefits and Barriers

Fact Sheet: Benefits of Urban Agriculture

Improve Access to Fresh Food

Communities of color and low-income communities often lack access to grocery stores and other fresh food retail options. These communities are considered food insecure. Urban agriculture projects such as urban farms or community gardens provide access to fresh and nutritionally rich foods that may otherwise be unavailable to community members. If the urban agriculture project is built around principles of equity and justice, residents of the community will have greater access to affordable, locally produced food.

Create a Space to Commune and Build Community

Community gardens and farms can serve as a safe social space and encourage intergenerational bonding among community members. Some urban farms and community gardens hold cooking lessons, educational sessions about nutrition and food justice, and festivals for community members of all ages.

Can Serve as a Healthcare Hub

Urban agriculture projects can serve as a center for learning. Understanding nutrition and learning how to cook food can allow people to reconnect with the importance of nutrition and culture. Having the skills and resources to cook healthy foods can prevent chronic diseases such as diabetes and heart disease. Urban farms can include where community members can meet with medical professionals in a space that is safe, accessible and comfortable. This is particularly beneficial in communities without adequate healthcare.

Revitalizes Community Spaces

Since urban farms create vibrant spaces within a community, it can lead to overall improved community infrastructure and common spaces. Vacant lots can be repurposed into a garden or farm and turn the space around with little to no cost to the city. Urban agriculture also increases the property values of lots around the garden and increases community safety by providing safe spaces for community members.

Create Green Space

Urban agriculture projects mimic the natural water cycle by filtering and absorbing storm water in order to relieve pressure from sewage and storm water facilities. It also helps reduce pollution of waterways.

Reduces Pollution and Food Miles

Food that is available at supermarkets generally comes from various regions of the United States and of the world, thus the food has to travel a significant number of miles (i.e. food miles) to your grocery store. This contributes to air pollution from transportation. Urban farms that sell locally require less food miles and thus reduce pollution.

FACT SHEET: Quick Guide to Food Cooperatives

Fact Sheet: Quick Guide to Food Cooperatives

What is a Food Cooperative?

A food cooperatives, or food co-op, is a grocery store that is organized as a cooperative. Cooperatives are businesses that are owned and governed by its members who are the people who use the business. Food cooperatives are typically “consumer cooperatives,” meaning that the decisions regarding the products in the store are made by cooperative members. Since decisions are made by community-members rather than outside shareholders, cooperatives are usually run in a more socially responsible way.

Types of Cooperatives

Cooperatives can be either for-profit or non-profit. In both cases, the goal of the cooperative is to generate profits. However, how the profits are handled depends on whether you form a for-profit or a non-profit cooperative.

- **For-profit:** profits are distributed among the members.
- **Non-profit:** profits must be returned to the co-operative's general funds and then used to improve services to members.

Benefits of Food Cooperatives

Access to Fresh and Affordable Produce

Food-insecure communities currently have greater access to fast food and convenience stores with less healthy options than grocery stores. Food Cooperatives can provide access to traditional produce or nutritionally rich foods that may otherwise be unavailable to low-income families and individuals. Food co-ops also lessen the reliance on corporate food companies, which traditionally take money away from low-income communities and communities of color.

Supports local and small agriculture

Cooperatives buy from local farmers and growers and partner with many urban farms and community gardens. It can be difficult for many small-scale farmers to find an avenue for distribution, and co-ops often provide that opportunity.

Social Justice Advocacy

Since a main goal of cooperatives is equity building and sustainable development in their communities, cooperatives can implement programs and business operations through a social justice lens. This can help increase community awareness of local issues and encourage local and state governments to act on issues.

Reduced Environmental Footprint

Food cooperatives provide customers with locally produced food unlike grocery chains that get produce from all over the world. Thus, produce provided by food cooperatives have less food miles associated with them.

Guiding Principles for Cooperatives

- a. Voluntary and open membership: Cooperatives are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.
- b. Democratic member control: Cooperatives are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions.
- c. Cooperatives are autonomous, self-help organizations controlled by their members. If they enter into agreements with other organizations, including governments, or raise money from external sources, they do so on terms that ensure democratic control by their members and maintain their cooperative's independence.
- d. Member economic participation: Members contribute equitably to, and democratically control, the capital of their cooperative. At least part of that capital is usually the common property of the cooperative.
- e. Education, training, and information: Cooperatives provide training, education for their members and staff. They also work to ensure the general public is aware of the work and benefits of the co-op.
- f. Cooperation between cooperatives: Cooperatives work together with other cooperatives to strengthen their goals.
- g. Concern for community: Cooperatives work for equity building and sustainable development in their communities.

FACT SHEET: Food System Stakeholders

Fact Sheet: Food System Stakeholders

Stakeholder	Their Role
Community Members	As those who have the greatest stake in improving community food systems, community members are key allies in creating strength for food justice advocacy. The inclusion of a wide range of community members helps ensure that more voices, backgrounds, and identities are represented in your efforts.
Farmers	Farmers, especially those located in your community and region, can participate in advocating for food justice at the same time that they are ensuring the viability of their businesses. They can also lend support to advocacy aimed at creating agricultural policies that encourage growing healthy food.
Food Manufacturers	Companies turning raw ingredients into finished food products on any scale can play a role in ensuring that the products they produce are healthy for the people who consume them.
Hospital, School, Jail, and Other Large-Institution Administrators	Through large-scale purchasing power, these entities can use their market strength to bring healthier foods into the places where people are. They can also implement wellness policies that support healthier living and eating.
Food Retailers	Businesses that sell food directly to consumers have the ability to respond to a community's demand for certain foods and can sell and promote healthier options. They can also take advantage of incentives for increasing access to healthy food.
Anti-Hunger Advocates and Organizations Providing Emergency Food Assistance	These organizations track food insecurity and lobby officials regarding hunger in the communities they serve. They can help articulate how poverty impacts individuals' ability to access healthy food and can work to ensure all voices working toward change are included.
Leaders of Health Care Organizations	Insurers and other organizations that focus on community health care can incorporate access to healthy food into their mandates, as it helps reduce insured populations' need for health care. These organizations can also galvanize employers to promote workplace wellness as a way to manage health care costs.
Members of Community Groups and Social Justice Organizations	Engaging those already working on transforming communities and addressing residents' needs can contribute a more broadly representative approach. These organizations can help with outreach and ensure that your efforts capture the needs of all segments of your community.
Representatives of	Organizations such as the American Heart Association and the American

National Advocacy Groups	Cancer Society have strong advocacy power at both the state and national levels, and they support efforts to influence policies at these levels of government.
Scientists and Researchers	Researchers studying key food and health issues can be asked to help translate the best available science for you to use as you inform a community's policy considerations. They can also advocate a strong role for independent science in decision-making processes.
Public Health Officials and Educators	These individuals are committed to promoting and protecting health and preventing disease. They can help communities understand how issues related to healthy food access influence public health.

MODULE 12:

Gender and LGBTQ Responsive Climate Resilience



Module 12: Gender and LGBTQ Responsive Climate Resilience

In order for discussions of climate change and climate adaptation planning to be equitable, they must be responsive to all gender identities and to members of the LGBTQ (Lesbian, Gay, Bisexual, Transgender, and Queer) community. Climate change uniquely impacts women and members of the LGBTQ community. We must account for this as we plan for climate change and work to build community resilience. Some of the ways that women and members of the LGBTQ community experience climate change include:

- In the U.S. more than one out of every seven women live in poverty, with 25 percent of Black women and 23 percent of Latinx women living at or below the poverty line. And, more women than men 65 years and older are living in poverty, compounding their needs in adaptation planning.
- Women and persons in the LGBTQ community are disproportionately burdened by poverty, and communities with lower-incomes are hit the hardest by extreme weather events, shifts in agricultural yields, and other impacts of climate change.
- The gender-gap in life expectancy increases during severe disasters, such as hurricanes or flash flooding, particularly in areas where women are already experiencing when the



socioeconomic status of women is low.

- Climate-related weather events disproportionately affect women's health, leading to under-nutrition, health problems, maternal health complications and other climate-sensitive conditions.
- During times of climate disruptions, women and members of the LGBTQ communities experience increased risk for sex trafficking and sexual, reproductive, and gender-based violence.

Throughout this module we use vocabulary that might be new or unfamiliar. Here is a quick guide to some of these terms:

Cisgender refers to the gender identity of a person whose gender and birth sex correspond.

Gender refers to the social differences, roles and expectations accorded to women and men. These roles are learned, can change over time and are influenced by culture, education, class, economic and political environments, the media, crisis and conflicts.

Gender Equity is the process of being fair when addressing the specific needs of women, men, girls and boys. To ensure fairness, strategies must often be available to compensate for women's historical and social disadvantages, which prevent women and men from otherwise operating on a level playing field.

Gender Responsive strategies are when gender norms, roles, and inequalities have been considered, and measures have been taken to actively address them. Such strategies go beyond raising sensitivity and awareness and actually do something about gender inequalities.

Intersex is a term used to describe a condition in which a person is born with a sex that doesn't fit the typical definitions of female or male due to genetic, hormonal or anatomical differences.

Marginalized Gender Identity is a gender orientation that is not cisgender. This includes transgender, intersex, and gender non-binary persons.

Marginalized Sexual Identity is a sexual orientation that is not heterosexual. This includes members of the lesbian, gay, bisexual, asexual, and queer community.

Non-binary is a gender identity that embraces a full spectrum of expression and ways of being that falls outside of the gender and sexuality binary system.

Transgender is a term for people whose gender identity and/or gender expression differs from what is typically associated with the sex they were assigned at birth.

To account for the disproportionate impact that people with marginalized gender and sexual identities experience, members from these groups must be placed into climate change leadership and policy-making positions, and representatives from local communities should be present in all stages of negotiation and planning processes. Women and LGBTQ-identified persons have valuable knowledge and skills as change agents that are needed for to build resilience for communities and families. By ensuring that women, those in the LGBTQ community, and others marginalized by their gender and sexual identities are involved in creating and implementing climate adaptation plans we ensure that the most vulnerable populations have a voice in shaping the climate policies that affect them.



This module provides some strategies on how to protect and empower marginalized gender and sexual identities during weather disasters and other climate-related events. Read on to learn more about how to:

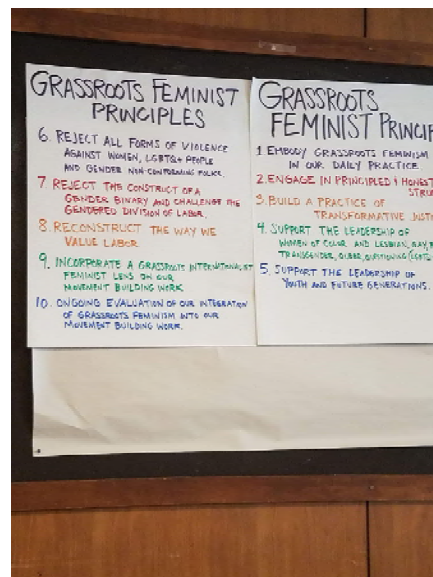
- Increase the representation of women in climate policy
- Advocate through the state's women's legislative caucus
- Prevent sexual violence during extreme weather events
- Promote gender-sensitive disaster preparedness policies and more

Models for Gender and LGBTQ Responsiveness in Climate Resilience

A part of incorporating principles of equity and resilience into climate adaptation work is considering the different ways that people with marginalized gender and sexual identities experience climate change. In this section we outline some specific strategies that we can incorporate into our efforts to be responsive to the needs of these communities.

Increase the representation of marginalized gender and sexual identities in government.

One of the best ways that we can ensure that the voices of women and other marginalized identities are included in climate-related policy and research is by working to increase their representation in politics. Research shows that when women are elected into government, they're more likely to



support international treaties that take action against climate change. Increasing the number of women and members of the LGBTQ community in government is crucial for advancing legislation that promotes climate justice and climate resiliency for vulnerable populations, including children and the elderly.

Our NAACP units can support women and LGBTQ candidates seeking running for office and encourage local political parties to do the same. We need frontline communities to have a voice in the fight against climate change. There are many other organizations that are already doing this work. Consider partnering with one of these organizations.

Emerge America

Emerge America is a training program for democratic women: www.emergeamerica.org.

Climate Hawks Vote

Climate Hawks Vote is a small-scale, grassroots-funded super-PAC founded in 2013 that supports candidates and elected officials whom it identifies as making climate change a top priority. www.climatehawksvote.com

Women's Campaign Fund

The Women's Campaign Fund is the first political action committee in the country to support women candidates: www.wcfonline.org

She Should Run

She Should Run is a nonpartisan organization that provides community, resources, and growth opportunities for aspiring women politicians: www.sheshouldrun.org.

Victory Fund

Victory Fund is an organization committed to increasing the number of openly LGBTQIA+ candidates: www.victoryfund.org.

Way to Win

Way to Win is a resource and strategy hub founded by a group of donors and organizers seeking a new approach to progressive political funding that wins elections, advances transformative policy, and builds lasting power. <https://waytowin.us/>

WokeVote

WokeVote's mission is to invest in the activation, long-term engagement, training and development of new organizers, and mobilization of historically disengaged voters of color. <https://wokevote.us/>

Get involved in a women's legislative caucus and petition them to support policies that advance climate justice and climate resiliency.

Women's caucuses are a great opportunity to advance climate-related policies that center the needs and perspectives of women. While advocating on behalf of women and climate-related legislation, it's important to analyze how low-income women, women of color, women with disabilities, and LGBTQ women experience climate change differently. A state-by-state list of women's caucuses, commissions, and committees are available through the National Conference of State Legislatures' website.

To access go to www.ncsl.org and click on "Legislators and Staff," "The Women's Legislative Network," and scrolling "Women's Legislative Caucuses and Committees." Or go directly to: www.ncsl.org/legislators-staff/legislators/womens-legislative-network/womens-legislative-caucuses-and-committees.aspx. Some states don't have a women's legislative caucus, but the National Women's Political Caucus provides an overview on how to start a state or local caucus. For more information, go to www.nwpc.org/take-action.



Develop protections for potential survivors of gender and sexuality-based violence before, during, and after disasters.

Another strategy that communities can adopt to be more responsive to marginalized gender and sexual identities is to develop protections for potential survivors of gender-based and sexuality-based violence before, during, and after natural disasters. This includes establishing accountability and consequences for offenders. These protections can be factored into community disaster planning (see “Module 10: Emergency Management”).

From the beginning of the disaster, gender-based and sexual-based violence should be prioritized in intervention strategies. Involving women, rape crisis centers, members of the LGBTQ community, and domestic violence organizations in the planning of evacuation process can assist in prioritizing issues revolving around gender-based and sexual-based violence. If possible, create separate cohabitation and sleeping areas for men and women. Ensure that transgender and non-binary persons have access to safe shelters with accommodating bathrooms and other gender-inclusive services. Purchasing locks for tents, wristband alarms, and providing off-the-grid warning signals, such as flares, are other ways to try to decrease violence against women, girls, and those in the LGBTQ community.

How to find a crisis center:

RAINN, the Rape, Abuse, and Incest National Network is the country's largest anti-sexual violence organization. To find a local center, go www.centers.rainn.org/.

For more information on including sexual violence considerations in disaster planning, read *Sexual Violence in Disasters: A Planning Guide for Prevention and Response*, by the National Sexual Violence Resource Center. Both a Spanish and English version are available online. Go to www.nsvrc.org and look in their “Publications” page or go directly to: www.nsvrc.org/publications/nsvrc-publications/sexual-violence-disasters-planning-guide-prevention-and-response

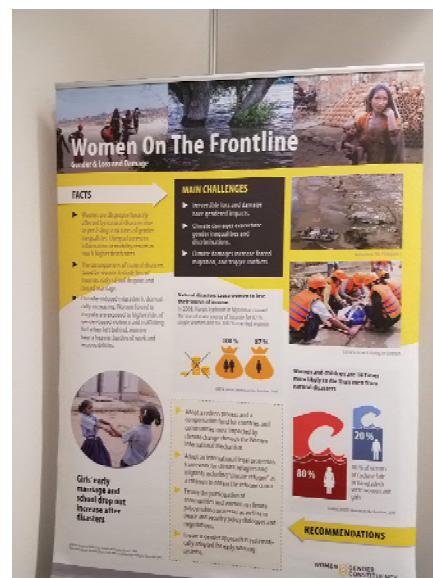
Ensure that LGBTQ community members have access to resources and support during climate-related disasters.

ECJ committees can ensure that the LGBTQ members or the community have access to resources and support during climate-related disasters by connecting with a local LGBTQ community center or organization and asking if they provide disaster relief resources.

For example, in the wake of Hurricane Harvey, the Montrose Center— Houston’s LGBTQ counseling and community center— created an LGBTQ Disaster Relief Fund to support LGBTQ community members impacted by the storm. The Transgender Foundation of America, a Houston-based transgender advocacy organization, also established a separate relief fund to assist Gulf Coast trans, intersex, and nonbinary survivors recover from the hurricane.

If the local LGBTQ center or organization doesn't provide emergency relief resources, then NAACP units can work with them to start one together. In advancing climate resiliency, it's critical to take a proactive and collective approach; relief funds and need to be established long before the next disaster hits. In many communities, some of the only accessible first responders after a storm are churches and other faith institutions, which may discriminate against aiding LGBTQ residents. In fact, in some cases local and national faith leaders might scapegoat sexual and gender minorities for causing the natural disaster.

By ensuring that separate relief funds are established by the local LGBTQ organization(s) before a natural disaster occurs we can help ensure that all community members stay safe after natural disasters, regardless of their sexuality or gender identity



How to find a local LGBTQ center:

CenterLink, a national organization that supports the growth of LGBTQ centers, provides an interactive map to help locate a nearby LGBTQ center:

www.lgbtcenters.org/LGBTCenters.

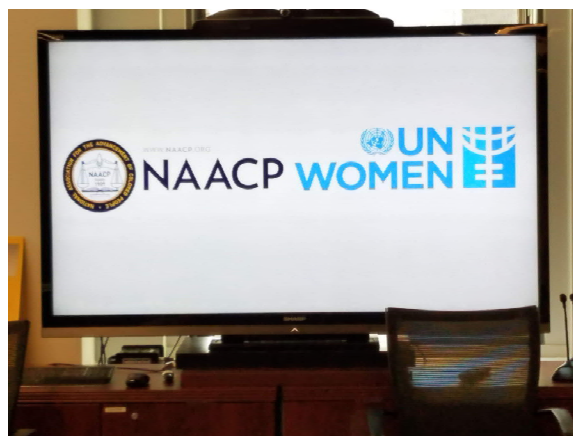
Black Trans Advocacy, a nationwide advocacy group for black trans persons, has a link to locate state chapters, as well as a guide for starting a state chapter. Visit www.blacktrans.org and select the "Local Community" page under "Get Involved".

Support property and land rights for women.

According to the Food and Agriculture Organization of the United Nations, only 13.7 percent of agricultural holders in the United States are women. As the over-use of resources and climate-related events like droughts and storms continue to strain our natural resources, ensuring that women have access to property and land rights can help sustain their survival and the survival of their families by supporting economic, food, and water security, as well as access to safe shelter. Increasing the number of women property owners can also help advance climate

resilient policies for landowners and farmers, as research shows that stakeholders who have insecure rights to land are less likely to practice conservation and climate resiliency.

One way to support women's property rights is by establishing a homeownership fund for women, particularly one that serves low-income women and single mothers. An example is the Women's Fund of Greater Birmingham, Alabama created a Stepping into Homeownership Initiative in 2013 that helps single mothers build their credit score, increase their savings and move into newly purchased homes. Since its launch, the initiative has provided housing support to more than 6,000 Birmingham women.



To learn more about the Women's Fund of Greater Birmingham's Homeownership Initiative, visit www.womensfundbirmingham.org or www.homewardbhm.com.

The Women, Food & Agriculture Network is also working to increase the ability of women to have access to farmland – as renters and owners, and is working with women land owners to shift production to more sustainable methods. Some members live and work in urban and suburban settings. To learn more, visit: www.wfan.org. While based in the Midwest, the group's membership is national and has contacts to help nationally.

Facilitate networking and knowledge sharing between grassroots women.

Climate change is a global issue, and requires a global response. Across the world, marginalized gender identities are on the frontlines of the fight against climate change. Even as we work on the local level to advance climate change resilience, we can also promote the sharing of strategies, information, and resources with communities across regions, countries, and the globe.



For example, The Coastal Women for Change (CWC) from Biloxi, Mississippi is a member of Oxfam's Sisters on the Planet project, a network of American women concerned about climate change and its effect on women and lower income people. As a result of this partnership, CWC members have traveled to Copenhagen and other cities around the world to share their stories and hear from other grassroots women advancing climate justice.

One of the benefits of the NAACP is that we have units all across the country. This affords us the ability to connect with other units who might be able to share stories that demonstrate how they are integrating gender equity into their climate resilience efforts. We also have the ability to

partner with global organization committed to uplifting the perspectives and activism of women against climate change.

One potential global partner is The Women's Earth & Climate Action Network—an organization that engages women worldwide to take action as powerful stakeholders in climate change and sustainability solutions. Learn more at wecaninternational.org/supporting-organizations. Another potential partner is the Women's Global Call for Climate Justice, a global campaign of women advocating for climate resiliency. Learn more at womenclimatejustice.org/about/. Both organizations also have helpful resources and policy strategies on their websites.

Hurricane Katrina and the Coastal Women for Change

The devastation caused by Hurricane Katrina disproportionately affected marginalized gender identities. An estimated 83 percent of single mothers were unable to return to their homes after Hurricane Katrina for a full two years after the storm, and an estimated two-thirds of jobs lost after Hurricane Katrina were held by women. After a natural disaster like a hurricane hits a community, oftentimes the only jobs available are in construction and other heavily male-dominated fields. This gendered division of labor disproportionately hurts women. As discussed earlier in the, women's poverty also exacerbates the effects of natural disasters; when hurricane Katrina struck the Gulf Coast, 26 percent of the women residing in New Orleans lived below the poverty line, and 35 percent of Black women in Louisiana were officially designated as poor.

In the wake of Katrina's destruction, 25 women ages 18 to 82 got together in East Biloxi to talk about life after the storm and how to prepare for the next one. The meeting birthed Coastal Women for Change (CWC), an organization committed to uplifting the needs and voices of Gulf Coast women as they prepare for climate resiliency. Combining grassroots organizing and advocacy with a focus on disaster preparedness, reproductive justice, and poverty alleviation, the organization seeks to uplift the voices of Gulf Coast women on the frontlines of our collective struggle against climate change.

The NAACP unit in Biloxi partnered with the CWC to draft a plan to address the area's housing crisis, create hurricane preparedness kits, work with local transit to develop evacuation plans, and advocate for legislation that prioritizes the needs of residents with lower-income, women, and the elderly to ensure that no resident is left behind.

“Although the whole Gulf Coast was devastated, the poor were hit hardest as they had no resources to fall back on, and women most of all, especially single mothers with no housing or childcare who were forced to leave their children with strangers so that they could look for work. But women are fighting back, from Biloxi to Bangladesh. From using hand cranked radios that give advance warning of threatening storms to planting drought resistant seeds, women are on the front lines on the battle against climate change. And we must help them.”

-Sharon Hanshaw of Biloxi, MS, the director of Coastal Women for Change

Advocating for Gender and LGBTQ Responsive Policies

Perhaps more than any other topics covered in this toolkit, Gender Responsiveness overlaps and intersects with other components of community resilience in climate adaptation. We've listed core principles and policy strategies below, but gender responsiveness should be incorporated into all policy advocacy rather than seen as its own policy category.

Core Principles

1. Increase the representation of marginalized gender and sexual identities in government and in all stages of the negotiation and planning phases of climate adaptation planning
2. Support the grassroots leadership of women of color and LGBTQ people.
3. Develop and enforce protections for potential victims of gender-based and sexuality-based violence before, during, and after disasters
4. Uphold property and land rights for women
5. Support and invest in educational programs for women and girls, including special initiatives to recruit and support engagement in Science, Technology, Engineering, and Mathematics (STEM)



Gender Responsive Methodology

ECJ Committees and other community-based groups working on climate adaptation planning can establish methods to measure the extent to which gender and sexuality responsiveness is incorporated into policy advocacy and encourage local policy makers to do the same. In practice, this means that policymakers will incorporate a consideration of how policies to build climate resilience impact all genders and sexual identities. This is a strategy in policymaking that aims to ensure that the needs of marginalized gender and sexual identities, including women and people in the LGBTQ community, are met. Policy-making bodies should adopt and enforce methodologies and practices to address gender inequalities.



Conclusion

People with marginalized gender identities, like women and members of the LGBTQ community, are disproportionately impacted by climate change. In community-driven planning, we should take on gender responsive practices that recognize this differential impact. That means incorporating the themes and ideas in this module into all the other strategy areas covered in this toolkit.



Resources

“Women, Disasters, and Hurricane Katrina” by the Institute for Women’s Policy Research

Go to www.iwpr.org and select “publications” from the main toolbar. Type “Women, Disasters, and Hurricane Katrina” into the search bar labeled “Keyword” and select the first result. Or go directly to www.iwpr.org/publications/pubs/women-disasters-and-hurricane-katrina.

“Gender Inclusion for Social Resilience” by the Global Gender Program

Go to www.humanitarianresponse.info and search “gender inclusion for social resilience” in search bar. Find a document by the same name listed in the results. Or go directly to: www.humanitarianresponse.info/system/files/documents/files/Gender-Inclusion-for-Social-Resilience-A-Key-Factor-in-Disaster-Reduction-Relief-and-Recovery.pdf

“Sexual Violence in Disasters” by the National Sexual Violence Resource Center

Go to www.nsvrc.org and select “Projects” in the menu that appears when you hover your cursor over “Resources.” Find “Preventing Sexual Violence in Disasters.” Or go directly to: www.nsvrc.org/sites/default/files/Publications_NSVRC_Guides_Sexual-Violence-in-Disasters_A-planning-guide-for-prevention-and-response_0.pdf

“Gender and Climate Change: Mapping the Linkages” by Bridge

Go to www.worldbank.org and search “Gender and Climate Change: Mapping the Linkages” in the search bar (locate the magnifying glass and select to search). Find the resource listed among the top search results. Or go directly to: siteresources.worldbank.org/EXTSOCIALDEVELOPMENT/Resources/DFID_Gender_Climate_Change.pdf

“What Would It Take to Strengthen Women’s Land Rights?” by the Research Program on Water, Land and Ecosystems

Go to wle.cgiar.org and select “Big Questions” under “Thrive Blog” on the main toolbar and find the resource listed among the results. Or go directly to: wle.cgiar.org/thrive/big-questions/what-would-it-take-strengthen-womens-land-rights/role-civil-society-and

“Gender and Resilience” by Braced

Go to www.odi.org and search “gender and resilience” in the search bar. Find the resource by the same name among the search results. Or go directly to: www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9890.pdf

UC Davis LGBTQIA Resource Center

Go to <https://lgbtqia.ucdavis.edu/>.

Groups Working on Gender and Climate Change

Arcus Foundation, www.arcusfoundation.org

Black Mesa Water Coalition, www.blackmesawatercoalition.org

Black Women's Health Alliance, <https://www.pbwha.org/>

Black Women's Roundtable, <https://www.ncbcp.org/programs/bwr/>

Black Women for Wellness, www.bwwla.org/

Climate Parents, www.climateparents.org/

Coastal Women for Change, www.cwcbiloxi.org

Deep South Center for Environmental Justice, <http://www.dscej.org/>

Feminist Taskforce, <https://feministtaskforce.org/>

Forward Together, <https://forwardtogether.org/>

Gender CC, www.gendercc.net

Georgia WAND, www.gawand.org

Global Fund for Women, www.globalfundforwomen.org

Grassroots Global Justice Alliance, www.ggjalliance.org

Gullah Greechee Nation, <https://gullahgreecheenation.com/>

Gwichi'in Steering Committee, <http://ourarcticrefuge.org/>

Hapahi, <http://www.hapahi.org/>

Huairou Commission, <https://huairou.org/>

INOCHI Women for Safe Energy, <http://www.inochi.us/women-for-safe-energy/>

Just Associates, <https://justassociates.org/>

LGBT Health Task Forces, www.thetaskforce.org

Mocha Moms, www.mochamoms.org

Moms Clean Air Force, <https://www.momscleanairforce.org/>

Moms Rising, <https://www.momsrising.org/>

Mothers Out Front, <https://www.mothersoutfront.org/>

New Orleans Women's Health Center, <http://www.womenshealthcarecenter.com/>

New Voices Pittsburgh, <http://www.newvoicespittsburgh.org/>

Oxfam USA, <https://www.oxfamamerica.org/>

Planned Parenthood, <https://www.plannedparenthood.org/>

Population and Development, <https://www.cgdev.org/topics/population>

Sister Song, <https://www.sistersong.net/>

Sociologists for Women in Society, <https://socwomen.org/>

TEWA Women United, <http://tewawomenunited.org/>

United Methodist Women, <https://www.unitedmethodistwomen.org/>

The Women's Foundation of California, www.womensfoundca.org

US Climate Action Network, <https://www.usclimatenetwork.org/>

Women of Wind Energy, <https://wrisenergy.org/>

Women's Earth Alliance, <http://womensearthalliance.org/>

Women's Earth and Climate Action Network, <https://wecaninternational.org/>

Women's Environmental Development Organization, www.wedo.org

Women of Color Speak Out, <https://wocspeakout.com/>

Women with Vision, <http://wwav-no.org/>

FACT SHEET: Gender and LGBTQ Vocabulary Guide

Fact Sheet: Gender and Sexuality Vocabulary Guide

Cisgender [sis-jen-der]

A term used to describe the gender identity of a person whose gender and birth sex correspond. This term describes people who are not transgender or gender nonconforming.

Gender

A term that refers to the social differences, roles and expectations accorded to women and men. These roles are learned, can change over time and are influenced by culture, education, class, economic and political environments, the media, crisis and conflicts.

Gender Equity

The process of being fair when addressing the specific needs of women, men, girls and boys. To ensure fairness, strategies must often be available to compensate for women's historical and social disadvantages, which prevent women and men from otherwise operating on a level playing field.

Gender Responsive

A set of strategies that considers gender norms, roles, and inequalities and takes measures to actively address them. Such strategies go beyond raising sensitivity and awareness and actually do something about gender inequalities.

Intersex

A term used to describe a condition in which a person is born with a sex that doesn't fit the typical definitions of female or male due to genetic, hormonal or anatomical differences.

LGBTQ

An acronym for "lesbian, gay, bisexual, transgender, and queer."

Marginalized Gender Identity

A gender orientation that is not cisgender. This includes transgender, intersex, and gender nonbinary persons.

Marginalized Sexual Identity

A sexual orientation that is not heterosexual. This includes members of the lesbian, gay, bisexual, asexual, and queer community.

Non-Binary

A term to describe is a gender identity that embraces a full spectrum of expression and ways of being that falls outside of the gender binary system.

Sexuality Responsive

A set of strategies that considers norms, roles, and inequalities related to sexual identities and takes measures to actively address them. Such strategies go beyond raising sensitivity and awareness and actually do something about these inequalities.

Transgender

A term for people whose gender identity and/or gender expression differs from what is typically associated with the sex they were assigned at birth.

MODULE 13:

Housing



Module 13: Housing

No matter where a person lives, housing plays a central role in everybody's life. Safe and affordable housing is a human right and a necessary component of a climate resilient community. As it is, many people in the United States are struggling to afford decent housing in a safe environment. In this module we discuss multiple ways to build resilience into the places we live.



Remember, resilience is not only about being able to “bounce back” from the impacts of climate change. We build resilience by addressing the root causes of climate change and transforming the social and economic conditions in our communities. With this in mind, community resilience is achieved when housing conditions allow people to lead safe, health, and productive lives at all times—not only in the face of a disaster.

Some of the ways we can achieve this include:

- Ensuring that affordable housing is available and located in safe environments
- Passing and enforcing strong tenant rights policies and anti-displacement protections
- Establishing planning practices that ensure the stability of affordable housing options after natural disasters or redevelopment projects
- Pursuing methods of community ownership and control over housing
- Improving infrastructure for affordable housing, especially housing located in areas that are vulnerable to the impacts of climate change (i.e. flooding)
- The list goes on...

In this module we discuss the relationship between housing and community resilience and introduce several strategies for equitable housing that can be incorporated into community-driven climate change adaptation plans.

Gentrification and Displacement

Gentrification is when urban, working-class, and communities of color that have suffered a history of disinvestment become wealthier, whiter communities and push the people who used to live there out. Gentrification occurs in areas where land is cheap compared to other parts of the city or region and where the potential to turn a profit by repurposing structures or building new ones is great. As wealthier people arrive in these areas, rents and property values increase and the character and culture of the area also changes.

There are different ways to define the terms “gentrification” and “displacement.” We like the way the grassroots organization *Causa Justa: Just Cause* defines these terms:

Gentrification is the profit-driven racial and class reconfiguration of urban, working-class and communities of color that have suffered from a history of disinvestment and abandonment.

Displacement is the out-migration of low-income people and people of color from their existing homes and neighborhoods due to social, economic, or environmental conditions that make their neighborhoods uninhabitable or unaffordable.

For more information about *Causa Justa: Just Cause* check out their website www.cjjc.org.

Across the United States, gentrification is rapidly changing our cities at the expense of the people who have long called their neighborhoods home. Climate change dramatically accelerates this process by forcing people who are unable to afford the technology and resources that are needed to deal with the changing conditions out of their area. Another form of “climate gentrification” occurs where wealthy people living in coastal areas threatened by sea level rise are moving inland and driving up property values, and thus taxes for people living in more modest neighborhoods. The city of Miami, FL, for example, is now investigating how to protect current residents from being financially displaced.

Entire islands and coastlines are being lost to sea level rise and extreme weather. The Internal Displacement Monitoring Centre estimates that in 2014 19.3 million people were forced to flee their homes because of natural disasters. People who do not have the money or other resources to protect their homes, rebuild, or peacefully resettle (gentrification is common in areas that have just experienced disaster) are uprooted and displaced, forced to move somewhere new where they might not know anyone or have any job leads.

Without passing strong policies to prevent gentrification, there is a risk that implementing climate resilience projects will increase displacement and gentrification. Private real estate developers with financial interests will seek to capitalize on climate change by charging more properties that have resilience measures in place. Gentrification disguised as “redevelopment” is also common after major weather events or natural disasters.

While gentrification may bring much-needed improvements to neighborhoods, like grocery stores and green space, displacement prevents these changes from benefitting the people who need these investments the most. As opposed to causing displacement, climate justice solutions seek to build local wealth so that a community can become more resilient.

Right of Return

The “right of return” is a principle drawn from the Universal Declaration of Human Rights and the International Covenant on Civil and Political Rights. It states that refugees who wish to return to their homes should be allowed to do so at the earliest possible date, and that compensation should be paid for the property of those choosing not to return.

Models for Resilience in Housing

In building community resilience, there are several strategies that we can use to build resilience in the places we live. In this section we outline several strategies that can be incorporated into climate resilience planning. Check out the “Resources” section for more information about the strategies described here and additional strategies.



Community Land Trusts

Community land trusts (CLT) are areas of land owned by the local government or a nonprofit community-based corporation. Residents of the land and/or other community members typically control these corporations. Organizing property ownership through CLT is one way to ensure long-term housing affordability while also establishing shared governance structures and community commons that give residents the power to meaningfully participate in development. Through policy and budget allocation, municipalities can support to the establishment, funding, and maintenance of CLTs.

Cooperative Housing

A housing cooperative is formed when community-members join on a democratic basis to own and/or control the housing in which they live. Housing cooperatives offer a participatory approach to affordable housing. Similar to Community Land Trusts, cooperatives usually form a not-for-profit cooperative corporation. Cities can support cooperative housing models in many ways including by offering subsidies and accessible financing options, streamlining processes, establishing long-term leases on city land, supporting urban land trusts, etc.

Limited Equity Housing Cooperatives (LEHCs) are housing cooperatives that offer ownership opportunities to lower income households while limited the return from resale that they can receive from the housing. This is in contrast to market rate cooperatives, where memberships can be transferred at market value. LEHCS can be established when apartment building tenants join together to purchase their building and share in permanently affordable and democratically controlled home ownership.

We talk more about cooperative housing models in the section below, “Starting a Housing Cooperative.”

Tenant Protection Policies

One effective way to fight gentrification and displacement is through strong tenant protection policies, such as just cause eviction controls, anti-harassment policies, right of first refusal policies, and rent control policies. In addition to advocating for these policies, enforcement is key to ensuring that policies actually have their intended impact. For various reasons tenant protection policies often go unenforced. Enforcement efforts need to be funded, staffed, and undertaken proactively

For more information about the various kinds of tenant protection policies, check out the Fact Sheet at the end of the module, “Quick Guide to Tenant Protection Policies.”

Passing Policies for Resilience in Housing

Advocating for public policy is a key strategy to protecting the community from displacement and gentrification and in doing so build climate resilience. In fact, many of the strategies rely on policy reform on the state or local level. This section outlines core principles that should be upheld in implementing public policy to prevent displacement and gentrification as well as several examples of policies that advance these principles. Don't forget to check out "Module 4: Passing Policy for Climate Resilience" for more information on how to write and pass public policy.



Core Principles

1. Ensure that climate adaptation strategies do not needlessly displace populations
2. Develop equitable relocation and resettlement procedures that secure the rights of households to land in safe areas in the event of unavoidable displacement
3. Stop redevelopment practices that prioritize middle to high income households and displace low-income and other historically marginalized groups
4. Protect and enforce renter rights and anti-displacement protections
5. Establish zoning and planning practices that ensure the stability of affordable housing developments and existing communities after disaster, infrastructure improvement, or development project
6. Ensure that the legal rights of citizens fighting against displacement and gentrification are upheld and protect the rights of tenants to organize and collectively bargain

Sample Policies

In the table, below we outline policy examples that advance the core principles listed above. For each policy solution we've outlined in the table below we have also provided an example of where this policy has already been implemented along with the policy avenue that was used to pass the policy (i.e. through the state legislature, a local ordinance, etc.) along with a link to more information. Keep in mind that these are examples that shouldn't necessarily be completely replicated, but used as examples of real policy solutions.

Table 1: Sample Housing Policies

Policy Description	Example Policy
<p>Community Land Trusts</p> <p>Community land trusts (CLT) are areas of land owned by the local government or a nonprofit community-based corporation. Residents of the land and/or other community members typically control these corporations. Organizing property ownership through CLT is one way to ensure long-term housing affordability while also establishing shared governance structures and community commons that give residents the power to meaningfully participate in development. Through policy and budget allocation, municipalities can support to the establishment, funding, and maintenance of CLTs.</p>	<p>Policy, Location: Chicago Community Land Trust, Chicago, IL</p> <p>Policy Avenue: City Council Ordinance</p> <p>Summary: The Chicago Community Land Trust (CCLT) was established by the City of Chicago to help preserve affordable housing. The CCLT is a non-profit corporation, but the Mayor with City Council consent appoints the board of directors.</p> <p>More Information: https://www.cityofchicago.org/city/en/depts/dc/d/supp_info/chicago_communitylandtrust0.html</p>
<p>Housing Trust Fund</p> <p>Housing trust funds (HTF) are funds established by cities, counties, or state jurisdictions to set aside public revenue for affordable housing. Funds for HTFs are typically administered by a public agency. Housing trust funds help sustain funding for affordable housing by shifting funding from annual budget allocations to the commitment of dedicated public revenue. Housing Trust Funds can be established on the city, county, and state levels.</p>	<p>Policy, Location: The National Housing Trust Fund, National</p> <p>Policy Avenue: Housing and Economic Recovery Act of 2008 (Federal)</p> <p>Summary: The National Housing Trust Fund (NHTF) is a federal affordable housing program that works with federal, state and local efforts to build, preserve, and rehabilitate affordable housing for families and individuals with the lowest incomes. NHTF is a dedicated program, not subject to Congressional appropriations.</p> <p>More Information: http://nlihc.org/issues/nhtf</p>

<p>Just Cause Eviction Ordinance</p> <p>Just cause eviction controls are laws that protect renters by ensuring that landlords may only evict renters if they have proper cause, such as a tenant's failure to pay rent or property destruction. These laws protect tenants, especially in gentrifying neighborhoods, by preventing landlords from evicting tenants in order to obtain higher rents. Local policy makers typically institute these laws.</p>	<p>Policy, Location: Seattle Just Cause Eviction Provisions, Seattle, WA</p> <p>Policy Avenue: City Council Ordinance</p> <p>Summary: Seattle's just cause eviction ordinance prevents landlords from arbitrarily rental agreement and defines "just cause" for evictions.</p> <p>More Information: http://www.seattle.gov/dpd/codesrules/codes/justcauseordinance/default.htm</p>
<p>Legal Assistance to Prevent Eviction</p> <p>Especially in gentrifying areas, legal representation for low-income renters facing the possibility of eviction can prevent displacement. Individuals are not guaranteed the right to council in civil cases such as eviction cases. This often creates an uneven power balance and lopsided legal proceeding, as tenants represent themselves against landlords who might have greater access to legal representation. Cities can institution programs that provide legal assistance to low-income renters racing eviction to help prevent evictions and gentrification.</p>	<p>Policy, Location: New York City Eviction Protection, New York City, NY</p> <p>Policy Avenue: City Council Ordinance</p> <p>Summary: New York City is the first city in the nation to provide legal assistance to all low-income tenants in housing court.</p> <p>Policy Language: http://legistar.council.nyc.gov/LegislationDetail.aspx?ID=1687978&GUID=29A4594B-9E8A-4C5E-A797-96BDC4F64F80</p>
<p>Rent Control</p> <p>Rent controls protect tenants from excessive rent increases by creating rules for reasonable and gradual rent increases. These rules help stabilize the housing market and slow the pace of rapidly escalating rental prices.</p>	<p>Policy, Location: Rent Control, San Francisco, CA</p> <p>Policy Avenue: Ballot Initiative</p> <p>Summary: San Francisco's rent control law covers most rental property in San Francisco. If you live in San Francisco, you are usually covered by rent control.</p> <p>More Information: https://www.sftu.org/rentcontrol/</p>

Starting a Housing Cooperative

A housing cooperative (co-op) is a corporation in which residents share ownership of a building. Co-op member-owners work together to reach mutual goals through processes of democratic control and decision-making. Starting a housing cooperative is a non-market based approach to housing and community development. Below we outline how to plan, start, and maintain a housing cooperative. For more details check out the Cooperative Housing Development Toolbox, listed in the “Resources” section.



Before Starting a Housing Cooperative

Meet with your ECJ Committee, unit, or team to:

1. Survey the community and determine the need and interest for a housing cooperative in your community. If establishing a housing cooperative meets a community need and there is interest among your committee and other members of the community, proceed with the planning process!
2. Identify key objectives for starting a housing cooperative. Good questions to ask include:
 - a. What is the target audience for this project?
 - b. What housing need does this project fulfill?
 - c. How is this project helping make our community more resilient?
 - d. Is the cooperative meant to serve a particular group?

3. Decide what type of housing cooperative best meets the community's needs. There are three primary modes:
 - a. **Limited Equity:** This type of co-op limits each unit's equity appreciation (hence being called a "limited equity" co-op). This model has the potential to offer long-term affordable housing. When a member-owner sells their share in a limited equity co-op, any return on the sale is limited by a pre-determined formula (i.e. zero/no equity, shared equity, limited resale, etc.)
 - b. **Market Equity:** In a market equity co-op, units are bought and sold at market value. Market rate co-ops run similar to a condominium—the major difference being that residents do not own a specific piece of property, but instead own a share of the cooperative corporation that owns the building.
 - c. **Leasehold:** A leasehold co-op leases property from a landlord or non-profit organization, and operates the building collectively as a cooperative. In other words, leasehold co-ops are like hybrids of rental and cooperative. Unlike other housing co-ops where members have considerable ownership stake in the property, members do not have any ownerships in a leasehold co-op.
4. Identify project team members. For this project, the ECJ Committee will probably want to develop a cooperative development team. This team will collaborate with a range of specialists. Here are some roles to fill:
 - a. **Co-Developer or Development Partner:** Bring cooperative experience/expertise to the team, including: accessing to predevelopments, arranging financing, sharing risk, project marketing, and member training.
 - b. **Lenders and Funders:** Works with the team and other co-developers/partners to secure project funding.
 - c. **Market Analyst:** A market analyst can help the team figure out how the project fits into the housing market for the target audience. They should have experience with housing cooperatives.
 - d. **Marketing Agent:** Individuals responsible for marketing/helping market the cooperative. This includes responding to questions about the technical aspects of cooperatives.
 - e. **Cooperative Attorney:** Counsels on all legal matters related to starting and maintaining the cooperative.
 - f. **Project Architect/Engineer:** Mix of technical expertise and creativity to assist members with the process of designing the cooperative.
 - g. **Contractor:** If the cooperatives will allow significant customization by buyers, the contractor will bring custom home/building experience.
5. Select the site and develop the concept. There are several different ways that the co-op can be developed. For example, a group of people may come together, decide they want to work together to form a housing co-op and begin identifying potential sites or resources. Or, tenants already in a place may come together and decide that they would be better served by banding together, buying their building and converting it to a

resident-owned co-op. In any case, the location and concept for the co-op should be specifically tailored to meet the objectives outlined in step two.

Starting a Housing Cooperative

After setting objectives, gathering a team, and planning the concept it is time to take the steps to start the housing cooperative. Meet with the team to:

1. Complete development and operating pro forma. The pro forma for a co-op housing project should include
 - a. A replacement reserve, an account which fund can be drawn for capital improvements such as roof repair, water/sewer repairs, etc.
 - b. An operating reserve, which protects the cooperative and its members from unanticipated increases in operating expenses, such as property tax hikes or utility rate increase.
 - c. And prefunded training reserve, a fund that sets aside money up front to pay for board and member training, including attending workshops or paying for consultants.
2. Decide how to finance the cooperative. One of the most critical decisions you'll make is about the right mix of financing for the project. This dictates for whom the project will serve and the development timeline. Housing cooperatives can be financed through any mix of three sources
 - a. Individuals' equity: equity is the down payment invested by members. Depending on the project, it might be a good idea to ask a buyer for a down payment that ranges from a minimal to full amount.
 - b. Share loans to individual buyers: a buyer can sometimes supplement their down payment with a loan from a lender that serves the housing cooperative market. These loans are made to individual buyers that are secured by the member's share in the co-op.
 - c. Blanket loans to the cooperative: blanket loans are secured by the property that is owned by the cooperative. Members of the cooperative each pay their share of this blanket debt as part of their monthly charges.
3. Complete any architectural or engineering work that the cooperative site requires. Be sure that any work you do has been included in the budget documents outlined earlier.
4. Market the cooperative to the target audience. Keep in mind that this group may have little or no knowledge of housing cooperatives or how they work. In addition to explaining the co-op concept, communicate the benefits as well as conditions of being a part of the co-op.
5. Work with the people on the team with legal expertise to prepare the legal documents required, including articles of incorporation, bylaws, house rules, management

agreement, management agreement, occupancy agreement, and/or subscription agreement.

6. Educate and train members on the various aspects of being a part of the co-op, including the sales process, the nuances of the legal documents, the various roles and responsibilities within the co-op, etc.
7. Host the first annual meeting. At this meeting, the cooperative elects its first board of directors, chooses its committee members (or whatever democratic governing structure that is collectively decided), and formally takes the rein of control and decision-making from the developer.

After Starting a Housing Cooperative

1. Celebrate the hard work and job well! Starting a housing cooperative is hard work, with lots of technical steps. Appreciate the work and service you've done for the community.
2. Write and send thank you notes to everyone that helped start the housing cooperative.
3. Consider hosting a “grand-opening” celebration for the housing cooperative. Invite members of the community to come and see the new project, learn how it works, and how to get involved.
4. Meet with the ECJ Team regularly to make sure that the housing co-op project is meeting the vision for housing resilience that it was originally designed to support.

Cooperative Housing Development Toolkit

To download the complete toolkit, which includes more details on how to successfully develop a housing cooperative, go to www.uwcc.wisc.edu/ and navigate to “Research and Publications” or go to www.uwcc.wisc.edu/pdf/Cooperative_housing_Communitydev.pdf.

PolicyLink Equitable Development Toolkit: Limited Equity Housing Cooperatives

Go to www.policylink.org and search for the resource in the search box, or go to www.policylink.org/sites/default/files/limited-equity-housing-cooperatives.pdf.

National Association of Housing Cooperatives: Starting a New Cooperative

Go to www.coophousing.org and navigate to the “Resources” section or go to www.coophousing.org/resources/owning-a-cooperative/starting-a-new-cooperative/.

Cooperative Housing Information Center

Go to www.housinginfo.coop.

Conclusion

We cannot expect our communities to be able to come together and stay together in the fight for climate justice if we don't have the basic need of safe and affordable housing. Access to housing is already an issue that many of our communities are struggling with, and climate change will make this struggle worse. In order to address this, we must include strategies to secure safe and affordable housing in community-driven climate adaptation plans.

Resources

PUSH Buffalo

The mission of PUSH Buffalo is to mobilize residents to create strong neighborhoods with quality, affordable housing; to expand local hiring opportunities; and to advance economic and environmental justice in Buffalo.

<https://www.pushbuffalo.org/>

Cooperative Housing Development Toolkit

Go to www.uwcc.wisc.edu/ and navigate to “Research and Publications” or go to www.uwcc.wisc.edu/pdf/Cooperative_housing_Communitydev.pdf.

Development without Displacement: Resisting Gentrification in the Bay Area

Go to www.cjic.org and navigate to “Publications” or go directly to www.cjic.org/wp-content/uploads/2015/11/development-without-displacement.pdf.

Housing Trust Fund

<https://housingtrustfundproject.org/>

Housing in America: Integrating Housing, Health, and Resilience in a Changing Environment

Go to www.americas.uli.org and navigate to the “Publications” section, or go directly to www.americas.uli.org/report/housing-in-america-housing-health-resilience/ to download the report.

PolicyLink Equitable Development Toolkit

Go to www.policylink.org and navigate to the “Equitable Development Toolkit,” then “Affordable Housing.”

FACT SHEET: Quick Guide to Tenant Protection Policies

Fact Sheet: Quick Guide to Tenant Protection Policies

Just Cause Eviction Ordinances

To prevent low-income tenants from being unfairly evicted from their homes, cities should implement just cause ordinances that list the “just causes” for eviction and legal rights for tenants faced with evictions. These ordinances should require an adequate window of time for tenants to respond to eviction notices and relocation benefits for no-fault evictions. Just cause eviction ordinances are implemented at the city level.

Anti-Harassment Policies

Even when there are eviction protections in place, landlords may still push tenants out of their homes through various forms of harassment and/or neglect. For example, landlords might become unresponsive to basic property maintenance and repairs. These kinds of actions and inactions can make housing conditions uninhabitable for low-income tenants who might have few other options. Cities can implement policies that prohibit tenant harassment by clearly defining what constitutes as harassment.

Right of First Refusal Policy

Cities can set limit on the number of “buy-out” offers that landlords can make to each tenant within a single building and establish systems to oversee and enforce these policies. These policies can help maximize opportunities for existing residents to stay in their homes.

Local Relocation Policies

Strengthening local relocation policies ensure that any resident that is displaced as a result of a no-fault eviction receives just compensation and comprehensive relocation assistance. Cities can pass relocation policies with dedicated funding to adequately fund relocation so that people are able to remain in their community or neighborhood if they have to change homes.

Reparation and Right to Return Policy

Redevelopment projects have often resulted in the permanent displacement of a large number of residents. Reparation and right to return policies prioritize a certain percentage of new affordable housing units for residents and families who were displaced from the same city due to publicly funded redevelopment projects.

MODULE 14:

Land Use Planning and Management



Module 14: Land Use Planning and Management

Land use planning—or the way that local governments plan and permit various kinds of development—shapes how neighborhoods look, feel and serve. Equitable land use planning and management practices are central to building community resilience to adapt to climate change. In the past, land use planning and practices have prioritized the needs of middle and upper income, typically white, residents in a community. Practices have also favored development without considering how we develop communities and still care for the earth. These planning and management practices have made low-income communities and communities of color more vulnerable to the impacts of climate change. In other words, land use planning and management has a direct impact on how climate change is experienced for different groups in a community.

Hurricane Katrina is a prime example of this. Before Hurricane Katrina hit New Orleans in 2005, land use and development patterns played a significant role in determining what areas would be most vulnerable to the impacts of the storm. Throughout the city's history, lower-income and African American neighborhoods developed in areas with the greatest flood risk. The depletion of coastal wetland buffers and insufficient flood barriers resulted in the unequal distribution of flood impacts.

And while bad practices have been detrimental to the health and wellbeing of our communities, land use planning can also be an empowering tool for building healthier neighborhoods and community resilience. Land use planning and management should address the climate preexisting vulnerabilities that exist in the community. This means integrating climate change adaptation, mitigation, and resilience concerns in all land management and planning practices. This will be achieved most effectively when residents have ownership and control of the land in their community, ensuring that the health and well-being of the community remains central to all land management and planning practices.

Recall the formula we introduced earlier in this toolkit as a tool for unpacking the different parts of resilience:

Climate Change Mitigation + Adaption + Deep Democracy + Equity = Resilience

Where climate change mitigations means reducing the greenhouse gas emissions that are the main cause of climate change, climate change adaptation is the changes our communities must make to survive in a changing climate, and deep democracy is including all voices in a community, especially those on the margins. Equity means centering the needs of those who have been marginalized in all planning to address long-standing inequalities.

Equitable Land Use Planning and Management Models

When developing climate adaptation plans for more equitable land use planning and management initiatives, consider if the solutions help advance our vision of:

Regeneration: the process of renewing and restoring a body or system that has experienced injury. Regeneration is about establishing caring relationships, healing, and restoring balance.

Cooperation: working together to solve problems and meet our needs.

Ecological and Social Well-Being: achieved through ecosystem health, community resilience, and social equity.



Check out the California Environmental Justice Alliance's Green Zones Initiative. Green Zones are place-based strategies that use community-led solutions to transform areas overburdened by pollution into healthy and thriving neighborhoods. More information about the initiative is available at the California Environmental Justice Alliance webpage: www.caleja.org.

Community Land Trusts

Community land trusts (CLT) are areas of land owned by the local government or a nonprofit community-based corporation. Residents of the land and/or other community members typically control these corporations. Organizing property ownership through CLT is one way to ensure long-term housing affordability while also establishing shared governance structures and community commons that give residents the power to meaningfully participate in development. For guidance on how to establish a community land trust, see the "Starting a Community Land Trust" section below.

Check out "Module 12: Gender and LGBTQ Responsiveness" for more information about supporting property and land rights for women.

Green Infrastructure

Green infrastructure is a broad term that describes a variety of human-managed and natural practices that enhance the health and resilience of an ecosystem. These "greening" practices

help improve air quality, conserve water resources, and create public space. Examples of green infrastructure include:

- Parks and open space, which absorb water and help to prevent flooding.
- Trees and shady green spaces reduce the urban “heat island” effect.
- Streets and sidewalks paved with permeable materials, which are types of materials that absorb storm water, reducing water runoff and allowing for the natural filtration process.
- Shoreline parks and natural land buffers like plants, reefs, sands, and other natural barriers help reduce erosions and flooding.

Green infrastructure projects can also provide other co-benefits to the community. For example, parks and green space provide a place for come together and exercise outside. Buildings with green rooftops and water storage systems can reduce indoor temperature, save electricity and lowering bills in the summer. Investments in green infrastructure must go to communities of color, low-income, and other communities that have long experienced disinvestment and need infrastructure improvements the most. Some local and regional jurisdictions like King County, WA have established specific equity targets and policies related to ensuring equal access to green spaces for all county residents.

The Trust for Public Lands is an organization that helps create parks and protect land for people. Check out www.tpl.org for useful resources including:

Climate-Smart Cities: a program that helps cities nationwide to create parks and conserve land to help adapt for climate change. Check it out at www.tpl.org/how-we-work/climate-smart-cities.

ParkScore: a comprehensive rating system that measures how well large U.S. cities are meeting the need for parks. Check it out at www.parkscore.tpl.org

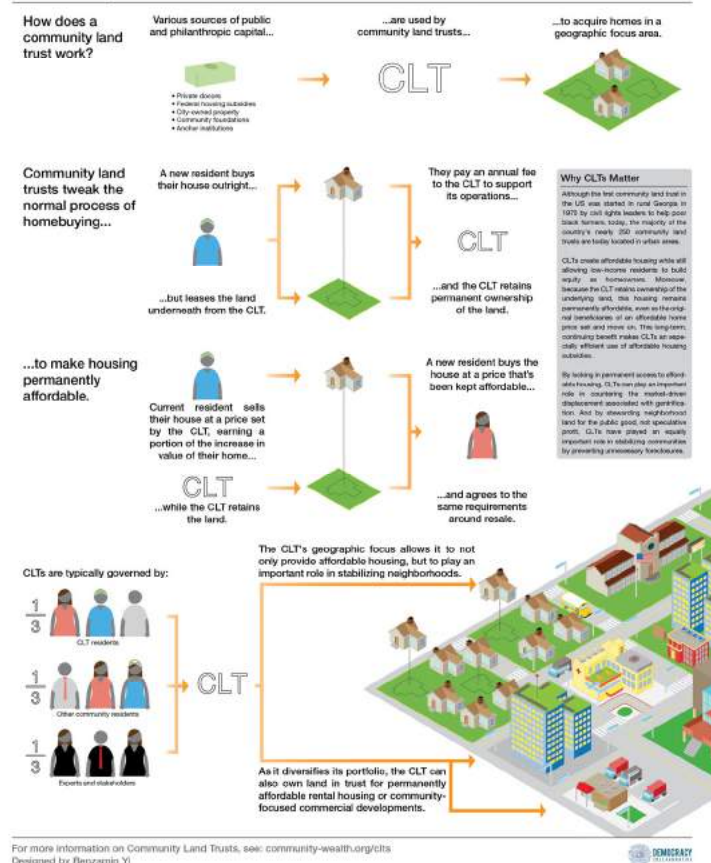
Passing Policies for Resilient Land Use Planning and Management

We must advocate for public policy changes that create more resilient land use management and planning practices in our communities. In fact, many of the strategies outlined above rely on policy reform on the state or local level. This section outlines core principles that should be upheld in implementing public policy to prevent displacement and gentrification as well as several examples of policies that advance these principles. Don’t forget to check out “Module 4: Passing Policy for Climate Resilience” for more information on how to write and pass public policy.

Core Principles

1. Develop mechanisms that maintain community control over land and housing
2. Design land use policies in a manner that protects communities from the burdens of emergency response and redevelopment practices that favor the priorities of private developers
3. Establish inclusive decision-making processes in land use planning and democratic control over how resources are preserved, used, and distributed
4. Develop ecosystem conservation and management programs where able, particularly coastal and wetland ecosystems that serve vital mitigation functions for surrounding communities

Community Land Trusts



Sample Policies

In the table below, we outline example policies that advance the core principles listed above. For each policy solution we've outlined in the table below we have also provided an example of where this policy has already been implemented along with the policy avenue that was used to pass the policy (i.e. through the state legislature, a local ordinance, etc.) along with a link to more information. Keep in mind that these are example policies that shouldn't necessarily be completely replicated, but used as examples of real policy solutions.

Table 1: Sample Policies for Resilient Land Use Planning and Management

Policy Description	Example Policy
Community Land Trust	Policy, Location: Chicago Community Land Trust, Chicago, IL
Community land trusts (CLT) are areas of land owned by the local government or a nonprofit community-based corporation. Residents of	Policy Avenue: City Council Ordinance
	Summary: The Chicago Community Land

<p>the land and/or other community members typically control these corporations. Organizing property ownership through CLT is one way to ensure long-term housing affordability while also establishing shared governance structures and community commons that give residents the power to meaningfully participate in development. Through policy and budget allocation, municipalities can support to the establishment, funding, and maintenance of CLTs.</p>	<p>Trust</p> <p>(CCLT) was established by the City of Chicago to help preserve affordable housing. The CCLT is a non-profit corporation, but the Mayor with City Council consent appoints the board of directors.</p> <p>More Information: https://www.cityofchicago.org/city/en/depts/dcd/supp_info/chicago_communitylandtrust0.html</p>
<p>Equitable Land Use Planning</p> <p>Land use planning tends to result in the most equitable and effective outcomes when the most impacted communities advance these efforts on the local level. Frontline communities must be given opportunities to identify and lead solutions for their own communities. State and local governments can advance equitable land use planning through community-level planning processes and investments</p>	<p>Policy, Location: AB 2722 (2016) Transformative Climate Communities Program, California</p> <p>Policy Avenue: State Legislature</p> <p>Summary: The Transformative Climate Communities (TCC) Program award large grants to develop and implement neighborhood-level climate sustainability plans. All investments must be located with disadvantaged communities as defined by the CalEnviroScreen tool. The TCC Program is a model of how state legislatures can invest in community-level planning.</p> <p>Bill Text: https://leginfo.ca.gov/faces/billNavClien.t.xhtml?bill_id=201520160AB2722</p> <p>More Information: http://caleja.org/wp-content/uploads/2017/01/TCCReport.2016.FINAL.2.pdf</p>
<p>Fair Development Standards</p> <p>City development standards too often prioritize the interests and profit margins of developers rather than the city residents themselves. Fair development must address all economic, social, cultural and environmental aspects of community member's lives. Therefore, development should benefit all and those</p>	<p>Policy, Location: Fair Development Standards, Baltimore, MD</p> <p>Policy Avenue: City Council Resolution</p> <p>Summary: The Public Development Subsidies-Fair Development Standards</p> <p>Policy: This Baltimore Mayor and City Council Resolution establishes a value-based</p>

<p>benefits should be shared equitably, public participation processes should dictate decision-making, and human rights outcomes should remain central.</p>	<p>framework for publicly subsidized development projects. The resolution seeks to address structural racism and inequality that has prevented capital investment in communities of color.</p> <p>Policy Language: https://d3n8a8pro7vhmx.cloudfront.net/unitedworkers/pages/72/attachments/original/1463437323/MPCResolution2016Final.pdf?1463437323</p>
<p>Green Space for All</p> <p>State and local policy makers must pass rules and allocate funding to the establishment and maintenance of parks and “green space.” Furthermore, funding should be allocated in a manner that centralizes social equity and distributes investments in areas with the greatest unmet needs.</p>	<p>Policy, Location: SB 5 (2017), the California Drought, Water, Parks, Climate, Coastal Protection, and Outdoor Access For All Act, California</p> <p>Policy Avenue: State Legislature</p> <p>Summary: The California legislature passed a bond that is the first in state history to focus on social equity, including access to parks for all and targeting water and flood control investments to the area with the most unmet need.</p> <p>Policy Language: https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=201720180SB5</p>
<p>Coastal and Wetland Restoration</p> <p>Policymakers must allocate funding for coastal restoration and protection projects in coastal areas, particularly those in a floodplain. We must deepen public participation in waterfront restoration and protection efforts to maximize community benefits.</p>	<p>Policy, Location: SB 1066, Public Resources Code Relating to Coastal Resources, California</p> <p>Policy Avenue: State legislature</p> <p>Summary: Existing law establishes the State Coastal Conservancy, which serves as a repository for coastal lands. Existing law authorizes the conservancy to, among other things, undertake projects and award grants for the purposes of restoration of areas of the coastal zone that are adversely affecting the coastal environment or are impeding orderly</p>

	<p>development.</p> <p>Policy Language: http://www.leginfo.ca.gov/pub/11-12/bill/sen/sb_1051-1100/sb_1066_bill_20120927_chaptered.pdf</p>
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In 2016 the California state legislature passed AB 2722, launching the Transformative Climate Communities Program (TCC). The program awards large grants to develop and implement neighborhood-level climate sustainability plans in disadvantaged communities. California defines “disadvantaged communities” through the California EPA CalEnviroScreen Tool (<https://oehha.ca.gov/calenviroscreen>). Community-based organizations, local agencies, and community development institutions are eligible to apply for grants to fund a range of community-based projects that will result in climate, public health, economic, and pollution reduction benefits. Project plans must include multi-stakeholder collaborations and strategies for community engagement.

The TCC Program demonstrates how state governments can invest in new land use planning strategies that are more resilient, equitable, and healthy while supporting community-level and community-driven solutions. To learn more about the TCC Program and read about the first set of projects funded by the initiative go to www.caleja.org and navigate to the “Resources” section, or go to www.caleja.org/wp-content/uploads/2017/01/TCCReport.2016.FINAL_.2.pdf.

Starting a Community Land Trust

A community land trust (CLT) is a non-profit corporation created to provide secure and affordable access to land and housing for a community. Community land trusts help communities to:

- Gain community control over local land use
- Provide affordable housing for lower income community members
- Promote resident ownership and control of land and housing
- Create a valuable public investment with long-term benefits

Establishing a community land trust is one method that ECJ Committees can pursue to establish more resilient land use practices. Starting a community land trust can be a daunting

process, but with some organization and planning it can go from idea to reality. Below we outline the basic steps to take to begin planning for a CLT. Check out the “Resources” section of this module for additional tools and information.

Meet with your ECJ Committee, unit, or team to:

1. Survey the community and determine the need and interest for a community land trust in the community. If establishing a community land trust meets a community need and there is interest in pursuing this project within the ECJ Committee, proceed with the planning process!
2. Map out the vision for the CLT. Identify key objectives for starting a CLT. Good questions to ask include:
 - a. What is our shared vision for this project?
 - b. What kind of change do we hope to achieve through this project?
 - c. How will this make our community more resilient?
 - d. Who do we intend for this project to serve? How?
3. Research CLT models to determine how to best set-up the CLT to meet your objectives. CLT can be structured and applied in a number of ways, so be sure to identify:
 - a. What corporate structure best meets our community’s needs and helps us achieve our objectives? For example, do you want to create a new corporation or incorporate the CLT into an existing nonprofit corporation?
 - b. What governance structure best meets our community’s needs and helps us achieve our objectives? Who will govern the CLT? How will that governing body be selected/elected? Etc.

There are several different CLT models, including slight variations on the classic model. A good resource for researching your options is: **The Diverse World of Community Land Trusts**. For more information go to:

www.burlingtonassociates.com/files/4613/4461/1681/3-Chapter_2_-_The_Diverse_World_of_CLTs.pdf.

4. Determine the geographic scope of the project. What is the geographic area that the CLT will serve? Some serve entire metropolitan areas, while others serve a specific neighborhood:
 - a. Larger scale CLTs create and preserve an adequate supply of affordable housing within the large area they serve. The location of this housing within the areas tends to be determined by what is considered to be the best opportunities for affordable housing within the large area. Local governments or other major institutions usually run these types of CLTs. This model reduces the ability of any

- one neighborhood to control its land and has the potential for affordable housing to be located in undesirable areas.
 - b. Neighborhood-based CLTs tend to reflect the grassroots concerns of a particular community—so this is probably the model that will appeal more to the ECJ Committee. They operate on a more micro-level, concerned with the ways in which their own neighborhoods are developed and how this impacts existing residents.
5. Develop an outreach plan to educate the community about the CLT. This should expand beyond the CLT’s target audience and seek to build broad support among:
 - a. Other grassroots activists
 - b. Tenants’ rights organizations and fair housing advocates
 - c. Public officials
 - d. Private donors
 - e. Etc.
 6. Once you’ve identified the structure and scale of the CLT, identify the sponsors that will help provide the impetus for the new CLT. Most CLT require a considerable amount of financial and technical assistance to ensure success, especially at the early stages. The four most common types of sponsors are:
 - a. Grassroots sponsorship: individuals and institutions on the grassroots level, such as neighborhood residents, local clergy, or community organizers.
 - b. Government sponsorship: government officials/agencies at the local regional, or state level.
 - c. Non-profit sponsorship: pre-existing nonprofit organizations.
 - d. Employer sponsorship: private employers such as local businesses and banks.

Check out the “Sponsorship” chapter of this guide to Community Land Trusts for more details on the benefits and challenges of each of the four types of sponsorship.

Starting a Community Land Trust: Organizational and Operational Choices go to:

library.uniteddiversity.coop/Community_Land_Trusts/Starting_a_Community_Land_Trust-Organizational_and_Operational_Choices.pdf

7. Identify who the target beneficiaries of the CLT will be. Consider:
 - a. Where on the income scale to begin
 - b. Whether future sales should target lower on the income scale (increasing affordability) or at the same level (to maintain affordability)
 - c. Whether other factors beyond income (i.e. families, disability, age, geography of residence or work, etc.) will be factored into a decision

8. Secure funding for the CLT. You will need to make use of funding for a variety of projects and operations, including land acquisition, site preparation, construction of structures, etc. Check out the “Funding” chapter of this guide to Community Land Trusts for more details on the benefits and challenges of each of the four types of sponsorship.

Starting a Community Land Trust: Organizational and Operational Choices go to: library.uniteddiversity.coop/Community_Land_Trusts/Starting_a_Community_Land_Trust-Organizational_and_Operational_Choices.pdf

9. Identify the land to acquire for the CLT. In some cases, property is acquired as a gift or from local governments. Most of the time, land is purchased in the open market and often with the help of funding from public sources. You can acquire undeveloped land and arrange to have new home built on it or property with homes already on it.

Follow these steps to get the planning process started. Starting a CLT can be a long and detailed process, but results in meaningful outcomes for the community. Check out the following resources for more detailed information on the process of starting a CLT:

National Community Land Trust Network

Go to www.cltnetwork.org and navigate to “Tool and Resources.”

Starting a Community Land Trust: Organizational and Operational Choices

Go to www.communitywealth.org and select “Community Land Trusts” or go to www.community-wealth.org/content/starting-community-land-trust-organizational-and-operational-choices.

The Dudley Street Neighborhood Initiative (DSNI) is a community-driven CLT in the Dudley Street neighborhood of Boston. The land trust was formed in the 1980s, a time when white flight and disinvestment in the community left 20 percent of the land vacant. DSNI gained eminent domain authority, purchased vacant land, and vacant lots have been rebuilt with quality affordable houses, parks and playgrounds, gardens, community facilities, and new businesses. DSNI’s mission is to empower Dudley residents to organize, plan for, create and control a vibrant, diverse and high quality neighborhood in collaboration with community partners.

More about DSNI can be found on their website: www.dsni.org.

Check out this great article in Yes! Magazine about DSNI: “How One Boston Neighborhood Stopped Gentrification in Its Tracks” at www.yesmagazine.org or www.yesmagazine.org/issues/cities-are-now/how-one-boston-neighborhood-stopped-gentrification-in-its-tracks.

Conclusion

We must establish land use planning and management practices that directly address the climate vulnerabilities that exist in our communities. Communities must take back control of the decision-making processes that decide how land is used and managed in a community in order to adopt practices that support regeneration, cooperation, and ecological and social well-being.

Resources

Lincoln Institute of Land Policy

<https://www.lincolninst.edu/>

The Trust for Public Land

Go to www.tpl.org/ for more information.

Improving Access to Land Tenure and Security

<http://www.cpahq.org/cpahq/cpadocs/Land%20Access%20Rural%20Communities.pdf>

National Community Land Trust Network

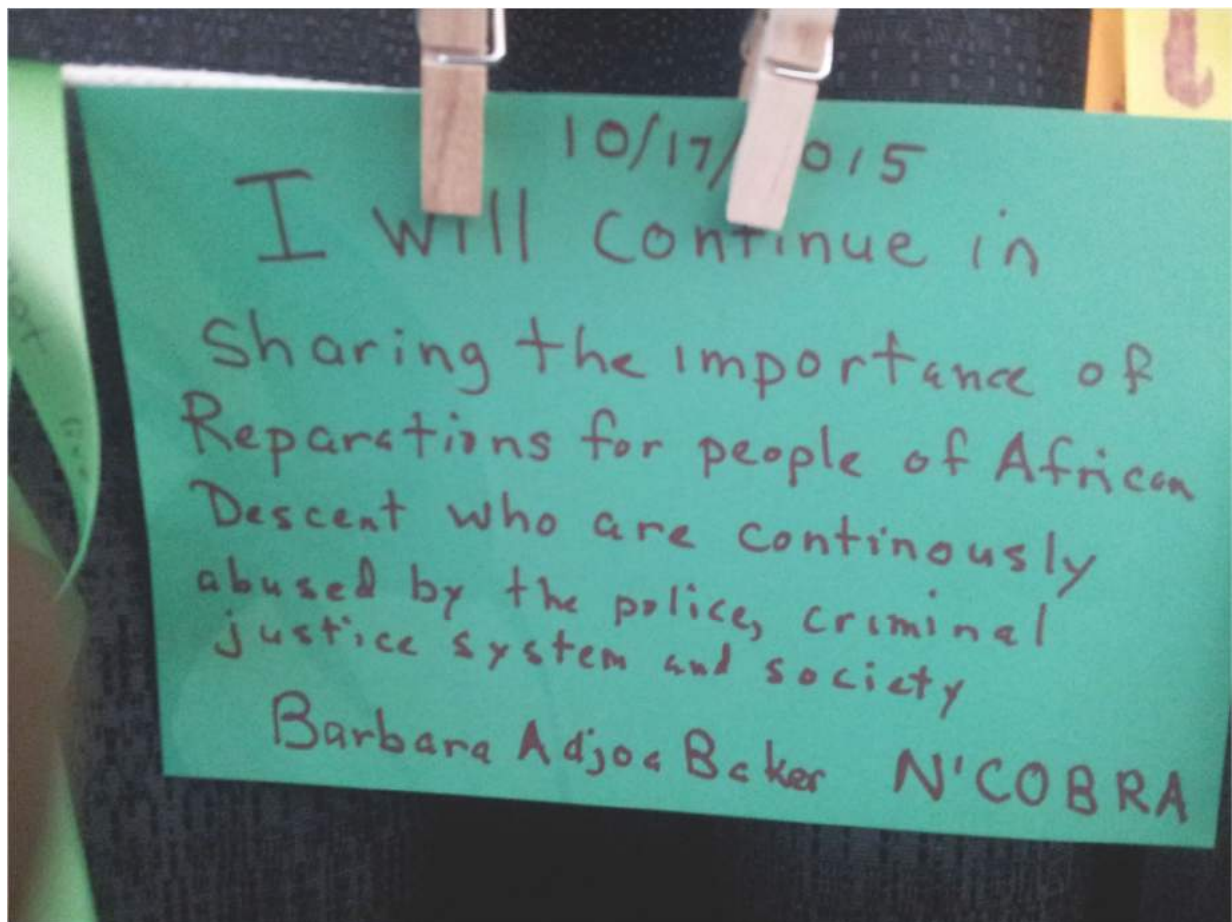
Go to www.cltnetwork.org and navigate to “Tool and Resources.”

Cooperation Jackson

Check out the Sustainable Communities Initiative at <https://cooperationjackson.org/sustainable-communities-initiative>

MODULE 15:

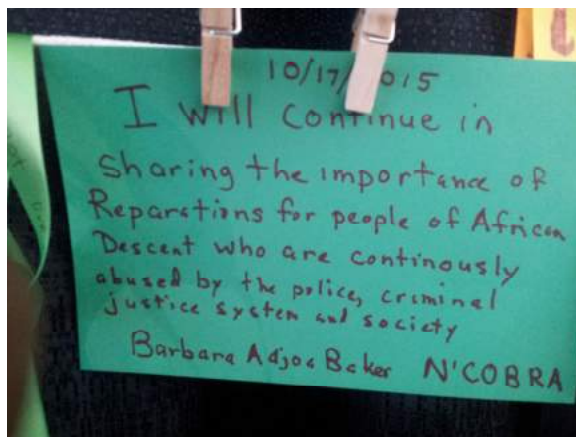
Restorative/ Criminal Justice



Module 15: Restorative/Criminal Justice

When we take a whole systems approach to building community resilience, it's important to recognize the relationship between criminal justice and climate justice. Some of the ways that climate justice intersects with criminal justice include:

- The criminalization of disaster survivors
We know that climate change increases severe weather events or “natural disasters.” The chaos that follows these disasters often results in the criminalization of the very victims of the disaster, particularly when those survivors are people of color. One stark example of this took place after Hurricane Katrina when officers from the New Orleans Police Department shot unarmed survivors attempting to cross a bridge to seek safety.
- Disaster and incarcerated persons
Another issues during and after natural disasters is the displacement of prisoners, loss of prisoner records, and impact on due process for incarcerated persons and other engaged in the criminal justice system. During times of disaster the rights of incarcerated persons are often disregarded or denied with regard to protection as well as the use of inmates for labor from hazardous materials clean-up to fighting forest fires..
- Formerly incarcerated persons locked out of the green economy
The green economy—including renewable energy, energy efficiency, green infrastructure, green transportation, etc.—offer opportunities for employment, entrepreneurship, and anti-recidivism programming. Unfortunately, these industries are often not open to formerly incarcerated persons.



For more information about the NAACP's Criminal Justice Advocacy efforts or related resources, visit the Criminal Justice Program webpage:

www.naacp.org/issues/criminal-justice

Restorative justice is a justice system that deemphasizes punishment (the basis of our current criminal justice system) and focuses on making communities whole after incidents of violence or trauma. This system uses techniques such as mediation, dialogue, and reconciliation to restore

communities. It focuses on addressing and treating the root of the problem, instead of just issuing a punishment that does not necessarily fix the problem or prevent it from happening in the future.

Taking a restorative justice approach to criminal justice systems aligns with the transformative, whole systems thinking we use to build community resilience to climate change. In the short-term this might mean reforming the criminal justice system to improve the conditions for the people in our communities impacted by the criminal justice system. Ultimately, though, we must work toward a more transformative approach in which punishment is no longer the central concern in the pursuit of justice.



“How can we take seriously strategies of restorative rather than exclusively punitive justice? Effective alternatives involve both transformation of the technologies for addressing “crime” and of the social and economic conditions that track so many children from poor communities, and especially communities of color, into the juvenile system and then on to prison.”

- Angela Davis, *Are Prisons Obsolete?*

Strategies for Reforming and Reimagining Criminal Justice

To build community resilience we must change the criminal justice systems that tear our communities apart. In this section we briefly outline areas in the criminal justice system that need to be reformed or completely reimagined to make our communities more safe, equitable, and resilient.

Policing

Historically and still today, the Black community has had a hostile relationship with law enforcement. Police have terrorized and targeted Black communities for centuries, and many Black Americans feel threatened and unsafe around law enforcement. A cornerstone of public safety and community resilience is trust. If we are to build strong and united communities that can effectively come together to face climate change, we must work to repair this relationship. Two ways we can accomplish this is to:

- Promote community-centered policing and increase the accountability of local and state law enforcement to the communities they serve

- Integrate civilian oversight systems into law enforcement systems and ensure that these bodies are representative of the community

The NAACP supports an increase in trust and public safety by advancing effective law enforcement practices. The NAACP has been involved in informing effective law enforcement practices since its inception. In 1910, the NAACP took on its first legal action in defense of Pink Franklin, a poor, African American sharecropper who had attempted to protect his home against an illegal police raid. Unfortunately, 100 years later, fundamental issues that erode trust and public safety between law enforcement and African Americans and other communities of color continue to exist. The Effective Law Enforcement campaign works to:

- Establish national use of force standards for law enforcement officers
- Eliminate Racial Profiling
- Advance policies that require data collection for all police encounters and full transparency of such interactions
- Increase support for community policing strategies

For more information about this campaign, visit: www.naacp.org/criminal-justice-issues/

Police killed 346 African-Americans in the U.S. in 2015. 97 percent of these cases did not result in any officer involved being charged with a crime.

Community-Centered Policing

Community-centered policing is a law enforcement philosophy—a way of thinking about how public safety is best achieved—that aims to make communities safer and establish greater public accountability to law enforcement. There are a lot of different definitions of community policing. We use it as a broad term to describe a set of reforms in the following areas:

- Limiting police use of force and demilitarizing police departments and practices
- Establishing community control over policing systems
- Promoting safe and just police interactions, including eliminating racial profiling

For more information, check out the NAACP Toolkit, “Pathways to Police Reform and Community Mobilization Toolkit.” Go to www.naacp.org and navigate to “Criminal Justice” under “Issues.” Or go to action.naacp.org/page/-/Criminal%20Justice/Toolkit.pdf

Community Oversight

Rather than expecting police to police themselves, we must establish community oversight systems that uphold the legitimacy and accountability of local law enforcement. In order to be effective and establish real accountability, these oversight bodies must be given real and meaningful power. To be effective, oversight systems must be independent, adequately funded, actually represent the communities who are most impacted by policing, and have full investigatory and disciplinary power.

For more information on best practices and examples of where oversight systems have been put in place, go to www.justiceinpolicing.com and select “Community Control” under “Policy Reforms.” Or go directly to www.justiceinpolicing.com/policy-reforms/community-control/policy-8-community-oversight.

Check out the NAACP Report: Born Suspect: Stop-and-Frisk Abuses & the Continued Fight to End Racial Profiling in America.

Go to www.naacp.org and navigate to “Criminal Justice” or go directly to [www.action.naacp.org/page/-/Criminal%20Justice/Born Suspect Report final web.pdf](http://www.action.naacp.org/page/-/Criminal%20Justice/Born_Suspect_Report_final_web.pdf).

Sentencing Reform

The NAACP seeks to eliminate harsh and unfair sentencing practices that are responsible for mass incarceration and racial disparities in the prison system. The US currently has the largest prison population in the world – 1 in 100 citizens is behind bars. When incarceration is used as the primary response to social problems, individuals, families and communities suffer. The NAACP calls for policy and administrative changes that will:

- Establish Justice Reinvestment Commissions that will downscale prisons and shift resources from prisons to education budgets.
- Eliminate mandatory minimum sentences for drug offenses.
- Advocate for treatment as opposed to incarceration for non-violent offenders.
- Eliminate sentencing of juveniles to Life Without Parole (LWOP)
- Place a moratorium on the death penalty

Incarceration

Incarceration has increased by more than **500** percent in the last 40 years and 2.2 million people are in prison or in jail in the United States. This system of mass incarceration disproportionately impacts the black community—one in three black men can expect to be incarcerated in his lifetime, compared to one in six Latinx and one in 17 white males. We need to reform our

criminal justice system to focus less on punishment as the main avenue towards justice and more on treatment, prevention, and long-term public safety solutions. This means using a whole-systems mindset to develop alternatives for dealing with “crime” that address the social and economic conditions that track so many people of color into prison.

Check out The Sentencing Project’s State-by-State incarceration data map at www.sentencingproject.org/the-facts/#map.

As we move to end mass incarceration, we also must work to eliminate barriers for the formerly incarcerated. More than 600,000 individuals leave U.S. prisons each year. Even after those individuals have “paid their debt to society” in prison, they have numerous barriers that make them vulnerable to returning to the criminal justice system. We must pass policies to remove these barriers, including restoring voting rights for formerly incarcerated persons and eliminating barriers to employment and housing.

What’s the relationship between California’s wildfires and the state’s criminal justice system? People who are incarcerated have been fighting California’s wildfires since the 1940s when the war effort produced a domestic labor shortage. Today, about *one in three* of people fighting California’s wildfires are incarcerated persons, usually making less than \$2 per day.

California has become so reliant on the labor of incarcerated people to fight wildfires that debates about prison reform in the state include the state’s vulnerability to wildfires. In 2014 the state’s attorney general’s office argued against reducing the number of inmates in California prisons because it “would severely impact fire camp participation, a dangerous outcome while California is in the middle of a difficult fire season and severe drought.” The increase in intensity and frequency of California’s wildfires has been linked to climate change.

Check out these organizations working at the intersection of incarceration and the environment/disaster:

Prison Ecology Project, <https://nationinside.org/campaign/prison-ecology/>

Fight Toxic Prisons, <https://fighttoxicprisons.wordpress.com/>

Natural Hazards Center

<https://hazards.colorado.edu/article/inmates-our-defenders-in-disaster>

School Punishment

We sometimes use the phrase the “school-to-prison pipeline” to describe policies and practices in the United States that favor incarceration over education. We see this across the country as new prisons are built while school buildings age and go without repairs. Within the school system, the school-to-prison pipeline functions quite literally. Policies that encourage police presence at schools, harsh tactics including physical restraint, and “zero-tolerance” policies criminalize minor infractions. Students with disabilities and students of color are disproportionately represented in the school-to-prison pipeline. African American students, for example, are 3.5 times more likely than their white classmates to be suspended or expelled. Students who are excluded from school through suspension or expulsion are more likely to drop out of school without graduating, end up in the criminal justice system. To start to break this cycle we must reform school punishment policies so stop the criminalization of students in schools.

Eliminating Barriers for the Formerly Incarcerated

The NAACP is committed to the restoration of the voting rights of formerly incarcerated people and the removal of barriers to employment.

As more than 600,000 individuals leave U.S. prisons each year, our communities continue to grapple with the unique challenges presented by those who ostensibly have “paid their debt to society,” yet face barriers to re-entry that effectively continue their punishment. Today, our nation’s returning citizens face significant and numerous barriers to finding housing and employment, regaining custody of their children, receiving personal loans or financial aid toward school, voting and possessing other basic resources needed to rebuild their lives. The NAACP calls for policies and practices that

- Restore voting rights to formerly incarcerated.
- Eliminate barriers to employment in government and corporation hiring practices
- Remove barriers to receive housing and financial aid for formerly incarcerated people



Passing Policy for Restorative Justice and Community Resilience

To reform criminal justice practices and create a restorative justice system, we need to advocate for policy changes on the local, state, and federal levels. We’ve outlined core policy principles and example policies below to incorporate into advocacy efforts. Check out “Module

4: Passing Policy for Climate Resilience” for more information on how to write and pass public policy.

Core Principles

1. Reform policing, promote community policing, and increase the transparency and accountability of law enforcement to the communities they serve
2. Demilitarize law enforcement, including in schools, and reject the transfer of military equipment into local law enforcement agencies
3. Reshape systems of justice around reparation and restoration while pursuing pathways to decriminalization and decarceration
4. Reform inequitable court fines and fees
5. Prohibit the use of past criminal history to determine eligibility for housing, education, voting, employment, and other services and needs
6. Reform school discipline policies, replace zero tolerance policies with restorative justice alternatives

Sample Policies

In the table below we outline example policies that advance the core principles listed above. For each policy solution we’ve outlined in the table below we have also provided an example of where this policy has already been implemented along with the policy avenue that was used to pass the policy (i.e. through the state legislature, a local ordinance, etc.) along with a link to more information. Keep in mind that these are example policies that shouldn’t necessarily be completely replicated, but used as examples of real policy solutions.

Table 1: Sample Criminal Justice Reform Policies

Policy Description	Example Policy
<p>Bans on Bias</p> <p>Anti-profiling laws prohibit police from targeting individuals based on race, religion, national origin, gender identity, etc. Jurisdictions must establish enforceable bans against bias profiling.</p> <p>More Information: “Born Suspect: Stop-And-Frisk Abuses and the Continued Fight to End Racial Profiling in America,” http://www.naacp.org/criminal-justice-issues/racialprofiling/</p>	<p>Policy, Location: Community Safety Act, New York City, NY</p> <p>Policy Avenue: City Council Ordinance</p> <p>Summary: CSA strengthened and expanded the ban on racial and other discriminatory profiling and establish independent oversight of the NYPD</p> <p>Policy Language: http://legistar.council.nyc.gov/LegislationDetail.aspx?ID=1444267&GUID=BCB20F20-50EF-4E9B-8919-</p>

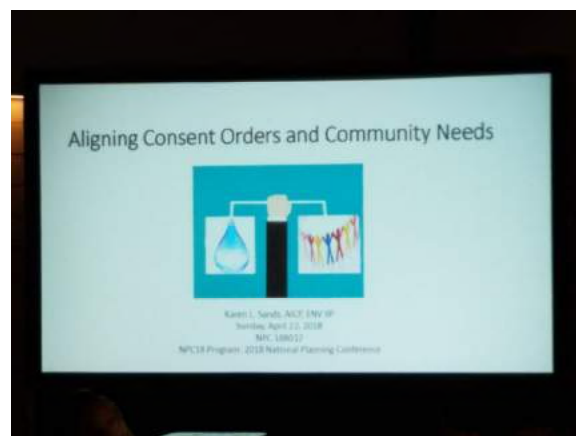
	C51E15182DBF&Options=ID Text &Search=1080
<p>Fair Chance Hiring</p> <p>Fair chance hiring policies, such as “ban the box,” prevent discrimination on the basis of past criminal convictions. While this is especially relevant to obtaining employment, it can also be applied to housing, schooling, social/government services, etc. Ban the box policies can be passed on the local level through ordinance, resolution, or administrative memorandum and on the state level through executive order or legislative policy.</p>	<p>Policy, Location: Minnesota SB 523 (2009, 2013), Minnesota</p> <p>Policy Avenue: State Legislation</p> <p>Summary: Minnesota's fair-chance hiring law not only covers public-sector hiring, but also prevents private-sector employers from inquiring about an applicant's criminal history until after an applicant has been offered an interview or before a conditional offer of employment. It also establishes penalties for private employers who fail to comply.</p> <p>More Information:</p> <p>State and Local Guide: http://www.nelp.org/content/uploads/Ban-the-Box-Fair-Chance-State-and-Local-Guide.pdf</p> <p>Model Policy Guide: http://www.nelp.org/content/uploads/Fair-Chance-Ban-the-Box-Best-Practices-Models.pdf</p>
<p>Reform the Bail System and Inequitable Court Fines and Fees</p> <p>Policy makers can identify and advance reforms to create more just court systems including eliminating the bail system and reforming inequitable court fines and fees. State and local officials can institute policies limiting use of fees and can assess city budgets to assess the city's reliance on fines and fees for revenue.</p>	<p>Policy, Location: SB 10 Bail, California</p> <p>Policy Avenue: State Legislature</p> <p>Summary: This bill would institute the following bail system reforms: eliminate the use of fixed money bail fees; require counties to establish pretrial services agencies to evaluate defendants for release upon booking based on the public safety risks they pose; only offenders not charged with a violent felony would be eligible for the risk assessment; people charged with misdemeanors, except in certain cases such as domestic violence, would be let go without further conditions upon signing a release agreement; agencies would submit their recommendations on felony offenders to</p>

	<p>judges, who ultimately decide when to release people from jail.</p> <p>Policy Language: http://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201720180SB10</p>
<p>Sanctuary Policies</p> <p>“Sanctuary” policies refer to jurisdictions that have adopted a policy limiting the role of police in enforcing federal immigration laws. Although policies vary from place to place, communities across the United States have adopted “sanctuary city” or “community trust” policies. Most sanctuary policies cover a city or county jurisdiction, although some states have adopted policies limiting compliance with federal immigration officials.</p>	<p>Policy, Location Name: RESOLUTION DENOUNCING TACTICS USED TO INTIMIDATE IMMIGRANTS RESIDING IN OAKLAND AND RE-AFFIRMING THE CITY’S DECLARATION AS A CITY OF REFUGE, Oakland, CA</p> <p>Policy Avenue: City Council Resolution</p> <p>Summary: The Oakland City Council ended collaboration between the Oakland Police Department and the U.S. Immigration and Customs Enforcement (ICE).</p> <p>More Information: http://www.oaklandcommunity.org/wp-content/uploads/2017/03/86498-C.M.pdf</p>
<p>School Punishment Reform</p> <p>The school to prison pipeline is facilitated, in part, by school discipline policies. State and local governments can pass policy reforms to implement restorative rather than punitive disciplinary practices. These reforms include banning zero-tolerance policies and exclusionary disciplinary practices such as suspensions, expulsions, and arrests. Local school boards often implement these policy reforms, but city and state governments can also set policy.</p>	<p>Policy, Location: ESTABLISHMENT OF A SAFE AND SUPPORTIVE SCHOOLS POLICY IN THE SAN FRANCISCO UNIFIED SCHOOL DISTRICT, San Francisco, CA</p> <p>Policy Avenue: School Board Resolution</p> <p>Summary: The San Francisco School Board passed a resolution requesting district policy, “to deepen and extend positive tiered behavioral interventions and alternatives to suspension, increase instructional time, and reduce racial disparities.”</p> <p>More Information: http://www.fixschooldiscipline.org/wp-content/uploads/2014/12/SFUSD-Safe-and-Supportive-Schools-Resolution-2.14.pdf</p>

<p>Voter Restoration</p> <p>People with felony convictions should be able to reintegrate into our communities and their full citizenship status should be restored once they have completed their sentences. States can help facilitate this process by simplifying the process of voting right restoration and voter registration for people with felony convictions.</p>	<p>Policy, Location: Voter Restoration, Virginia</p> <p>Policy Avenue: State Executive Order</p> <p>Summary: Allows felons who had completed their sentences to vote. In addition to granting voting rights, the executive order will also allow released felons to run for office, serve on a jury, and serve as notaries public. The policy has been challenged in the courts, to read more about current felony disenfranchisement policies and legislative advocacy in Virginia check out: https://www.brennancenter.org/analysis/voting-rights-restoration-efforts-virginia</p> <p>Model Policy Language: https://fairvote.app.box.com/v/PastFelonsVotingModelStatute</p>
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Conclusion

We must take action to reform our criminal justice system and establish restorative practices. This include ensuring that everyone lives in safe communities, greatly reducing incarceration rates, eliminating racially motivated policing strategies and incarceration practices, establishing sanctuary communities, etc. We can't establish healthy, thriving, sustainable, and resilient communities without addressing the harmful criminal justice practices that disproportionately impact our communities and tear our communities apart.



Resources

NAACP Criminal Justice Program

www.naacp.org/issues/criminal-justice

Critical Resistance

<http://criticalresistance.org/about/not-so-common-language/>

Building Momentum from the Ground Up – A Toolkit for Promoting Justice in Policing

<http://policylink.org/equity-tools/policing-toolkit>

Fighting Police Abuse: A Community Action Manual

<https://www.aclu.org/other/fighting-police-abuse-community-action-manual>

Campaign Zero: Community Oversight

Go to www.joincampaignzero.org/oversight/.

NAACP Pathways to Police Reform Community Mobilization Toolkit

Go to www.naACP.org and navigate to “Criminal Justice” under “Issues.” Or go directly to www.naACP.org/campaigns/pathways-police-reform-community-mobilization-toolkit.

NAACP Criminal Justice Program Resources

Go to www.naACP.org and navigate to “Criminal Justice” under “Issues.” Or go directly to www.naACP.org/criminal-justice-resources/

FACT SHEET: Fair Chance Hiring



Fair Chance Hiring Factsheet:

At the Intersection of Race, the Criminal Justice System, and Employment Criminal Justice

- Over 2.2 million individuals are in jail or prison in the United States.
- Approximately 95% of incarcerated individuals are eventually released into local communities nationwide.
- Nearly half of Black males and almost 40 percent of white males are arrested by the time they are 23 years old.
- As of 2007, more than half of those incarcerated were parents of children under the age of 18.
- The number of Americans with criminal records is about the same as the number of Americans with a 4-year degree.
- Although illicit drug use is approximately the same for African Americans as it is for white people, African Americans are much more likely to be arrested for drug use.

Criminal Records and Employment

- Finding stable employment is crucial to ensuring that individuals do not reoffend.
- Having a record reduces the likelihood of a job callback or offer by as much as 50 percent.
- White men with a criminal record are more likely to get an interview than Black men with no criminal record.
- Reduced employment for the millions of people with records costs America \$78 to \$87 billion each year.

Ban the Box

- “Ban the Box” delays consideration of criminal records, but it does not prohibit employers from asking about criminal records later in the employment process.
- More than 25 states and 150 local areas have adopted Ban the Box laws and policies.
- In 9 states, Ban the Box laws apply to private employers.
- Studies on public sector Ban-the-Box laws and policies have found that Ban the Box increases opportunities for individuals with criminal records.

MODULE 16:

Sea Level Rise and Coastal Resilience

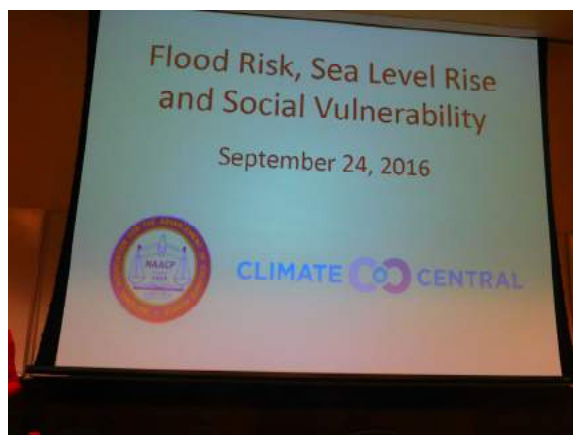


Module 16: Sea Level Rise and Coastal Resilience

Climate change is now accelerating the rate of sea level rise—in fact the annual rate of rise over the past 20 years has increased at roughly twice the average speed of the preceding eighty years. The impacts of sea level rise are significant. For example, rising seas dramatically increases the odds of damaging floods from storm surges. Projections indicate that by 2035 about 170 communities will face chronic inundation, with more than 100 communities seeing at least a quarter of their land chronically flooded. By 2100 this will rise to about 490 communities—including roughly 40 percent of all oceanfront communities on the East and Gulf Coasts—will face chronic inundation and nearly 300 seeing at least a quarter of their land chronically flooded. Since African Americans are already more likely to live in floodplains than their white counterparts, sea level risk is projected to have a disproportionate impact on our communities.

King tides have become the norm from Miami to San Francisco and soon coastal properties in those areas will not be livable and already property values have decreased while insurance rates are skyrocketing. Low income communities inland are being displaced as property values and property taxes skyrocket when wealthy coastal dwellers begin to seek higher ground. Storm surge is already impacting communities from New York to South Carolina, to Louisiana, and certainly Texas. Communities have experienced loss of life, livelihoods, and property. One community in Louisiana, the Isle de Jean Charles Band of the Biloxi Chitimacha Choctaw and Pointe au Chiene Tribes have been displaced and an indigenous community in Kivalina, Alaska is soon facing a similar fate.

Changes in sea level present new challenges to coastal communities, including inundation, flooding, enhanced storm surges, loss of infrastructure, destruction of wetlands and beaches, and increased risks for public health and safety. On top of a rising sea level, other climate change impacts such as rising air and water temperatures influence coastal ecosystems. Coastal communities must incorporate initiatives to adapt to these changes. And while sea level rise and other coastal changes will impact a significant portion of the United States population, specific impacts will vary and be experienced differently in every region and community (and impacts will be worse in certain parts of the United States than others). Given each unique community context, various adaptation strategies can be used to adapt to the impacts of sea



level rise and build coastal resilience. In this module we outline several strategies for coastal resilience and adaptation planning for sea level rise.

“Encroaching Tides: How Sea Level Rise and Tidal Flooding Threaten US East and Gulf Coast Communities over the Next 30 Years”

www.ucsusa.org/global_warming/impacts/effects-of-tidal-flooding-and-sea-level-rise-east-coast-gulf-of-mexico#.W8ogjxNKgWo

Check out this article by Natalie Delgadillo about how flooding impacts low-income coastal communities, “The Realities of Sea-Level Rise in Miami’s Low-Income Communities.” To find the article, go to www.citylab.com and search the article title, or go directly to www.citylab.com/environment/2016/10/sea-level-rise-is-affecting-miami-low-income-communities/505109/

Strategies for Coastal Resilience and Sea Level Rise Adaptation

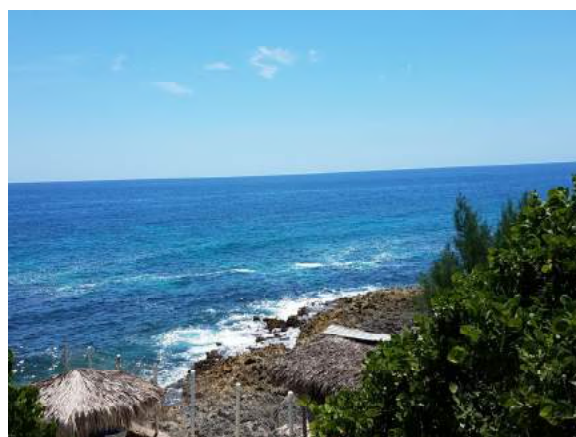
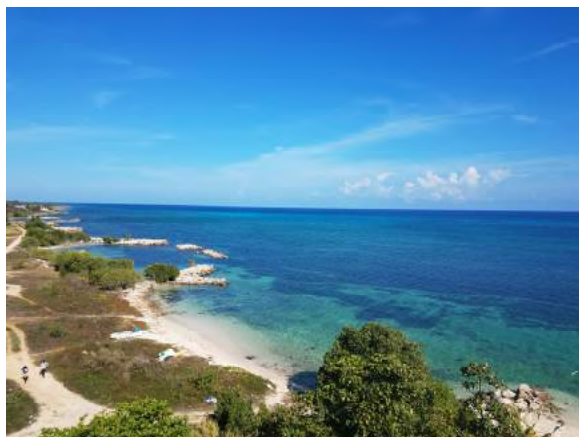
For coastal communities across the United States, sea level rise threatens the health and well-being of people and ecosystems. We’ve outlined several strategies for coastal resilience and sea level rise adaptation below:

Coastal Wetland Restoration

Coastal restoration is any activity to create, restore, or protect coastal wetlands through sediment and freshwater diversion, water management, or other measures. Coastal wetlands are a combination of saltwater and freshwater ecosystems and include swamps, fresh marshes, sea grass beds, and the shoreline. Coastal wetlands serve many important roles in an ecosystem, including flood protection, water filtration, erosion control, and food and habitat for wildlife. Coastal communities also depend on the health of coastal wetlands for commercial fisheries and recreation. Another benefit of coastal wetland ecosystems is that they are able to sequester and store large amounts of carbon due to their rapid growth and slow decomposition rates. Carbon sequestration is the removal and storage of carbon from the atmosphere in carbon sinks like trees, oceans, or soils that naturally soak up carbon.

Coastal zones are highly vulnerable to climate change and already experiencing the impacts of climate change. In addition to unsustainable development practices, the continued dangers from

sea level rise and extreme weather events make coastal restoration projects an essential aspect of the survival of coastal communities.



About 40 percent of the wetlands in the lower 48 states are coastal wetlands and approximately 81 percent of coastal wetlands in the continental United States are in the Southeast.

Coastal restoration projects not only support marine life, but they also help sustain local economies and provide a natural barrier to storms. For communities located in coastal areas, there is a need to incorporate coastal wetland restoration into climate adaptation planning. There are three primary categories of coastal restoration projects: restoration, protection, and resiliency. In Table 1 below, we explain the difference between and provide examples of these kinds of projects.

Table 1: Coastal Restoration Projects

	Description	Example
Coastal Restoration	Projects that help coastal areas return to a healthy, natural state.	Establishment of oyster barrier reefs or planting tidal marshes.
Coastal Protection	Projects that protect coastal areas from climate change impacts, like sea level rise. This is usually hard infrastructure.	Waterfront barriers like levees.

Coastal Resiliency	Projects that increase resilience in coastal areas and help alleviate the impact of coastal conditions like flooding.	Elevating streets that are in a flood-prone zone or creating floating architecture.
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Wetland areas can serve as natural buffer areas to protect the community against storm surge, functioning as transitional zones between dry and wetlands. When natural buffers are eroded, urban areas and communities nearby feel the full brunt of a hurricane's winds and storm surge.

Land Use Planning

There are many land use planning and management practices that governments can use to prepare for and adapt to sea level rise. In the table below we outline relevant land use practices and tools that local governments can use to adapt to sea level rise and associated impacts.

Table 2: Land Use Planning for Coastal Resilience

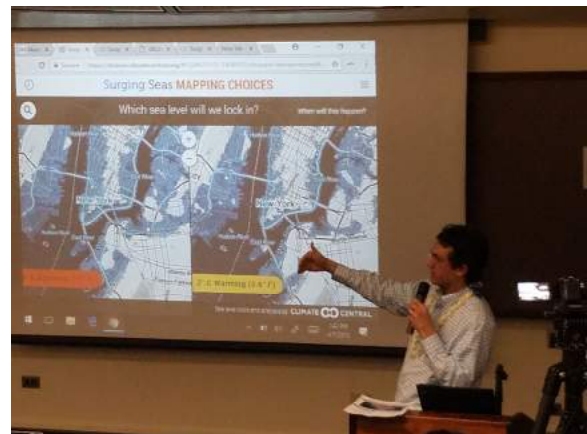
Land Use Planning Practice	Description
Overlay zones	Overlay zones impose additional standards and/or policies on one or more established zoning districts based on characteristics of the area. Overlay zones can be used to protect natural or cultural resources, such as agricultural lands or historic districts. A parcel of land within the overlay zone is subject to both the underlying and overlying zoning requirements. One common example is overlay zoning is the designation of floodplain hazard areas where special building standards are designed to minimize structural losses apply to parcels within the zone.
Non-conformities	When a zoning scheme is modified and the allowed used in a district change, some existing uses or structures may no longer conform to the new zoning. Non-conforming uses/structures may be allowed to continue for a period of time. By providing a phase-out period for non-conformities, a local government can mitigate the economic impact to property owners from changing a zoning scheme.

Setbacks	Setback requirements are standards that protect structures from hazards or create buffers between structures or uses by preventing development a minimum distance from a baseline.
Buffers	Buffers are typically designed to protect natural resources, rather than buildings. Buffers provide a transition zone between a resource and human activities and are intended to reduce the impacts of development on natural resources.
Development conditions	State and local governments can impose special conditions when issuing development permits. Development conditions can be used to manage risks to development in areas that are vulnerable to sea level rise.
Shoreline protection devices	Shoreline protection devices are used to protect coastal area from hazards (like flooding and erosion), and include hard- and soft-engineered structures. Hard-engineered structures include groins or seawalls. Soft-engineered alternatives include wetlands restoration and living shorelines
Managed retreat	A land use practice that allows wetlands and beaches to migrate inland unimpeded as sea level rises. This is most effective when there is sufficient land available.
Capital improvement programs	Capital improvement projects are financing plans that identify and budget for new construction or maintenance of local government infrastructure.
Acquisition programs	State and local governments can purchase land for public purposes.
Conservation easements:	Conservation easements are voluntary agreements between a landowner and government agency or non-profit organization designed to preserve property for open space, habitat, recreation, or agricultural purposes, etc. Conservation easements impose development restrictions but allow the landowner to retain ownership of the property.
Rolling easements:	Rolling easements include a broad collection of arrangements under which human activities are required to yield the right of way to migrating shores. These easements allow wetlands and beaches to migrate inland as sea level rises.
Tax incentives	Tax policies to influence the use and development of land.
Transfer development rights	Transfer of Development Rights programs shift development from donor or source sites (parcels that are unsafe or warrant protection) to receiver sites (parcels where development is

	preferred). These programs can be designed to prevent development on lands vulnerable to sea level rise by compensating a landowner who yield their land to sea level rise.
Real estate disclosures	State and federal laws requiring property owners to disclose certain information to potential buyers when the property is sold, including information about natural hazards.

Historic Preservation

Historic Preservation is the practice of preserving a property’s social, cultural, and historical significance by ensuring that the integrity of significance-imparting property characteristics are protected or enhanced. The National Park Service, which is responsible for the national registry of historic properties, states that historical significance can be achieved by virtue of “distinctive physical characteristics of design, construction, or form.” In this regard, the integrity can be altered by way of changes to the “location, design, setting, materials, workmanship, feeling, and association” of the property. Sea level rise and coastal flooding pose a threat to the integrity of historic or culturally significant sites situated near the coast. In order to minimize threat, communities should implement strategies to protect historic and cultural resources.



Climate adaptation planners often overlook historic resources, despite the significance that these sites often hold for communities—social and cultural, but economic and environmental too. With that said, implementing adaptation strategies that protect historic and cultural resources poses a significant challenge to community planners, as some adaptation measures may impact a property’s historic integrity. Therefore, advocates for historic preservation must work in cooperation with climate change adaptation practitioners in order to ensure measures meet both stakeholders’ objectives to the greatest extent possible.

Link to: National Trust for Historic Preservation: Climate and Culture Program,
<https://savingplaces.org/climate-and-culture#.XEdm3s9KgWp>

Passing Policy to Address Sea Level Rise

In order to build community resilience and adapt to sea level rise, we need to advocate for policy changes on the local, state, and federal levels. We've outlined core policy principles and example policies below to incorporate into advocacy efforts. Check out "Module 4: Passing Policy for Climate Resilience" for more information on how to write and pass public policy.



Core Principles

1. Develop projections of sea level rise and associating impacts to assist local decision makers in preparing for and responding to sea level rise.
2. Undertake a comprehensive assessment of the public health risks associated with sea level rise and coastal hazards, and incorporate findings in adaptation planning.
3. Require all agencies responsible for the management and regulation of resources, infrastructure, and populations at risk from sea level rise to factor the current and anticipated impacts into all relevant aspects of decision making.

4. Reduce vulnerability in coastal areas at risk from sea level rise, residual flooding, storm surge, etc. and support natural protective features to reduce impacts from coastal hazards where applicable. Prioritize the conservation of natural systems when possible.
5. Amend laws and adopt regulations to prevent further loss of natural systems that reduce risk of coastal flooding.
6. Ensure transparency of planning processes and incorporation of impacted community-member participation.
7. Incorporate the preservation of historic and cultural resources into adaptation measures.
8. Develop mechanism to fund adaptation to sea level rise and climate change; fund research, monitoring, and demonstration projects to improve understanding of key vulnerabilities of critical coastal ecosystems, infrastructure, and communities to sea level rise.
9. As called for in the 2010 NAACP Report on the BP Oil Drilling Disaster, sovereignty for coastal first nations through federal recognition, is a critical principle and practice that must be enacted for indigenous tribes that stand to be impacted by sea level rise, such as the Pointe Au Chiene tribe.

Sample Policies

In the table below we outline examples of policies that advance the core principles listed above. For each policy solution we've outlined in the table below we have also provided an example of where this policy has already been implemented along with the policy avenue that was used to pass the policy (i.e. through the state legislature, a local ordinance, etc.) along with a link to more information. Keep in mind that these are sample policies that shouldn't necessarily be completely replicated, but used as examples of real policy solutions.

Table 3: Sea Level Rise Policies

Policy Description	Example Policy
<p>Zoning and Overlay Zones</p> <p>Local governments can adapt to climate change by passing zoning policy to mitigate hazards. Overlay zones allow local governments to superimpose additional regulatory requirements on an existing zone to add supplemental regulation in areas with special characteristics. Localities often use overlay zones to protect areas with unique natural or cultural resources. Local governments could create a sea level rise overlay zone for areas most vulnerable to impacts. Within the overlay zone, a locality</p>	<p>Policy, Location: Coastal Overlay Zone, Greenwich, CT</p> <p>Policy Avenue: Local ordinance</p> <p>Summary: The Town of Greenwich, CT has implemented a Coastal Overlay Zone intended, among other purposes, to “limit the potential impact of coastal flooding and erosion patterns on coastal development so as to minimize damage to and destruction of life and property and to reduce the necessity of public expenditure to protect future development from such hazards.” Development projects within the zone require</p>

could impose special regulations.	<p>a Coastal Site Plan detailing the project's water-dependent activity and a “description of proposed methods to mitigate adverse effects on coastal resources.”</p> <p>More Information: https://www.greenwichct.gov/FAQ.aspx?QID=138</p>
<p>Conservation Easements</p> <p>Conservation easements are voluntary legal agreements between a landowner and a qualifying organization in which the land owner places permanent limitations on the use of the owner's property, often in exchange for money or a tax incentive, in order to sustain the natural function of the land.</p>	<p>Policy, Location: City of Chesapeake: Open Space & Agricultural Preservation (OSAP) Program (Chapter 26, Article X), Chesapeake, Virginia</p> <p>Policy Avenue: Local ordinance</p> <p>Summary: A voluntary program by which the city acquires... the development rights of qualifying parcels... The acquisition of development rights shall be entirely voluntary on the part of the landowner and shall be accomplished generally by the purchase of preservation easements upon selected property.</p> <p>More Information: http://wetlandswatch.org/conservation-easements/</p>
<p>Setbacks/Buffers</p> <p>Setbacks are building restrictions that establish a distance from a boundary line where land owners are prohibited from building structures. Buffers, or buffer zones, require landowners to leave undeveloped portions of their property that provide important natural processes. For example, coastal buffers often prohibit landowners from building on or immediately adjacent to wetlands and sand dunes.</p>	<p>Policy, Location: California Coastal Act, California</p> <p>Policy Avenue: State legislature</p> <p>Summary: Requires local governments to adopt local coastal programs (LCPs). LCPs must establish buffer areas for new development that protect coastal waters, estuaries, wetlands, streams, and environmentally sensitive habitat areas.</p> <p>More Information: https://www.climatechange.ca.gov/adaptation/coast_and_oceans.html</p>
<p>Coastal and Wetland Restoration</p> <p>Policymakers must allocate funding for coastal</p>	<p>Policy, Location: SB 1066, Public Resources Code Relating to Coastal Resources,</p>

restoration and protection projects in coastal areas, particularly those in a floodplain. We must deepen public participation in waterfront restoration and protection efforts to maximize community benefits.	<p>California</p> <p>Policy Avenue: State legislature</p> <p>Summary: Existing law establishes the State Coastal Conservancy, which serves as a repository for coastal lands. Existing law authorizes the conservancy to, among other things, undertake projects and award grants for the purposes of restoration of areas of the coastal zone that are adversely affecting the coastal environment or are impeding orderly development.</p> <p>Policy Language: http://www.leginfo.ca.gov/pub/11-12/bill/sen/sb_1051-1100/sb_1066_bill_20120927_chaptered.pdf</p>
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Link to: Stanford Center for Ocean Solutions Coastal Adaptation Policy Briefs,
<https://oceansolutions.stanford.edu/coastal-adaptation-policy-briefs>.

Assessing Sea Level Rise Risk

Check out the Surging Seas tool from our partners at Climate Central. The free, interactive online mapping tool presents sea level and coastal flood risk information for the entire contiguous U.S. The tool also provides statistics of population, homes and land affected by city, county and state, plus links to factsheets, data downloads, action plans, embeddable widgets, and more.

Visit <http://sealevel.climatecentral.org/> for more information and to access the tool.

The NAACP Environmental and Climate Justice Program works jointly with Climate Central's Program on Sea Level Rise and other local partners to conduct workshops on sea level rise, coastal flood risk, and social vulnerability. Check out the agenda and associated materials from a training hosted by the Honolulu-Hawai'i NAACP, Climate Central, and the Environmental Law Program at the University of Hawai'i at Mānoa by visiting:
<http://sealevel.climatecentral.org/responses/hawaii-workshop>.

Other useful risk evaluation tools include:

Pointe Au Chiene Tribe

<http://pactribe.tripod.com/>

NOAA Sea Level Rise Viewer: <https://coast.noaa.gov/digitalcoast/tools/slr.html>

Social Vulnerability Index: <http://artsandsciences.sc.edu/geog/hvri/sovi%C2%AE-0>

USGS National Assessment of Coastal Vulnerability to Sea Level Rise:

https://www.usgs.gov/centers/whcms/science/national-assessment-coastal?qt-science_center_objects=0#qt-science_center_objects

NOAA Inundation Analysis Tool: <https://tidesandcurrents.noaa.gov/inundation/>

Adaptation Database and Planning Tool (ADAPT): <https://www.cakex.org/tools/adaptation-database-and-planning-tool-adapt>

Conclusion

Coastal communities across the United States will be or are already experiencing the impacts of sea level rise. For these communities, adapting to sea level rise is a critical component of building community resilience. While adaptation measures will differ depending on the community, it is essential that impacted and vulnerable populations are central to the adaption planning process.

Resources

Climate Central Surging Seas Tool

Visit <http://sealevel.climatecentral.org/> to use the tool and associated resources

Coastal Climate Adaptation Library

For a variety of resources, visit this online resource library: <https://research.fit.edu/ccal/>.

Adaptation Clearinghouse Coastal Section

To browse resources related to coastal adaptation on the adaptation clearinghouse webpage, visit www.adaptationclearinghouse.org/ and navigate to the “Coastal” section; or go directly to www.adaptationclearinghouse.org/sectors/coastal/.

Roadmap to Support Local Climate Resilience: Lessons from the Rising Tides Summit

To download the resource, go to www.adaptationclearinghouse.org/resources/roadmap-to-support-local-climate-resilience-lessons-from-the-rising-tides-summit.html.

Local Land Use Response to Sea Level Rise

To download the resource, go to www.adaptationclearinghouse.org/resources/local-land-use-response-to-sea-level-rise.html.

Planning Today for Sea Level Rise Tomorrow

Go to www.oceanservice.noaa.gov and search for the resource in the search bar, or go directly to www.oceanservice.noaa.gov/news/features/aug13/sandy-slr-tool.html.

Adaptation Tool Kit: Sea-Level Rise and Coastal Land Use

Go directly to www.georgetownclimate.org and search for the resource in the search bar.

Ocean Conservancy

Go to www.oceanconservancy.org/.

Coastal Protection and Restoration Authority

Go to www.coastal.la.gov/.

Coastal Resilience

For various resources and information, visit <https://coastalresilience.org/north-america/>.

Resilient Islands

Go to <https://coastalresilience.org/project/resilient-islands/>.

Vulnerability and Capacity Assessment

For more information and to download the resource, please visit <http://www.ifrc.org/vca>.

Sea-Level Rise Vulnerability Assessment Tools and Resources

Go to https://floridadep.gov/sites/default/files/SLR-VA-tools-extended_1.pdf to download this resource and learn more.

Land Use and Sea Level Rise: Practice Tips for Land Use Practitioners in the Wake of Changing Regulatory Schemes

To read this article from the American Bar Association, visit https://www.americanbar.org/groups/real_property_trust_estate/publications/probate-property-magazine/2015/july_august_2015/2015_aba_rpte_pp_v29_3_article_negro_land_use_and_sea_level_rise/.

Coastal Resilience Index: Community Self-Assessment

http://masgc.org/assets/uploads/publications/662/coastal_community_resilience_index.pdf

In First, Native American Tribe, Displaced by the Sea, Gets Land to Relocate

<https://www.reuters.com/article/us-usa-climatechange-relocation/in-first-native-american-tribe-displaced-by-sea-gets-land-to-relocate-idUSKCN1P42QH>

FACT SHEET: Benefits of Coastal Wetland Restoration

Fact Sheet: Benefits to Coastal Wetland Restoration

Coastal restoration is any activity to create, restore, or protect coastal wetlands through sediment and freshwater diversion, water management, or other measures. Coastal zones are highly vulnerable to climate change and already experiencing the impacts of climate change. In addition to unsustainable development practices, the continued dangers from sea level rise and extreme weather events make coastal restoration projects an essential aspect of the survival of coastal communities.

Flood Protection

Wetlands protect residential and commercial areas from flooding due to sea level rise and extreme weather, by working as a sponge to slowly release surface water, rain, groundwater, and flood waters.

Job Creation

Restoration projects create opportunities for job creation. When these jobs go to local people, they can serve as pathways out of poverty for people experiencing underemployment in your community.

Commercial Fisheries

Coastal communities earn income through commercial fishing and tourism. Over 50% of commercial fish and shellfish species in the Southeastern United States rely on coastal wetlands. Protecting the health of coastal areas helps support the local economy in coastal communities.

Water Quality

Healthy wetlands help filter chemicals and sediment out of water before it is discharged back into the ocean.

Recreation and Tourism

Natural coastal wetland areas support a range of recreational opportunities including canoeing, kayaking, wildlife viewing and photography, recreational fishing and hunting.

Erosion Control

Coastal wetlands can prevent coastline erosions due to their ability to absorb the energy created by ocean currents which would otherwise degrade a shoreline and the developed areas that are close in proximity.

MODULE 17:

Transportation Systems



Module 17: Transportation Systems

Quality transportation is a lifeline. It is an essential part of any community. We use transportation everyday—to get to work, school, church, the doctor's office, the grocery store — the list goes on. Despite its critical importance, many members of our communities lack access to safe, reliable, and affordable transportation. At the same time, we're living with the negative public health and safety impacts of transportation pollution.

When we consider transportation systems in the context of resilience building in the face of climate change adaptation there are three primary perspectives to consider:

1. To reduce the greenhouse gas emissions that cause climate change and have the largest impact on communities of color and low-income communities, we need to develop clean, low-emission transportation solutions.
2. We need to respond to the impacts that the extreme weather associated with climate change has on transportation infrastructure, operation, and demand.
3. Our communities need improved access to better, more abundant, and more affordable transportation options.

Reflecting the primary elements of climate resilience, these three areas together **mitigate climate change** by reducing emissions, **adapt to climate change** by making infrastructure and other improvements, and promote **deep democracy** and equity by improving community access to and participation in transportation systems. In this module we introduce various strategies for resilient transportation systems.



Recall the formula we introduced earlier in this toolkit as a tool for unpacking the different parts of resilience:

Climate Change Mitigation + Adaption + Deep Democracy + Equity = Resilience

Where climate change mitigations means reducing the greenhouse gas emissions that are the main cause of climate change, climate change adaptation is the changes our communities must make to survive in a changing climate, and deep democracy is including all voices in a community, especially those on the margins. Equity means ensuring that processes and outcomes address long-standing inequalities in the community.

Models for Resilient Transportation Systems

We've outlined several strategies for resilient transportation systems below. When developing strategies to establish resilient transportation systems, consider the following questions:

1. What kinds of transportation do people in our community rely on (i.e. car, bike, subway, bus, carpool, etc.)?
2. What are some of the negative secondary impacts (i.e. lots of traffic, smog and pollution, expensive, etc.) of transportation options in our community?
3. Who, or what parts of our community, are experiencing these negative impacts the most?
4. What is the important transportation infrastructure in our community? Transportation infrastructure is the parts of our transportation systems that are fixed or don't move like roads, bridges, bus stations, or other public transportation structures.
5. How does climate change impact our area (i.e. flooding, extreme weather, sea level rise, etc.)?
6. How might important transportation infrastructure in our community be affected by these impacts? How likely is it that important transportation infrastructure will be affected by these impacts?
7. What can we do to make our transportation systems more resilient to the impacts of climate change? What can we do to make our transportation systems more equitable?

Equity in Public Transportation Investments

Transportation is a large expense for any government. Historically, transportation investments have been concentrated to prioritize car travel and the wealthier communities. Meanwhile, investments have bypassed many communities of color and low-income communities who are nonetheless still saddled with transportation pollution.

Where we put transportation investments has a dramatic impact on the economic and health impacts for a community. In order to ensure that quality transportation options are available to all communities in an area, transportation investments should be made equitably and in transparent, accountable, and democratic ways. One of the primary ways to do this is by passing policies that mandate transportation investments be allocated in low-income and other disinvested communities. We highlight example policies in the "Passing Policy to Support Resilient Transportation Systems" section below.

Check out this great article in Slate Magazine about the relationship between discrimination and transportation, "America's Unfair Rules of the Road: How our Transportation System discriminates against the most Vulnerable." Search for the article at www.slate.com or go to www.slate.com/articles/news_and_politics/politics/2015/02/america_s_transportation_system_discriminates_against_minorities_and_poor.html.

Adapting Transportation

It is vital that we adapt our transportation systems to account for the new realities that we are experiencing as the climate changes. This includes:

- Changes in transportation operating and maintenance practices: including incorporating responses to more extreme weather events into routine operations and improving collaboration with emergency managers.
- Adapting design strategies: including developing more robust standards that account for climate change impacts and risks, especially in high-impact areas.
- Build new, improved infrastructure: future transportation infrastructure should be designed to account for current and future climate change impacts and promote the shift to renewable energy sources.
- Avoid new development in vulnerable areas such as flood-prone areas and when possible relocate structures in areas vulnerable to climate change impacts

Low-Emissions Transportation

Exhaust from cars and trucks pollute the air in our communities and contribute to climate change. Transportation accounts for about a quarter of all greenhouse gas emissions in the United States. Electric vehicles are becoming an increasingly common low-emission mode of transportation (especially when charged by renewable energy electricity vs. fossil fuels). Unfortunately, there are still significant obstacles to the widespread adoption of electric vehicles, especially in communities of color. We need to create equity programs that increase access to and use of electric vehicles, especially among low and middle-income people, public transportation, and car sharing programs.

Walking and biking are health transportation options that don't produce any emissions! Unfortunately, as it is these are not safe options in many communities. Pedestrian and traffic injuries and deaths are higher in low-income neighborhoods, which often lack sidewalks and safe crossings, safe spaces for biking, and safe routes to bus stops or train stations. We need to make safe streets a priority and fund street improvements projects that make streets safe for pedestrians. This can be done through state or local policy, see the "Passing Policy to Support Resilient Transportation Systems" section below.

According to the U.S. Bureau of Transportation Statistics, about 560,000 people with disabilities never leave home because of difficulties with transportation.

For more info, go to the Dept. of Transportation's Bureau of Transportation Statistics website, www.bts.gov.

Public Transportation

For millions of people of color, public transportation provides a critical link to good jobs, good schools and a brighter future. Investing in quality public transportation systems not only helps mitigate climate change by reducing greenhouse gas emissions, but it also helps make our communities more resilient by helping to connect all people, particularly low-income people, to the jobs and services they need to succeed. In too many of our communities, however, public transportation isn't what it should be: fast, frequent, reliable, and affordable. We need to invest in and expand public transportation systems and design routes that better connect all neighborhoods to critical services.

The Bus Riders Union (also known across Los Angeles as El Sindicato de Pasajeros) is a multiracial union of 200 active members, 3,000 dues-paying members, and 50,000 supporters on the buses of Los Angeles. The BRU/SDP began organizing bus riders in the “Billions for Buses” campaign in the early 1990s to confront and defeat racism reflected in the policies of the Los Angeles County Metropolitan Transportation Authority (MTA). In 1994 the BRU/SDP led popular protests against a massive fare hike, obtained a temporary restraining order to stop the MTA, and sued the MTA for violating the civil rights of transit dependent bus riders. The tactics of the BRU/SDP led to the signing of a historic civil rights Consent Decree. Since then, the BRU/SDP has continued to enforce its provisions for a decade to build a clean-fuel, world-class mass transportation system in the most air polluted and auto-dominated city in the U.S.

Check out the Bus Riders Union at: <https://thestrategycenter.org/projects/bus-riders-union/>

Passing Policy to Support Resilient Transportation Systems

One of the best ways to improve the resilience of transportation systems is by passing public policy that supports our goals through targeted investments or mandating certain practices. In fact, all of the strategies we've outlined in the section above require some level of policy advocacy, through either changed laws or budget allocations. Below we outline core policy principles and example policies for resilient transportation systems.

Core Principles

1. Create affordable and environmentally sustainable transportation options for all people.
2. Invest in and expand public transportation systems and design routes that better connect all neighborhoods to critical services.
3. Expand and improve service for people who depend on public transportation, particularly older adults, people with disabilities, people in rural areas, and lower-income people.

4. Ensure fair and equitable access to the benefits of our transportation system and prevent disproportionate negative impacts on low-income or other disadvantaged communities.
5. Support transitions to low emissions transportation, especially in communities most burdened by transportation pollution.



Sample Policies

In the table below, we outline sample policies that advance the core principles listed above. For each policy solution we've outlined in the table below we have also provided an example of where this policy has already been implemented along with the policy avenue that was used to pass the policy (i.e. through the state legislature, a local ordinance, etc.) along with a link to more information. Keep in mind that these are example policies that shouldn't necessarily be completely replicated, but used as examples of real policy solutions.

Table 1: Sample Policies for Resilient Transportation Systems

Policy Description	Example Policy
<p>Transportation Equity – State Level</p> <p>Transportation equity is about passing policies that allocate resources to communities that have been harmed or left out of past priorities.</p>	<p>Policy, Location: Transportation Equity Bill Package, California</p> <p>Policy Avenue: State Legislature</p> <p>Summary:</p> <p>AB 1640: Priority funding for transportation in</p>

<p>There are several different approaches lawmakers can make on the state level to advance transportation equity. The three bills in the right column each addressed different areas but were conceptualized together as a “Transportation Equity Bill Package.”</p>	<p>low-income communities</p> <p>AB 179: More equitable representation on the California Transportation Commission</p> <p>AB 17: Free and reduced-fare transit passes for youth</p> <p>More Information: http://www.transformca.org/sites/default/files/2017%20Transportation%20Equity%20Bill%20Package%20Fact%20Sheet.pdf</p>
<p>Transportation Equity – City Level</p> <p>Local decision makers, such as city councils, can also pass policies in support of transportation equity. This can include resolutions that make commitments to equity or ordinances that mandate investments in low-income communities and other disinvested communities.</p>	<p>Policy, Location: Res 31773 Transportation Equity Resolution, Seattle, WA</p> <p>Policy Avenue: City Council Resolution</p> <p>Summary: This resolution affirms the Seattle City Council’s commitment to racial equity and social justice in transportation planning. The resolution states that the Department of Transportation (SDOT) will provide “accessible and affordable transportation options that support communities of color, low-income communities, immigrant and refugee communities, people with disabilities, people experiencing homelessness or housing insecurity, LGBTQ people, women and girls, youth, and seniors.”</p> <p>Resolution Text: https://seattle.legistar.com/LegislationDetail.aspx?ID=3156811&GUID=BA5CD22F-D023-4873-9206-EF7ADD892C05&Options=&Search=</p>
<p>Transportation Justice</p> <p>In addition ensuring that all communities have access to healthy and safe transportation options, transportation investments for historically underserved communities should be given priority so that there is an equitable distribution of transportation benefits.</p> <p>This specific policy-avenue was through the state legislature, but resulted in localized</p>	<p>Policy, Location: AB 805 (2017) SANDAG Accountability and San Diego-Area Transportation Reform, California</p> <p>Policy Avenue: State Legislature</p> <p>Summary: This legislation reforms SANDAG, the public agency leading regional transportation planning in San Diego, CA. The bill mandates the agency to undergo a variety of changes to be more equitable and representative of the neighborhoods where the need for affordable and accessible public transportation is the highest. This includes investments in transit, pedestrian, and</p>

reforms for one community.	<p>bicycling infrastructure in San Diego's most impacted neighborhoods.</p> <p>Bill Text: https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201720180AB805</p>
<p>Electric Vehicle Investments</p> <p>While electric vehicle technology continues to improve, it continues to be, for the most part, a luxury for the rich. In order to expand the use of electric vehicle investments, lawmakers can pass policies that improve access—especially for the communities of color and low-income communities who have suffered the most from vehicle pollution.</p>	<p>Policy, Location: SB-1275 Vehicle retirement and replacement: Charge Ahead California Initiative, California</p> <p>Policy Avenue: State Legislature</p> <p>Summary: This bill created a law to put a million electric cars, trucks and buses on California's roads and ensures that low-income communities of color have access to clean vehicles.</p> <p>Bill Text: http://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=201320140SB1275</p>
<p>Complete Streets Policy</p> <p>In many of our communities limited access to sidewalks and a lack of dedicated paths for biking and walking makes physical activity a dangerous activity. This deters people from walking or biking and prevents differently abled people, like people who use wheelchairs, from getting around. Other negative community impacts include increasing emissions from vehicles and lowering health outcomes. Policies can be passed to invest in safe streets for pedestrians and incorporate health equity into transportation planning. Policies can require that every time a street is newly built or renovated it is converted to a complete street model. Or, more ambitious policies mandate that every street meet these standards.</p> <p>Complete Streets policies can be inserted into</p>	<p>Policy, Location: Complete Streets Policy, Seattle, WA</p> <p>Policy Avenue: City Council Ordinance</p> <p>Summary: This ordinance mandates the Seattle Department of Transportation (SDOT) to design streets for all users, including pedestrians, bicyclists, transit riders, and persons of all abilities, while promoting safety for all travelers. To ensure all users are considered in street design, every street undergoing major maintenance and construction must be evaluated with a Complete Streets Checklist, enforced by SDOT.</p> <p>More Information: http://www.transformca.org/best-practices-item/policy-seattles-complete-streets-policy-and-checklist</p>

<p>general plan documents, regional transportation plans, or funding mechanisms such as bonds or transportation sales taxes. They can be legislated through state or local laws, or through resolutions by governing bodies. Policies can be internally adopted by public works departments or state departments of transportation.</p>	
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Gathering Information for a Complete Streets Campaign

There are many transportation options that are healthy for people and the planet like riding a bike or walking. Sometimes these kinds of transportation options don't work for people for various reasons. That is okay and is why we should have many different kinds of safe, clean, and affordable transportation options in any one community. However, we also need to make sure that our streets are designed to be safe for not just cars, but for all modes of transportation. In many cases people are unable to walk or bike on the street because it is not safe or accessible to them. To support alternatives to car-travel we need to transform streets and public space into safe places to walk, bike, and take advantage of comprehensive mass transit.

In many of our communities we need to improve roadways to be more walkable, bikeable, and pedestrian-friendly for people of all ages and abilities. One way to make these improvements on a community level is through safe streets or complete streets policies, as we've outlined in Table 1 above. Complete streets help make streets meet the needs of all transportation users and make low-emissions modes of transportation including walking, biking, and public transportation more accessible.

The first step in advocating for complete streets is determining what kinds of improvements are needed. There might be a specific neighborhood or a high-traffic street in a commonly used area that needs improvement. Identify the street or area and take a field trip. The first step in advocating for complete streets will be evaluating the current conditions. Once gathered, the community can present these findings to public officials and use this information to launch a complete streets campaign. Use Table 2 as a guide for gathering information.

Table 2: Complete Streets Research

Question	Your Response
Do you have room to walk? Are there sidewalks or paths? Are they broken or cracked? Are they wide enough for multiple people to use at once? Do they accommodate wheelchairs? Is the sidewalk block by poles or overgrown shrubbery? Is there too much traffic too close to feel safe? Is the area well lit (day and night)? Do you feel safe?	
Was it easy to cross streets? Are there crosswalks or traffic signals? Do drivers respect and stop for pedestrians? Are streets too wide to cross? If so are there overpasses/underpasses? Are there any signs or lights to notify drivers of pedestrians? Are there curb ramps or ramps needed or in need of repair? Any other related concerns or needs?	
Is there room for a bike? Are there bike lanes or other safe areas for bikes to travel, separate from car travel and pedestrian zones? Is there too much traffic too close to feel safe? Did drivers respect bicyclists?	

<p>Did drivers seem to respect pedestrians? Did they yield to pedestrians trying to cross the street? Did they slow down near pedestrians? Did drivers share the road? Are there any signs to instruct drivers on how to share the road with pedestrians?</p>	
<p>Are transit stops safe and accessible? Are there safe paths to get to transit stops? Are stops well –labeled and easy to see? Is there room for several people to wait safely? Is it accommodating for people with wheelchairs, walkers, or other accessibility needs? Is there brail or audio for the vision impaired? Is the area well lit (day and night)? Do you feel safe?</p>	
<p>Was your walk pleasant? Was it well lit? Was it pleasant and well maintained? Was it clean or dirty? Could you breathe easily? Was the air dirty? How did it make you feel: safe, scared, concerned, neutral, etc.? Do you think that people of different ages (younger or older) or people with different abilities would have a different experience? How so?</p>	

Conclusion

To build transportation systems that help our communities be more resilient in the face of climate change, we must consider three primary areas: reducing greenhouse gas emissions, responding to the impacts that the extreme weather associated with climate change has on

transportation systems, and improving access to better, more abundant, and more affordable transportation options. Like all community resilience work, the pathway to accomplishing these three goals will look a little bit different in every area based on the current conditions and future needs in a community. Explore the strategies introduced in this module and check out the additional information listed in the resources below.

Resources

PolicyLink Transportation Equity Caucus

Go to www.equitycaucus.org and navigate to the “Find Resources” section.

Getting to Work: Transportation Policy and Access to Job Opportunities

Go to www.civilrights.org/ and navigate to the search bar, or go to www.civilrightsdocs.info/pdf/docs/transportation/getting-to-work-july20.pdf.

Greenlining Institute, Electric Cars and Trucks: Charging Ahead

Go to www.greenlining.org and navigate to “Environmental Equity” under “Issues and Impact” or go to www.greenlining.org/issues-impact/environmental-equity/electric-vehicles/.

Overcoming Roadblocks for Transportation Justice

Go to www.reimaginerpe.org/node/316.

How to Develop a Pedestrian Safety Action Plan

Go to <https://safety.fhwa.dot.gov/> and search for the resource in the search bar. Or you can go directly to safety.fhwa.dot.gov/ped_bike/ped_focus/docs/fhwasa0512.pdf.

Labor Network for Sustainability Transit Equity Network

Go to www.labor4sustainability.org/transit-equity/ for more information and resources.

The Strategy Center, Bus Riders Union

Go to <https://thestrategycenter.org/projects/bus-riders-union/> for more information.

FACT SHEET: Benefits of Public Transportation

Fact Sheet: Benefits of Public Transportation

Increases Physical Activity

Riding on public transportation provides individuals and communities the opportunity to increase their physical activity. On average, individuals who use public transportation get about 20 minutes of physical activity by walking to stops and final destinations, rather than about 5 minutes walking between private vehicles and destinations.

Improves Community Safety

Public transportation options such as buses are safer than individual vehicles. Car accidents are one of the main causes of death and injury in the United States, responsible for approximately 40,000 deaths per year. Traveling by way of public transportation significantly

Helps Save Money

Fuel costs, car payments, and parking make operating a personal vehicle an expensive option and a financial burden for lower income households. Public transportation is often a more affordable transportation option

Reduces Fossil Fuel Pollution

The use of public transportation reduces the number of personal vehicles traveling on the highway, which means a reduction in greenhouse gas emissions that pollute our air and cause climate change. New public transportation options are usually designed to be efficient and produce fewer emissions.

Helps Build Community

Traveling by public transportation can help foster a sense of community. Public transportation can be a place for people to come together and individuals have a chance to converse with one another.

MODULE 18:

Waste Management



Module 18: Waste Management

Waste management is how we collect, move, and dispose of garbage, recycling, and other waste products. Current waste management practices fuel climate change and environmental injustice. Landfill methane, the gas produced by decomposing waste in landfills, accounts for almost a quarter of the greenhouse gas emissions in the United States. As the saying goes, *there is no such thing as “away.”* When we throw something “away” it must go somewhere. Too often, waste ends up in the backyards of communities of color. In fact, race is the number one indicator of where a hazardous waste facility will be located.

Waste management infrastructure such as landfills or hazardous waste facilities are vulnerable to climate change. Extreme weather and flooding can cause waste management systems to fail, resulting in leaks or releases at these sites and endangering the health and wellbeing of the environment and people who live nearby. To make our communities more resilient, we need to create more sustainable waste management systems that are resistant to the impacts of climate change while also working to build zero waste communities. In addition to helping communities be more resilient to climate change, reducing waste will also reduce pollution and create green jobs in the recycling and compost sectors.



United Church of Christ Commission for Racial Justice briefing to release Toxic Wastes and Race report at National Press Club, Washington, DC, 1987 (United Church of Christ)

There are several strategies we can pursue to build more resilient waste management systems. This will look a little bit different in every community. In a “throw away” culture we don’t tend to think about what happens to our trash. Your ECJ Committee may need to research your community’s waste management practices in order to determine what strategies will be most effective in building community resilience.

The environmental justice movement has long been interested in finding more just and equitable ways to manage waste. In fact, the environmental justice movement first emerged in the 1970s when a majority African American community in Warren County, North Carolina protested the construction of a hazardous waste landfill.

Solid Waste is the stuff we throw away or recycle.

Organic Waste is organic material such as food or garden clippings.

Hazardous Waste is waste that poses a threat to public health or the environment.

Waste Management and Environmental Injustice

Recalling the strategy framework for a just transition we outlined at the beginning of this toolkit, our current “extractive economy” relies on a mindset of consumerism that supports the continued digging up, burning, and dumping of resources. The United States is the leading generator of waste around the globe. The U.S. produced about 228 million tons of waste in 2006, a figure that climbed significantly to 254 tons by 2013. This “life without limits” mentality destroys the planet at the expense of the health and well-being of our people and the resilience of our communities. For example, race is the number one indicator of where a hazardous waste facility will be located. An African American Family making \$50K per year is more likely to live next to a toxic facility than a white American Family making \$15K per year.

The Story of Stuff is a short (20-minute), fast-paced and fact-filled film that illustrates the environmental and social issues related to waste. The film is can be streamed for free online by going to www.storyofstuff.org and selecting “Movies” from the toolbar.

Becoming a Zero Waste Community

Zero waste is both a goal and a plan of action aimed at significantly reducing—and eventually completely eliminating—the amount of stuff that we throw away. A multi-strategy approach goes into becoming a zero waste community, including reducing waste, developing reuse and repair programs, improving recycling and composting practices, changing consumption habits, and redesigning products to be sustainable. The ultimate goal is the creation of an economy where all products are reused, repaired, or recycled. The benefits of becoming a zero waste community are not just environmental. In fact, zero waste strategies such as community-wide composting and recycling offer numerous economic development opportunities to communities. Zero waste is not just about improving recycling and composting strategies in the community; it's about fundamentally rethinking our relationship with stuff. Zero waste is about transforming our practices and mindset from one of extraction to one of regeneration.



Want to get a better idea of what zero waste management strategies look like in practice?

Check out Zero Waste Detroit, a coalition of organizations advocating for curbside recycling, a materials recycling program to bring new jobs and economic development to the city, and an end to waste incineration. To learn more about their community organizing for sustainable waste management, visit www.zerowastedetroit.org.

Check out this profile of San Francisco's efforts:

San Francisco: Creating a Culture of Zero Waste by Virali Gokaldas

Find it at www.no-burn.org and search for the resource in the webpage search engine. Or go directly to www.no-burn.org/wp-content/uploads/ZW-San-Francisco.pdf.

Models for Resilient Waste Management

There are many different strategies to build resilient waste management systems. There are two primary areas to consider while developing the community's adaptation plan: what steps can we take to become a zero waste community and what actions do we need to take to make the waste infrastructure that already exists in our community more resilient to the impacts of climate change. We've outlined strategies in both of these areas below.

Banning Waste Incineration

Trash incineration is a waste management strategy where trash is burned to create energy, sometimes called waste to energy. It sounds like it could be a good strategy, and is often presented as a green, renewable, and economical solution to waste management. In reality, trash incineration is the most expensive and dirty way to manage waste *or* produce energy. These dirty facilities are also an environmental justice issue, as they are typically located in communities of color and low-income communities.

For more information, check out the Energy Justice Network's "Trash Incineration Fact Sheet". To find it go to www.energyjustice.net/incineration. Another great resource is GAIA's "Incinerators: Myths vs. Facts about "Waste to Energy"" Resource which can be found at www.no-burn.org/incinerators-myths-vs-facts/.

In 2010 the city of Baltimore approved a plan to build the largest trash incinerator of its kind in the nation. By law, the incinerator would be allowed to emit up to 240 pounds of mercury and 1,000 pounds of lead into the air per year. Thanks to the activism of students from the Baltimore neighborhoods of Curtis Bay and Brooklyn, the project was never completed. After learning that the incinerator was to be built less than a mile from their school, the students established a student-run social justice organization called Free Your Voice to galvanize students against the trash incinerator.

To learn more about this victory and Free Your Voice, visit their website <https://stoptheincinerator.wordpress.com/>.

Composting

Almost half the materials thrown away in the United States, including food scraps, yard trimmings, and soiled paper, are compostable. Composting is the natural process of recycling organic material like food scraps or yard waste. When organic waste is put into composting systems instead of landfills it decomposes into nutrient rich soil that can be reused in the community. We outline how to start a community compost project later on in this module.

BK ROT is a youth-powered and community supported composting service in Brooklyn, New York City. The largest bike-powered composting service in New York City, BK ROT handles the pick-up, processing, and distribution of locally produced organic waste.

BK ROT describes their work as being "at the intersection of environmental and social injustices that impact local youth and our collective health and ecosystem." The organization employs local young adults at living wages to collect organic waste from

households and businesses in the community by bike and process the material at their site, called Know Waste Land, in Bushwick, Brooklyn. The team processes 10-12,000 pounds of organic waste every month. After 11 weeks that material is sifted into nutrient-rich compost that is used in gardens, houseplants and in soil remediation projects (the removal of pollution from soil).

Centering the leadership of black, brown, undocumented, migrant, and/or LGBTQ youth and young adults, BK ROT believes that “Any solution to the crises of climate change must include their voices and genuinely allow for their leadership.” BK ROT’s model for organic waste management shows how we can create whole-systems approaches to climate resilience.

For more information about BK ROT check out their website, www.bkrot.org.

Recycling

The production and movement of the stuff we buy and use accounts for almost half of the total greenhouse gas emissions in the United States (remember—greenhouse gas emissions are what causes climate change). Recycling programs can drastically cut down on these emissions by reusing and repurposing the products we already have so we don’t have to extract, transport, and manufacture more stuff.

Zero waste plans should include a number of tactics to increase recycling of products and materials that are no longer in use. Not all recycling programs are created equal, however. It is important that we ensure that recycling programs in our communities provide jobs with safe working conditions that pay workers a living wage. It is also important that recycling programs do not produce new or different kinds of pollutions. For example, the practices involved in recycling e-waste like computers and cell phones results in toxic fumes and dust, a public health and environmental concern for the surrounding areas.

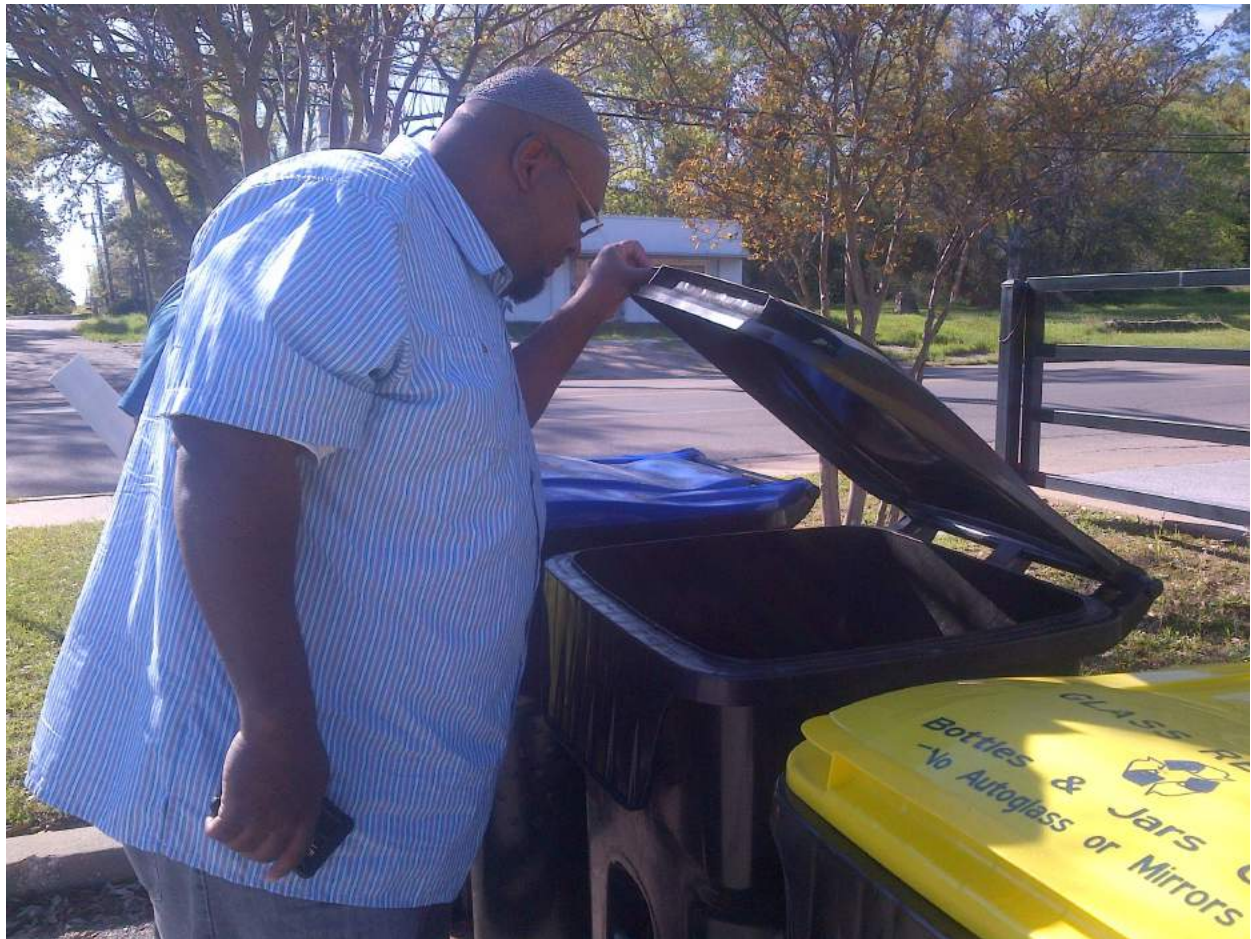
Adaptation Improvements

While we work to transform our waste management system and move toward zero waste, we must also ensure that the waste infrastructure that already exists in our own communities is resilient to the impacts of climate change. Identify the waste management facilities and other infrastructure in the community, including landfills, recycling centers, or hazardous waste sites. Determine what specific adaptation actions are needed to take to make sure that these facilities are resilient to local climate change impacts.

Check out the Environmental Protection Agency’s Climate Change Adaptation Resource Center for more information on adaptation actions for waste management facilities. Go to www.epa.gov/arc-x/strategies-climate-change-adaptation and select “Waste.”

Passing Policy for Resilient Waste Management

One of the primary ways to change the waste management systems is by passing public policy that supports and helps advance our waste management goals. Consider these core principles when advocating for policies related to waste management on the local, state, and federal levels. For more information about the how to write and pass policy and about the legislative process, check out “Module 4: Passing Policy for Climate Resilience.”



Core Principles

1. Reduce waste and redesign waste management systems to establish models for zero waste strategies and waste management goals
2. Prohibit the dumping of waste in communities of color, including incinerators and landfills
3. Prohibit waste-to-energy schemes and other false solutions in waste management
4. Fund the cleanup and rehabilitation of toxic waste sites
5. Avoid developing new infrastructure in highly vulnerable areas (i.e. flood prone)

Sample Policies

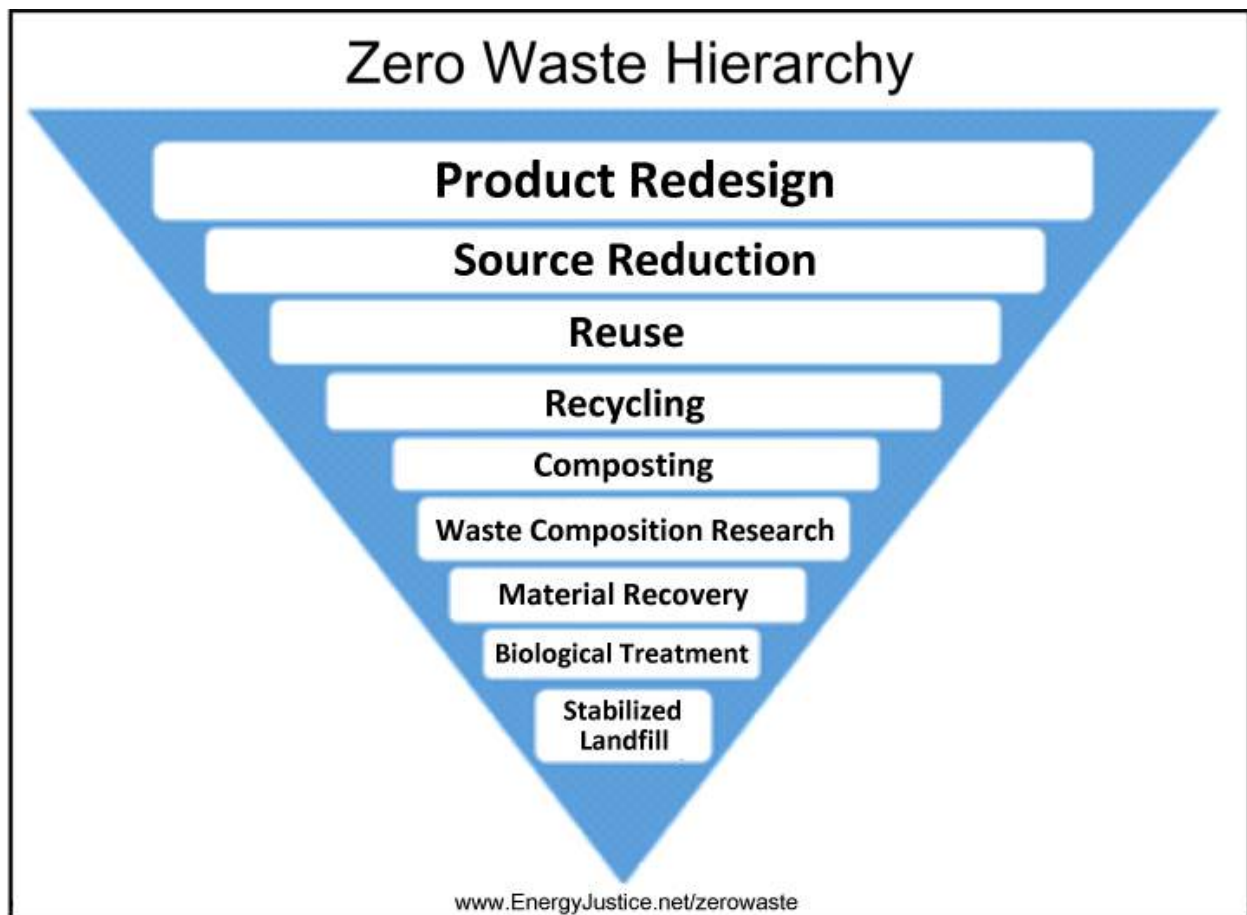
In the table below we outline sample policies that advance the core principles listed above. For each policy solution we've outlined in the table below we have also provided an example of where this policy has already been implemented along with the policy avenue that was used to pass the policy (i.e. through the state legislature, a local ordinance, etc.) along with a link to more information. Keep in mind that these are example policies that shouldn't necessarily be completely replicated, but used as examples of real policy solutions.

Table 1: Sample Policies for Resilient Waste Management

Policy Description	Example Policy
<p>Anti-Incinerator</p> <p>Incinerators that burn waste are often falsely characterized as green, renewable, or economical solutions to waste management. Waste incineration and landfill gas recovery are not clean, renewable energy solutions and prevent the establishment of effective waste management practices.</p>	<p>Policy, Location: Waste-to-Energy Rejected, Portland, OR</p> <p>Policy Avenue: Metro Council Decision</p> <p>Summary: The Portland Metro Council rejected a proposal from a Covanta incinerator to receive one-fifth of the tri-county region's garbage at its Brooks, OR facility.</p> <p>More Information: https://d3n8a8pro7vbm.cloudfront.net/oregonpsrorg/pages/127/attachments/original/1502225118/Metro_Covanta_Press_Release_08-08-2017.pdf?1502225118 </p>
<p>Zero Waste</p> <p>Policy makers can institute zero waste commitments that advance plans for redesigning waste management practices with the objective of eventually establishing models of zero waste.</p>	<p>Policy, Location: REAFFIRMING THE CITY'S ZERO WASTE GOAL AND REFERRING THE ISSUE TO THE SOLID WASTE COMMISSION, Berkeley, CA</p> <p>Policy Avenue: City Council Resolution</p> <p>Summary: The city of Berkeley, CA passed a zero waste commitment through city council resolution.</p> <p>More Information: https://www.cityofberkeley.info/uploadedFiles/Planning_and_Development/Level_3_-_Energy_and_Sustainable_Development/Zero%20Waste%20Goal.pdf </p>

Starting a Community Compost Project

In some communities and major cities, separating organic waste for compost is already a part of the waste management system. In areas where there are not already community compost systems, we can start a community compost project. There are many models of community composting. Below we outline the basic steps to follow to start a community compost project. Check out the additional resources for more information.



Before Starting a Community Compost Project

Meet with your ECJ Committee, unit, or team to:

1. Survey the community and determine the need and interest for a community compost program. If there is need and interest among the committee and other members of the community, proceed with the planning process!
2. If you have a large ECJ Committee or you're working on several resilience projects at once, you might want to establish a core group or people to steer the project. This can include members of the NAACP unit and ECJ Committee, but you might also include partners, collaborators, and supporters from outside groups.

3. Next, create a vision for the project. What are the goals that you want the community compost project to achieve? Do you hope to engage youth? Will your composting project work in conjunction with an urban agriculture project? Work with the ECJ Committee and partners to determine what your goals are. Find ways to engage the community in the project planning process. Host community information sessions to educate the community about the project and get feedback from the community.
4. Determine the desired scope of the project. What do you have a need and the capacity for? Be sure to clearly define the scope of the project, and remember, it's okay to start small! You can scale-up in the future. This includes the following considerations:
 - a. How much material is available to compost in your area?
 - b. How much material do you want to handle?
 - c. How much of your time will this project take?
 - d. What kind of funding do you have available to you?
5. Select which materials you will compost and collect. It is possible to compost many different materials, including leaves, grass, paper products, food scraps, etc. In addition to considering what kinds of materials are most generated and available for compost in the community, also consider the blend of materials going into the compost to make sure that it is not too wet or too dry. Check out the composting resources listed below for more information on this.
6. Determine who you will accept compost from. There are many sources of composting materials including households, restaurants, schools, businesses, etc. Depending on the scope of the project, the volume of materials you would like to collect, and what kinds of materials you've decided to accept, set parameters for the compost generators.
7. Familiarize yourself with the rules and regulations related to composting in the area. Contact the local agencies in the community that regulate solid waste, agriculture, natural resources, and environmental protection to find out what the laws are in the area. Do you need a permit or some other kind of certification? Follow the steps necessary to ensure that the compost project is in compliance with local regulations.
8. Plan the compost site. You might choose to develop your own compost operation or partnering with another group such a local farm or school. A few examples are:
 - a. Community garden-based: the community garden serves as a compost drop off site for food scraps and garden waste for the community.
 - b. Community farm-based: A local farmer accepts food scraps and yard waste and manages on-site.
 - c. School-based: One of the local schools becomes the site for a community compost project
9. Determine what kind of composting system works best for the project. There are many compost system choices: some are better for small spaces and others work better if on a large piece of land. Some systems work well in a school or community garden setting while others might be a more natural fit at a local farm. Check out the composting resources listed below for information about identifying and designing a compost system that best meets your needs.

Starting a Community Compost Project

1. Create an action plan for getting the compost project off the ground. This should include the compost system design, a timeline of who will do what and when, a clear designation of roles and responsibilities for partner groups, a list of materials needed, a funding plan, a volunteer list, etc.
2. Gather supplies and equipment needed. This could include tools, materials, bins, etc. If there is funding for this project than you can buy these items. Otherwise, it could be possible to get items donated or that partner organizations are able to help finance the project. Also keep in mind that most of the materials that are needed to start community compost project can be repurposed or purchased second-hand. This is, in-fact, the most sustainable option for gather materials and avoiding unnecessary consumption and waste!
3. Educate the ECJ Committee members and community about composting. This includes general education like including health and safety considerations as well as information about the community compost system like what can be composted here and how compost material is collected.
4. Build the system! Refer to the compost system design and action plan to build the system as planned. Refer to the resources below for more guidance if needed.
5. Educate and train members of the community about the compost program. This includes:
 - a. What can and cannot be composted.
 - b. Health and safety considerations to be aware of.
 - c. How to submit organic waste to the compost program.
 - d. Roles for community members and how to get involved.
6. Establish ground rules for the compost project. This is a community space, so the community should work together to come up with shared rules and values for the space. Put the rules in writing and post on signs in a visible location.

After Starting a Community Compost Project

1. Write and send thank you notes to everyone that helped get the community compost project started.
2. Consider hosting a “grand-opening” celebration for the community compost project. Invite members of the community to come and see the new project, learn how it works, and how to get involved with maintaining the compost project.
3. Maintain and manage the community compost project. Identify a few people from the ECJ team that will commit to continuing to:
 - a. Educate and communicate information about the composting project to the community.
 - b. Maintaining the compost system, including stirring the compost regularly to speed up the decomposition process (at least once a week is recommended).
 - c. Solve problems (or delegate to other community experts!) when needed

4. Meet with the ECJ Team regularly to make sure that the community compost project is meeting the vision for resilient waste management that it was originally designed to support.

Composting at the Community Garden: A Step-by-Step Guide

<http://vcgn.org/wp-content/uploads/2013/12/CompostingInCommunityGardens-GrowPittsburgh.pdf>

Growing Local Fertility: A Guide to Community Composting

<http://ilsr.org/wp-content/uploads/2014/07/growing-local-fertility.pdf>

Guide to Starting a Composting Program in Your School.

For more information go www.greenmountainfarmtoschool.org/ and navigate to “Educational Resources” at the bottom of the page. Or go directly to www.greenmountainfarmtoschool.org/wp-content/uploads/2016/01/Guide-to-Starting-a-School-Compost-Program.pdf.

Health and Safety Guidance for Small Scale Composting

Go to www.vcgn.org/garden-organizer-toolkit/communitycomposting/ and scroll to the “Community Composting Resources” Section.

Composting Best Practices—A Guide For Small Scale Composting

Go to www.ilsr.org/composting-best-practices/.

Conclusion

We often take waste for granted. Many of us don’t think about where trash goes when we throw it “away.” Unfortunately, many of us don’t have that luxury as the waste ends up in our backyards in landfills and other waste management infrastructure. We must work to change the mentality that we can keep buying more and more stuff and simply throw it out when we’re done. There is no such thing as “away.” Transitioning to zero waste communities will require changing practices but also changing the way we think about stuff. To become more resilient

communities, we can reduce waste and redesign waste management systems and ultimately establish models for zero waste.

Resources

Institute for Local Self Reliance Zero Waste Primer

<https://ilsr.org/zero-waste-primer/>

How Communities Have Defined Zero Waste

Go to www.epa.gov/transforming-waste-tool/how-communities-have-defined-zero-waste.

More Jobs, Less Pollution: Growing the Recycling Economy in the U.S.

Go to www.no-burn.org and search for the resource through the webpage search bar. Or go to www.no-burn.org/wp-content/uploads/MoreJobsLessPollutionFinal.pdf.

Trash Hunger, Not Food

For more information go to www.campusfoodwaste.org.

Solid Waste Management: Addressing Climate Change Impacts on Infrastructure

Go to www.climatelinks.org and navigate to the “Resources” section. Or go directly to www.climatelinks.org/sites/default/files/asset/document/Infrastructure_SolidWasteManagement.pdf.

Trash Incineration (“Waste-to-Energy”) Fact Sheet

Go to www.energyjustice.net/incineration to find the resource or go directly to www.energyjustice.net/files/incineration/trashincineration.pdf.

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FACT SHEET: Benefits of Community Compost

Fact Sheet: Benefits of Community Compost

Almost half the materials thrown away in the United States, including food scraps, yard trimmings, and soiled paper, are compostable. Composting is the natural process of recycling organic material like food scraps or yard waste. When organic waste is put into composting systems instead of landfills it decomposes into nutrient rich soil that can be reused in your community.

Environmental Benefits

When organic waste like food is disposed in the landfill it quickly rots and becomes a significant source of methane — a greenhouse gas that contributes to global warming. Landfills account for more than 20 percent of all methane emissions. Recovering and recycling food waste diverts organic waste from landfills—reducing these emissions. The use of recycled food waste by turning it into compost also improves local agriculture.

Economic Benefits

Community composting programs can help create good, safe, local jobs. When run correctly, community-based composting programs can be run as self-sustaining business ventures that employ community members with green jobs. These programs can provide vocational training in subjects such as horticulture and composting for under-employed people in your community.

Community Benefits

Community compost projects can bring community members together for a common project. When community members come together for projects like community compost, it strengthens the sense of community in an area, which improves community resilience and a community's ability to stay together when faced with adversity. Composting projects also helps make a community more green and sustainable.

Health Benefits

Community composting also helps improve sanitation, public safety, and health. Food waste disposed of in standard trashcans and dumpsters attract rodents and insects, and also generate bad odors. Composting can significantly reduce, and even eliminate these problems. Compost also helps support community agriculture projects that help improve access to fresh and healthy food.

FACT SHEET: Busting Waste-to-Energy Myths

Fact Sheet: Incinerators and “Waste-to-Energy” Myths

Incineration is a waste management strategy that involves burning commercial, residential, and hazardous waste. Most of the incinerators in the United States are used to generate electricity. It sounds like it could be a good strategy, and is often presented as a green, renewable, and economical solution to waste management. In reality, trash incineration is the most expensive and dirty way to manage waste or produce energy. These dirty facilities are also an environmental justice issue, as they are typically located in communities of color and low-income communities.

Here is the truth behind the misleading claims made about waste incineration.

Myth: Waste incineration is a type of renewable energy

Fact: The waste burned in incinerators are non-renewable, consisting of discarded materials such as paper, plastic, and glass. Burning these materials in order to generate electricity creates a demand for “waste” and discourages efforts to conserve and reuse resources.

Myth: Modern incinerators are clean and safe form communities

Fact: Even new or modern incinerators pose health and environmental risks to neighboring communities and release pollutants into the air that contaminate our air, soil, and water. The risks are most acute for incinerator workers and people living closest to the incinerators.

Myth: Incinerators provide good local jobs for communities

Fact: In reality, incineration creates less jobs than other, more sustainable waste management strategies. Recycling creates 10 to 20 times more jobs than incinerators. Considering the huge capital investments required for incineration, they offer relatively few jobs compared to recycling.

Myth: Incinerators are affordable waste management options

Fact: Incinerators are the most expensive method to generate energy *and* handle waste. They also creat significant economic burdens for the communities that host these facilities.

MODULE 19:

Water Resource Management



Module 19: Water Resource Management

Water is life. Access to clean and safe water is a fundamental human right. Across the United States, communities increasingly face threats to their water security. Millions of Americans live in communities without access to reliable safe drinking water and climate-change related flooding, sea level rise, and drought worsen existing challenges and inequities in our water systems. Water can be sustainably managed as a common resource that provides sufficiently for communities now and is also preserved for future generations. In this module, we outline several of the challenges to current water resource management practices and introduce some of the water resource management strategies communities can incorporate into climate adaptation planning. As is the case with all resilience planning, each community will want to identify the specific problems and community-based solutions that are relevant to that community's needs.



Water equity is achieved when:

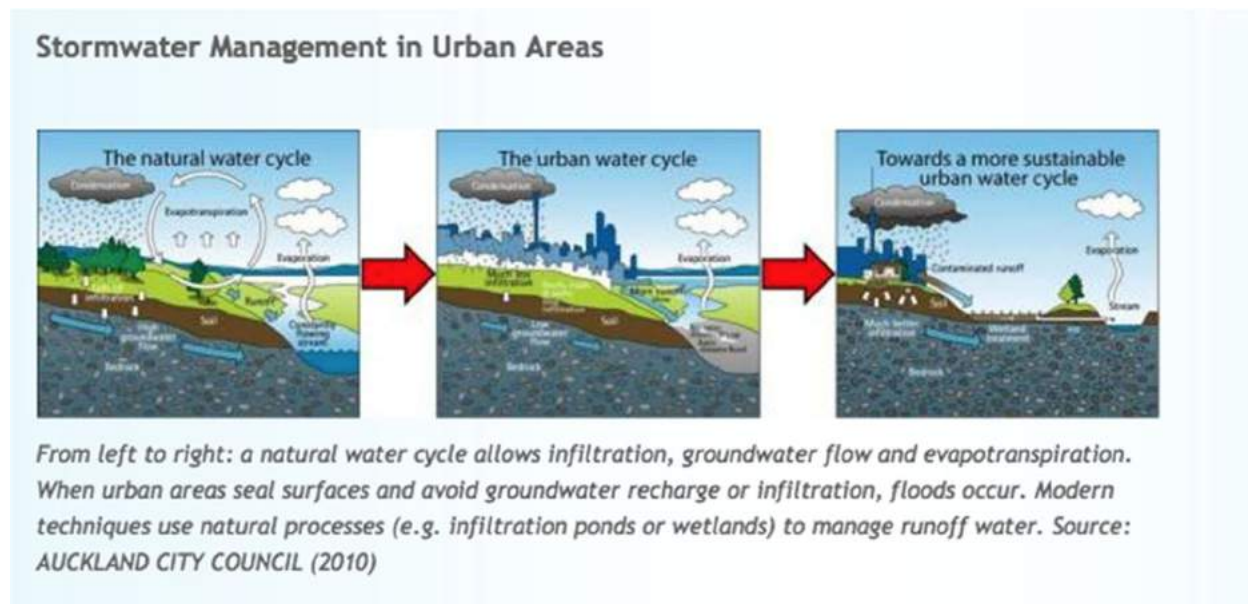
- All people have access to safe, clean, affordable drinking water and wastewater services.
- Communities are resilient to flood, drought, and other climate change impacts.
- Community members have a role in the decision-making processes related to water management in their community.

Water stress occurs when an individual or community face difficulty in accessing water services. This includes inadequate access to drinking water, wastewater, and storm water services.

Water Access and Affordability

Water affordability can also be a barrier to water access and a cause of water stress. Water rates can be too expensive for lower-income people; the lowest 20 percent of earners pay almost one-fifth of their monthly household income for water. When rates go unpaid, utility companies typically shut off water service—a practice that can have detrimental effects on the health and wellbeing of already vulnerable people. There are few policies in place to protect

vulnerable households—such as households with small children or elderly people—from water shutoffs.



Water Quality--Common Sources of Water Contamination

Water contamination plagues low-income areas and communities of color across the nation. Contaminated water can cause a range of health-related issues, including waterborne diseases, blood disorders, and cancer. The Flint Water Crisis brought water contamination issues to national attention, but communities across the United States encounter this environmental burden. Low-income communities and communities of color often face the most severe and persistent drinking water contamination. Some common sources of water contamination include:



Disparities in Drinking Water Infrastructure

In the United States, water supply infrastructure ranges from large systems serving millions of people to a private well serving a single household. Communities across the country have aging or inadequate water infrastructure. Other areas have never had centralized water and wastewater systems to begin with. The United States Census conducted in 2000 indicated that 1.7 million people lack access to complete plumbing facilities. African Americans are more than twice as likely as their white counterparts to live without modern plumbing.

A recent study found that more than 27 million Americans are served by water systems violating health-based standards established in the Safe Drinking Water Act.



Storm Water Runoff

When we develop our cities and towns we replace forests and fields with buildings and pavement. When it rains, the storm water runs off the roofs of buildings, driveways and sidewalks and into the street. As it makes its way through storm drains and ditches to our streams, rivers, lakes and the ocean, it picks up fertilizer, oil, pesticides, dirt, bacteria, and other pollutants along the way.

Storm water runoff can have a several negative impacts. The three main negative impacts are:

- **Water contamination:** Pollution from storm water runoff can contaminate our water sources. Polluted storm water runoff is one of the greatest threats to clean water in the United States.
- **Flooding:** Unable to soak into the ground, storm water runoff can result in flooding, which can damage homes, business, and habitats.
- **Water shortages:** Aquifers, the natural underground sources of freshwater, can dry up causing water shortages.

Because of inequitable land use planning and management practices, many of our communities are already confronted with challenges related to storm water runoff. Climate change only increases these challenges: increasing temperatures, changing precipitation patterns (more rain in some places, less rain in others), and extreme weather. Storm water pollution, flooding, and other impacts seriously impacting water quality, public health, and local economies.

Agricultural Runoff

The agricultural sector is not only the biggest consumer of global freshwater resources, but agricultural pollution is also a one of the leading sources of water contamination. In the United States, pollution from agriculture is the top source of contamination in rivers in streams, the second-biggest source in wetlands, the third main source in lakes, and a major contributor of contamination to estuaries and groundwater. When it rains, fertilizers, pesticides and animal waste from farms and livestock operations wash bacteria, viruses, and parasites into waterways and contaminate water supplies.

Drilling, Mining, and Fracking

Energy production is not only the second largest user of water in the United States (after agriculture), but it is also a leading source of water contamination. Drilling, mining, and fracking pose ongoing threats to water supplies. Across the United States, the vast majority of water contamination from oil and gas development is caused by spills or leaks. Drilling sites, pipelines, and other oil and gas infrastructure are typically located in low-income communities and communities of color.



Radioactive Substances

According to the National Resource Defense Council, “Radioactive waste is any pollution that emits radiation beyond what is naturally released by the environment.” Once produced, radioactive waste can persist in the environment for thousands of years, making disposal a major challenge. Uranium mining, nuclear power plants, and the production and testing of military weapons all generate radioactive waste. Accidentally released or improperly disposed of radioactive waste threaten to contaminate groundwater, surface water, and marine water sources.

Nearly 77 million U.S. residents are served by drinking water systems with one or more Safe Drinking Water Act violations.

Models for Resilient Water Resource Management

There are several different strategies that we can use to achieve water equity and address the various impacts that climate change has on water systems. Three of the primary strategies for addressing water-related issues include: improving storm water management practices, protecting community-owned water resources, and investing in water infrastructure improvements.

Storm Water Management

Storm water management is about taking action to soak up the rain. When we soak up the rain we keep it closer to where it falls and reduce the amount of runoff. By improving the way that storm water management practices in our communities, we can protect precious drinking water resources while also making our public infrastructure more resilient and introducing green space that will make our communities more vibrant and livable places to be. We’ve listed several methods to improve storm water management in the community in Table 1: Methods for Storm water Management. Also, storm water management is a promising avenue for job creation given the extensive needs and resources available nationwide. Check out the “Resources” section of this module for more information about the various storm water management solutions profiled in the table below.



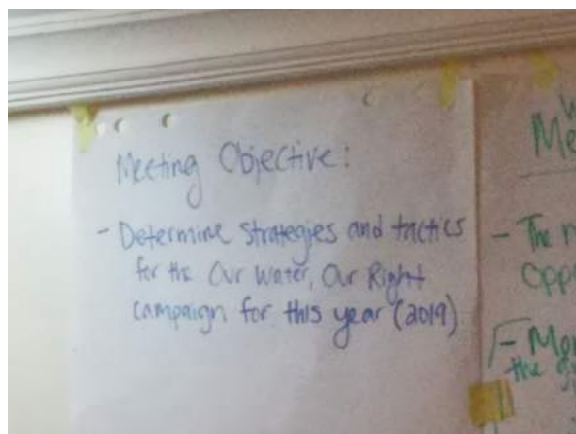
Table 1: Methods for Storm water Management

Method	Description
Rain Garden	A rain garden is a shallow basin planted with grasses and other plants that collects storm water from a roof, driveway, sidewalk, or street, allowing it to be soaked into the ground. A rain garden can be installed in almost any unpaved space.
Permeable Pavement	Permeable surfaces, unlike impermeable surfaces such as asphalt or concrete, allow storm water to infiltrate through porous surfaces into the soil and groundwater.
Flow-through Planter	Flow-through planters are hard-edged planters that can be installed in urban areas to improve storm water management. They can be installed next to buildings or in dense urban areas. These planters allow water runoff to soak through its soil before channeling that runoff into a drainage system.
Green Roof	Green roofs are rooftops covered with plants. This “natural” cover allows rainfall infiltration and evapotranspiration of stored water. In other words, it follows a natural process and reduced runoff. Other benefits include reducing energy costs and heat islands.
Rain Barrels and tanks	Rain barrels and tanks collect and recycle storm water for non-potable use, such as watering plants or flushing a toilet. Rain barrels typically collect rain off of roofs. This reduces the amount of storm water entering your sewer system.

Chicago is home to three million residents with more than 100 square miles of impervious cover and nearly 100 miles of storm water storage tunnels. Chicago has an aging infrastructure that was installed before the 1930s. To begin to solve the problem, the city adopted Storm water Management Ordinance to reduce impervious surface areas. Also, a Green Streets Initiative was announced to increase public and private tree planting. Chicago has implemented comprehensive green infrastructure programs, which have significantly reduced energy use and storm water runoff.

Public Water Systems

Like we said before, water is a resource that should be collectively managed. With fresh water resources depleting across the globe, we must manage water resources sustainably so that communities have enough water today but the resource is also preserved for future generations. Today, most people in the United States receive their water service from a publicly owned utility. By owning and operating their own water and sewer systems, communities have control over the decisions that determine the cost and quality of water services. The privatization of water turns water into a commodity that is bought and sold. This is a violation of the human right to clean water. When private corporations buy or operate public water utilities and/or natural water sources, communities experience higher rates for lower water quality. Treating water as the human right that it is, we must ensure that water is managed as a public trust, improve water systems to ensure that clean water is accessibly but also managed sustainably, and make water service safe and affordable for all.



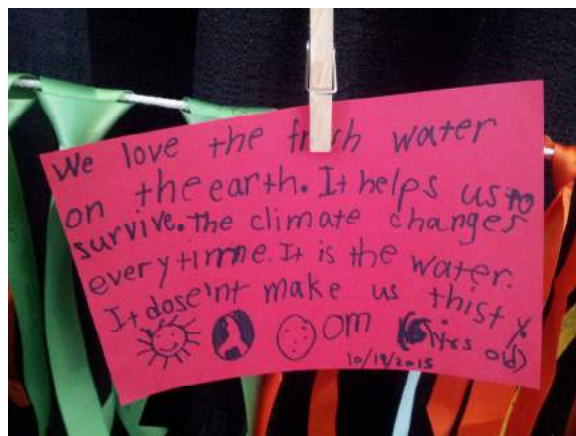
To learn more about water privatization, check out Food and Water Watch's findings about the privatization of local water and sewer systems.

Go to www.foodandwaterwatch.org and navigate to "Corporate Control" in the "Problems" tab. Or go directly to

www.foodandwaterwatch.org/insight/water-privatization-facts-and-figures.

Water Infrastructure Investments

We rely on water infrastructure—pipes, pumps, and people—to deliver clean water to our homes and businesses and to remove and treat wastewater. We need infrastructure improvements to keep water safe and accessible to all, but we also need to ensure that the investments we make in infrastructure is resilient to the climate change impacts our community is experiencing now and in the future while also maximizing community and local economic benefits. One way to do this is to monitor the local water utility budget in order to keep them



accountable to the public interest. This includes ensuring that funds are invested equitably across the area the utility serves.

When advocating for water infrastructure improvements, it is important to ensure that investments are going first to communities of color, low-income communities, and other disinvested communities that need these improvements the most. Without explicitly writing these allocations into policy, our communities are often left out of these improvements—which is part of the reason our communities are most affected by the impacts of climate change today.

Passing Policy for Resilient Water Resource Management

One of the primary ways to improve water resource management systems is by advocating for changes in public policy. Consider these core principles when advocating for policies related to water resource management on the local, state, and federal levels. For more information about the how to write and pass policy and about the legislative process, check out “Module 4: Passing Policy for Climate Resilience.”

Core Principles

1. Integrate storm water management strategies into new and existing infrastructure, especially in low-income and multifamily residences
2. Improve flood protection and storm water management infrastructure and develop ecosystem conservation/management programs, particularly coastal and wetland ecosystems that serve vital flood and storm mitigation functions
3. Apply local hiring and training provisions to wetland and coastal conservation, restoration, and management programs
4. Stop privatization of water resource management and promote public systems where control is locally and/or community centered
5. Ensure public access to safe water

Sample Policies

In the table below we outline example policies that advance the core principles listed above. For each policy solution we've outlined in the table below we have also provided an example of where this policy has already been implemented along with the policy avenue that was used to pass the policy (i.e. through the state legislature, a local ordinance, etc.) along with a link to more information. Keep in mind that these are example policies that shouldn't necessarily be completely replicated, but used as examples of real policy solutions.

Table 2: Sample Policies for Resilient Water Resource Management

Policy Description	Example Policy
<p>Storm Water Management</p> <p>Storm water management prevents damage to people, aquatic life, and communities from flooding and contamination of waterways. Storm water management is especially necessary in cities and urban areas with significant built infrastructure, contributing to increased flooding and contamination of the storm sewer system. Policy makers must incorporate storm water management into land use planning and investments in order to protect water resources.</p>	<p>Policy, Location: Storm water Ordinance, Chicago, IL</p> <p>Policy Avenue: City Council Ordinance</p> <p>Summary: Chicago's Storm water Ordinance provides standards and restrictions for developments and major renovation projects that connect to the city sewer system. The law also promotes the use of green storm water infrastructure.</p> <p>More Information: https://www.cityofchicago.org/content/dam/city/progs/env/ChicagoGreenStormwaterInfrastructureStrategy.pdf</p>
<p>Ground Water Management</p> <p>With clean ground water supplies rapidly depleting in many parts of the United States, policy makers must ensure that rules are in place instituting the sustainable management of ground water resources and that communities are given the power to democratically manage water resources.</p>	<p>Policy, Location: SB 1168 (2014) AB 1739 (2014) Groundwater Management, California</p> <p>Policy Avenue: State Legislature</p> <p>Summary: These bills passed by the state legislature ensures that water supplies are sustainably managed and that the needs of all people reliant on groundwater are included in management plans and in the planning process.</p> <p>Policy Language: https://leginfo.legislature.ca.gov/faces/billNavCClient.xhtml?bill_id=201320140AB1739 and https://leginfo.legislature.ca.gov/faces/billNavCClient.xhtml?bill_id=201320140SB1168</p>
<p>Income-Based Water Affordability</p> <p>Income-based water affordability policies help establish equitable public water and sewage systems. Municipalities can establish water-service affordability programs that cap water bills of low-income households at a level that</p>	<p>Policy, Location: Bill 140607, Income-Based Water Revenue Assistance Program, Philadelphia, PA</p> <p>Policy Avenue: City Council Ordinance</p> <p>Summary: Through city ordinance, the</p>

<p>households can afford to pay. This policy solution prevents unjust water service shut-offs and helps ensure that every household has access to safe and affordable water services.</p>	<p>Philadelphia City Council passes policy establishing the Income-Based Water Revenue Assistance Program. This program adjusts low-income household's water bills relative to their income while also increasing water conservation efforts.</p> <p>More Information: http://www.circleofblue.org/wp-content/uploads/2017/04/Philadelphia_CertifiedCopy140607-AA04.pdf</p>
<p>Low-Income Water Affordability</p> <p>No person should go without clean drinking water because they don't have the money to pay service charges. States should pass policies that support a right to safe water and create avenues for affordable drinking water for people with low-income.</p>	<p>Policy, Location: AB 401 Low-Income Water Rate Assistance Act, California</p> <p>Policy Avenue: State Legislature</p> <p>Summary: The <i>Low-Income Water Rate Assistance Act</i> established directs the State Water Resources Control Board (State Water Board) to prepare a plan, in collaboration with the State Board of Equalization, that covers funding and implementation of a Low-Income Water Rate Assistance Program.</p> <p>Policy Language: http://www.leginfo.ca.gov/pub/15-16/bill/asm/ab_0401-0450/ab_401_bill_20151009_chaptered.pdf</p>
<p>Water Shut-Off Policy</p> <p>As a part of a broader consumer protection arrangement, the adoption of utility disconnection policies acknowledges the problems faced by customers who are vulnerable to having their utilities disconnected and protects water access as a basic human right.</p>	<p>Policy, Location: City of Jackson Water and Sewer Bill of Rights, Jackson, MS</p> <p>Policy Avenue: Mayoral Executive Order</p> <p>Summary: Among other things, the City of Jackson Water and Sewer Bill of Rights promises not to disconnect any water or sewer lines until the appeal process is complete. The city also promises not to shut off water in the event of a freeze warning or excessive heat.</p> <p>More Information: www.jacksonfreepress.com/documents/2018/sept/25/city-jackson-water-and-sewer-customer-bill-rights/</p>

Conclusion

To build communities that are resilient now and in the future, we must improve water resource management practices to be more sustainable. In this module we introduce some of the primary areas of water resource management that are relevant to climate change adaptation: storm water management, community-controlled drinking water, and water infrastructure. Each community will need to determine what their specific needs are to establish more resilient and sustainable water resource management practices. To learn more, check out the additional information available in the resources listed below.



Resources

Water, Health, and Equity: The Infrastructure Crisis Facing Low-Income Communities and Communities of Color—and How to Solve It

Go to <http://www.policylink.org/resources-tools/water-health-equity> to download a copy of this report.

FLOW: For the Love of Water, Public Water Model Legislation

Go to www.flowforwater.org/model-legislation/ for more information.

PolicyLink: Water Equity and Climate Resilience Caucus

Go to <http://www.policylink.org/our-work/community/water-climate> to access various resources.

The Kresge Foundation Climate Resilience and Equitable Water Systems

Go to <https://kresge.org/content/climate-resilient-and-equitable-water-systems> to access various resources.

Food and Water Watch Water Privatization: Facts and Figures

Visit www.foodandwaterwatch.org/insight/water-privatization-facts-and-figures to view the resource.

EPA Facility Storm Water Management

Go to www.epa.gov and search for the resource in the search bar, or go www.epa.gov/greeningepa/epa-facility-stormwater-management.

US Water Alliance Water Equity Clearinghouse

<http://uswateralliance.org/wec>.

UNH Storm Water Center

Go to www.unh.edu/unhsc/.

Storm Water Management

Go to www.epa.gov/greeningepa/stormwater/.

Center for Watershed Protection

Go to www.cwp.org.

Water You Fighting For

<http://www.wateryoufightingfor.com/>

We the People of Detroit

<https://wethepeopleofdetroit.com/>

Michigan Welfare Rights Organization

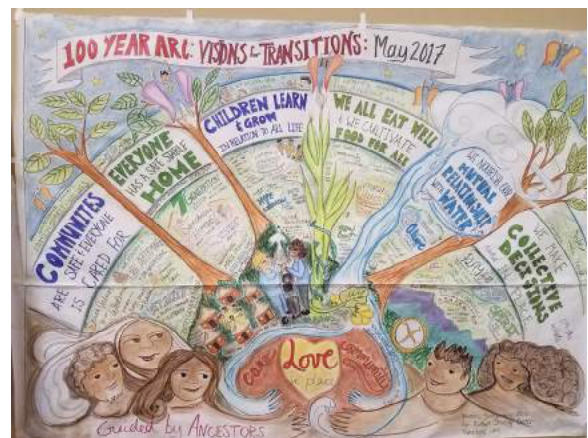
<http://www.mwro.org/water-affordability-program/>

Corporate Accountability International

<https://www.corporateaccountability.org/water/>

Rising sea levels, extreme weather events occurring with greater frequency and severity, economic and environmental displacement, degrading air and water quality, and rising costs of essential resources are all climate impacts that disproportionately burden communities of color and lower income communities. In addition to illustrating the broad implications of a changing climate, these impacts signal the need for new forms of cross-sector collaboration with community-voice and leadership at the center. Recognizing this, NAACP units and other community-based organizations are well positioned to lead community-driven climate adaptation planning processes.

Let's Make
America
Gracious again!



We know that climate change is happening now and we know that our communities are hit first and worst by its devastating impacts. We must take action now to respond to the changing conditions many communities already face. With that said, our vision of climate resilience is not about “bouncing back” from the stressors that climate change puts on our communities, it is about “bouncing forward” to eradicate the inequities at the heart of the climate crisis.



Climate resilience is about realizing the vision of a beloved community, the liberatory vision for our future where all people share equally in the wealth and bounty of the earth. With frontline communities in the lead and in cooperation with our allies and other stakeholders, we will take transformative action and pursue systems-change solutions to build a future rooted in equity, resilience, and collective liberation.

For further support in the process of community-driven adaptation planning, contact the NAACP Environmental and Climate Justice Program at ecjp@naacpnet.org.

Appendices

Appendix A: Glossary

Act: A bill or measure passed into law. Also used to describe a comprehensive piece of proposed legislation with multiple components.

Adaptation: The process of adjusting to new conditions.

Bill: In government, a draft of a law presented to a legislature for enactment.

Brownfield: A property, the expansion, redevelopment, or reuse of which may be complicated by the presence of a hazardous substance, pollutant, or contaminant.

Carbon Dioxide: A gas released by the burning of coal, natural gas, oil, and wood that traps heat in the atmosphere.

Carcinogen: A substance capable of causing cancer in living tissue.

Centralized Grid System: An energy grid system where large amounts of energy are produced at a single site and delivered to consumers through a network of power lines.

CisGender: Often abbreviated to “cis,” a term for people whose gender identity matches the sex that they were assigned at birth.

Climate: The average daily weather over an extended period of time at a certain location.

Climate Adaptation/Climate Change Adaptation: A process of adjusting an ecosystem to new conditions caused by climate change and implementing changes within that ecosystem for limiting future effects.

Climate Change: Also referred to as global warming; refers to a change in global climate patterns.

Climate Change Mitigation: Reducing the greenhouse gas emissions that are the main cause of climate change.

Climate Justice: Recognition of climate change’s disproportionate impacts on historically marginalized communities who also contribute the least to climate change and benefit the least from fossil fuel consumption both locally and around the world. Climate justice aims to level these impacts.

Climate Resilience: Our vision of climate resilience takes a holistic view of the challenges our communities face and pursues solutions to climate change at the intersection of people, the environment, and the economy. Climate resilience requires implementing “whole-systems” solutions.

Coastal Protection: Projects that protect coastal areas from climate change impacts, like sea level rise.

Coastal Resiliency: Projects that increase resilience in coastal areas and help alleviate the impact of coastal conditions like flooding.

Coastal Restoration: Projects that help coastal areas return to a healthy, natural state.

Coastal Wetland Restoration: Activity to create, restore, or protect coastal wetlands through sediment and freshwater diversion, water management, or other measures.

Community-based Participatory Research: a collaborative approach to research that equitably involves all community members in the research process and recognizes the unique strengths that each brings.

Community Benefit Agreement (CBA): A contract signed by community groups and a real estate developer that requires the developer to provide specific amenities and/or mitigations to the local community or neighborhood.

Community-Centered Policing: Community-centered policing is a law enforcement philosophy—a way of thinking about how public safety is best achieved—that aims to make communities safer and establish greater public accountability to law enforcement

Community Choice Aggregation (CCA): Programs that work with your local utility company to give cities and counties the ability to combine the electrical loads of residents, businesses, and public facilities to purchase and sell electrical energy in a more competitive market.

Community Food Security: the condition where all community residents can obtain a safe, culturally appropriate, nutritionally sound diet through an economically and environmentally sustainable food system that promotes community self-reliance.

Community Land Trust: Community land trusts are nonprofit, community-based organizations designed to ensure community stewardship of land.

Community Renewable Energy/ Community Energy Project: Multiple customers can subscribe or otherwise participate in an energy project located in their community. Participants receive a credit on their utility bill for their portion of the clean energy produced. Energy customers share the benefits of one distributed generation project through net metering. Arrangements such as community solar are a common type of community energy project

Community Shared Renewables: Community shared renewable energy is a type of distributed generation that allows multiple people living in the same area to share a local renewable energy system. See also “Community Solar.”

Community Solar: A solar-electric system that provides power and/or financial benefit to multiple community members. See also “Community Shared Renewables.”

Cooperation: Working together to solve problems and meet our needs.

Cooperative: A cooperative (co-op) is a community-owned and managed business that is operated by and for the benefit of its members who are also customers of the co-op.

Compost: decayed organic material used as a plant fertilizer.

Deep Democracy: The practice of democracy that recognizes the importance of all voices in a group or society, especially those on the margins. It is about fostering a strong sense of community, inclusion, power, and participation.

Direct Action: The strategic use of immediately effective acts to achieve a political or social end and challenge an unjust power dynamic.

Disaster Capitalism: The rapidly paced corporate reengineering of societies still reeling from shock after a disaster.

Displacement: As it relates to housing, the departure of people from their homes and/or communities typically because of gentrification.

Distributed Generation: Also referred to as distributed energy generation, refers to the process of generating electricity at the same location where it is consumed, for example rooftop solar.

Ecological and Social Well Being: A state achieved through ecosystem health, community resilience, and social equity.

Electrical Grid: An interconnected network for delivering electricity from the production site to consumers. See also, “Microgrid.”

Emergency Management: a term used to describe the organization and management of resources and responsibilities for dealing with emergency scenarios.

Emergency Management Continuum: All four phases of emergency management: mitigation, preparedness, response, and recovery.

Energy Cooperative: Cooperatives set up to deliver energy to member-owners.

Energy Democracy: When community residents are innovators, planners, and decision-makers on how to use and create renewable, locally-sourced energy.

Energy Efficiency: Managing and restraining the consumption of energy, which is achieved through installing or/and using efficiency measures.

Energy Justice: Initiatives that provide everyone, regardless of race, gender, etc. with safe, affordable, and sustainable energy.

Energy Sovereignty: Similar to energy democracy. It is the right of individuals and communities to make their own decisions on energy production, distribution, and consumption.

Environmental Justice: the fair and equal treatment of all people regardless of race, color, national origin, gender, sexual orientation, gender identity, ability, or income level, etc. in the development, implementation, and enforcement of environmental laws, regulations, and policies.

Environmental Racism: The phenomenon in which communities of color bear a disproportionately large environmental burden as compared to white neighborhoods.

Extractive Economy: A top-down, capitalist economic system built on principles of extraction, consumerism, colonialism, and oppression.

Farmers Market: a food market at which local farmers and other vendors sell fruit and vegetables and often meat, cheese, and bakery products directly to consumers.

Floodplain: A flat area that is close to a river or other water stream and is also under risk of being flooded.

Food Cooperative: A food distribution outlet organized as a cooperative, typically consumers' cooperatives where the member-owners make decisions regarding the production and distribution of food.

Food Desert: An area with limited or no access to affordable and fresh food.

Food Miles: The miles over which a food item is transported from producer to consumer, as a unit of measurement of the fuel used to do this.

Food Sovereignty: The right of peoples to healthy and culturally appropriate food produced through ecologically sound and sustainable methods, and their right to define their own food and agriculture systems (La Via Campesina).

Food System: The path that food travels from food to fork, including the production, processing, transport, marketing, distributing, consuming, and disposing of food.

Food Cooperative: A food cooperatives, or food co-op, is a grocery store that is organized as a cooperative.

Fossil Fuel: Rock-like, gas or liquid resources that are formed from the remains of ancient plants and animals, buried deep inside the Earth for millions of years.

Fracking: See "Hydraulic Fracturing."

Frontline Community: Communities that bear the brunt of the impacts caused by climate change, typically communities of color and low-income communities.

Garbage Incineration: A waste management practice where waste is burned at a high temperature. Sometimes referred to as "Trash Incineration" or "Waste Incineration."

Gender: A term used to refer to the social differences, roles, and expectations accorded to women and men. These roles are learned, can change over time and are influenced by culture, education, class, economic and political environments, the media, crisis and conflicts.

Gender Equity: The process of being fair when addressing the specific needs of women, men, girls and boys. To ensure fairness, strategies must often be available to compensate for women's historical and social disadvantages, which prevent women and men from otherwise operating on a level playing field.

Gender Responsive: A term used to describe a set of strategies that consider and take action to address gender norms, roles and inequalities. Such strategies go beyond raising sensitivity and awareness and actually do something about gender inequalities.

Gentrification: A term used to refer to the arrival of wealthier people in an existing urban district and the related increase in rents and property values and changes in the areas character and culture that also occurs.

Global warming: The increase in Earth's average temperature over a long period of time.

Green Economy: An environmentally sustainable economy that is low carbon, resource efficient and socially inclusive.

Greenhouse Effect: A natural process that warms the Earth's surface. When the Sun's energy reaches the Earth's atmosphere, some of it is reflected back to space and the rest is absorbed and re-radiated by greenhouse gases.

Greenhouse Gas: A gas that absorbs and emits radiant energy within the thermal infrared range. Increasing greenhouse gas emissions cause the greenhouse effect. The primary greenhouse gases in Earth's atmosphere are water vapor, carbon dioxide, methane, nitrous oxide and ozone.

Green Infrastructure: Green infrastructure is a broad term that describes a variety of human-managed and natural practices that enhance the health and resilience of an ecosystem. These "greening" practices help improve air quality, conserve water resources, and create public space.

Hazard: An event or condition that may cause injury, illness, death, or some other harm to people, places, or things.

Hazardous Waste: The waste that poses a threat to public health or the environment.

Healing Justice: A framework that identifies how we can holistically respond to and intervene on generational trauma and violence, and to bring collective practices that can impact and transform the consequences of oppression on our bodies, hearts and minds.

Hot Spot: See "Toxic Hot Spot."

Housing Cooperative/Cooperative Housing: A housing cooperative is formed when community-members join on a democratic basis to own and/or control the housing in which they live.

Human-Caused Hazard: A threat from human-caused events that has the potential to have negative effects on humans or the environment. Human-caused events also happen as a result of natural hazards. Human-caused hazards (and resulting disasters) include dam failure, structural failure or collapse, nuclear reactor accident, etc.

Hydraulic Fracturing: A mining process used to access shale gas deposits.

Impervious/Impermeable Surface: Water is unable to absorb into.

Incineration: See “Garbage Incineration.”

Just Transition: A term that refers to the fair shift from an extractive energy economy to an energy economy that is sustainable, equitable, and just for all its members. Just Transition describes both where we are going and how we get there.

Landfill: An engineered hole in the ground (or sometimes, built on top of the ground) into which waste is put.

Living Economy: An economic system that values the collective well-being and the idea that we can work together to ensure that our people and planet are healthy.

Local Hiring: Hiring practices to require or incentivize hiring from specific or local geographic areas. See also: “Targeted Hiring.”

Marginalized Gender Identity: A term used to refer to a gender orientation that is not cisgender. This includes transgender, intersex, and gender nonbinary persons.

Marginalized Sexual Identity: A term used to refer to a sexual orientation that is not heterosexual. This includes members of the lesbian, gay, bisexual, asexual, and queer community.

Mass Incarceration: The term used to describe the high rate of incarceration in the United States, which has a disproportionate impact on communities of color.

Mass Transit: See “Public Transportation.”

Microgrid: Local energy sources which distribute energy around a community. These grids are connected to a central grid, but can operate and distribute energy independently from it.

Mitigation: The action of reducing the severity, seriousness, or impact of something.

Mutual Aid: The voluntary and reciprocal exchange of resources and services for mutual benefit for emergency management.

Natural Hazard: A threat from naturally occurring events that has the potential to have negative effects on humans or the environment. Natural hazards (and resulting disasters) include earthquakes, landslides, hurricanes, etc.

Net Metering: A system in which distributed energy generators, such as rooftop solar, are connected to a public utility power grid and extra power is transferred onto the grid, allowing customers to offset the cost of power purchased from the utility.

Non-Binary: A term to describe is a gender identity that embraces a full spectrum of expression and ways of being that falls outside of the gender binary system.

Ordinance: A law passed by a local government.

Organic Waste: Waste that is also organic material such as food or gardening clippings.

Participatory Budgeting: A democratic process where community members directly decide how to spend part of a public budget.

Participatory Democracy: A form of democratic governance where all citizens are actively involved in all important decisions.

Permeable Surface: Water is able to absorb into.

Pollution Hot Spot: See “Toxic Hot Spot.”

Public Policy: A system of laws, regulatory measures, courses of action, and funding priorities concerning a given topic put into effect by a government entity or its representatives.

Public Banking: Sometimes referred to as community banking, where banks are operated by governments and are bound by the public interest.

Redlining: A practice of denying services, either directly or indirectly, to residents of certain areas based on the racial demographics in those areas.

Regeneration: The process of renewing and restoring a body or system that has experience injury. Regeneration is about establishing caring relationships, healing, and renewing balance.

Regenerative Economy: See “Living Economy.”

Regulation: A law enforced by an authority, such as a state or federal agency.

Renewable Energy: Energy from a source that is not depleted when used, such as wind or solar power.

Resilience: The capacity of a system (this could be a community, economy, etc.) to maintain an intact core identity in the face of change. Also a state of dynamic balance within which change can be avoided or recovered from without a fundamental transition to a new form.

Resolution: A formal statement of a decision, position, intention, or opinion.

Restorative Justice: A justice system that deemphasizes punishment (the basis of our current criminal justice system) and focuses on making communities whole after incidents of violence or trauma. It focuses on addressing and treating the root of the problem, instead of just issuing a punishment that does not necessarily fix the problem or prevent it from happening in the future.

Retrofitting: The processes of assessing a building to determine where it is losing energy and where it can improve in terms of energy efficiency. This process is carried out by energy companies or local contractors who provide customers with a report of their findings.

Risk: A situation involving exposure to danger, harm, or loss.

Solid Waste: The stuff you throw away or recycle.

Storm water Runoff: Rain that falls on streets, parking areas, sports fields, rooftops, and other developed land and flows directly into nearby lakes, rivers, etc.

Story-Based Strategy: Harnessing the power of or stories for social change

Superfund Site: Any land in the United States that has been contaminated by hazardous waste *and* identified by the Environmental Protection Agency (EPA) as a candidate for cleanup because it poses a risk to human health and/or the environment.

Targeted Hiring: Hiring policies that require or incentivize hiring local workers who face barriers to employment such as formerly incarcerated persons. See also: “Local Hiring.”

Toxic Hot Spot: Also referred to as a “hot spot” or a “pollution hot spot,” a location where emissions from specific sources, like a coal-fired power plant or a high-traffic road, expose people living in that area to greater health and other risks associated with those emissions.

Transgender: A term for people whose gender identity and/or gender expression differs from what is typically associated with the sex they were assigned at birth.

Urban Agriculture: Including urban farming or gardening, the practice of cultivating, processing, and distributing food in or around a town or city.

Vulnerability: As it relates to climate change adaptation, conditions that make areas or groups of people more susceptible to the impacts of climate change.

Waste Incineration: See “Garbage Incineration.”

Waste Management: The methods through which we collect, move, and dispose of garbage, recycling, and other waste products.

Water Equity: When all people have access to safe, clean, affordable drinking water and wastewater services, when communities are resilient to flood, drought, and other climate change impacts, and when community members have a role in the decision-making processes related to water management in their community.

Water Stress: A term that describes when an individual or community face difficulty in accessing water services. This includes access to drinking water, wastewater, and storm water services.

Weather: The short-term condition in the atmosphere.

Weatherization: Weatherization protects a building from outside elements like sunlight, precipitation, and wind. Weatherization also includes restoring a building to make it more energy efficient and reduce energy use.

Worker Owned Cooperatives: Cooperatives that are owned and democratically governed by employees who become co-op members.

Zero-Waste: Both a goal and a plan of action aimed at significantly reducing—and eventually completely eliminating—the amount of stuff that we throw away.

Zoning: The process of dividing land in a municipality into zones, such as residential or industrial, in which certain land uses are permitted or prohibited.

Appendix B: Resources

Starting an ECJ Committee, Establishing Community Partnerships, Developing a Vision

Movement Building Practice: Leading with Vision and Purpose

www.movetoendviolence.org/resources/vision-purpose-webinar-recording-guide/.

Community Visioning Handbook: How to Imagine- and Create- a Better Future

<https://www1.maine.gov/dacf/municipalplanning/docs/visioning.pdf>.

The Municipal Research and Services Center

www.mrsc.org/Home/Explore-Topics/Governance/Community-Strategic-Planning-and-Visioning/Creating-a-Community-Vision.aspx.

A Quick Reference Guide for Hosting World Café

www.theworldcafe.com/tools-store/hosting-tool-kit/

Building Social Cohesion

The Ties that Bind: Building Social Cohesion in Divided Communities

www.crs.org/sites/default/files/tools-research/crs_ties_rev-08-03-2017_web.pdf

Building Social Cohesion in our Communities

www.humanrights.gov.au/sites/default/files/document/publication/WEB_Building_social_cohesion_A4_brochure.pdf

Women, Faith and Social Cohesion: Models for Building Cohesive Communities

www.jrf.org.uk/report/women-faith-and-social-cohesion

Social Cohesion: The Secret Weapon in the Fight for Equitable Climate Resilience

www.americanprogress.org/issues/green/reports/2015/05/11/112873/social-cohesion-the-secret-weapon-in-the-fight-for-equitable-climate-resilience/

Healing Justice Podcast

Go to www.healingjustice.org learn more about and listen to the podcast.

Healing Collective Trauma

<http://www.healingcollectivetrauma.com/links.html>

Black Emotional and Mental Health Collective

Go to www.beam.community and select “Healing Justice” under “Trainings and Programs.”

Healing in Action: A Toolkit for Black Lives Matter Healing Justice & Direct Action

www.blacklivesmatter.com/wp-content/uploads/2017/10/BLM_HealinginAction-1-1.pdf

Love with Power: Practicing Transformation for Social Justice

www.movementstrategy.org/b/wp-content/uploads/2016/07/MSCLove_With_Power.pdf

Building the We: Healing-Informed Governing for Racial Equity in Salinas

www.raceforward.org/system/files/pdf/reports/BuildingTheWe.pdf

Popular Education Practices for Community Organizing

www.facilitatingpower.com/popular_education_for_community_organizing

Healing Centered Youth Organizing: A Framework for Youth Leadership in the 21st Century

www.urbanpeacemovement.org/wp-content/uploads/2014/02/ConceptPaperFINALPDF.pdf

Emotional and Physical Safety in Protests

www.justhealing.files.wordpress.com/2012/04/emotional-physical-safety-in-protests-blm.pdf

National Landmarks at Risk: How Rising Seas, Floods, and Wildfires are Threatening the United States’ Most Cherished Historic Sites

https://www.ucsusa.org/sites/default/files/legacy/assets/documents/global_warming/National-Landmarks-at-Risk-Full-Report.pdf

Cultural Resources Climate Change Strategy

<https://www.nps.gov/subjects/climatechange/culturalresourcesstrategy.htm>

Keeping History above Water

<http://historyabovewater.org/community-toolkit/>

High Water and High Stakes: Cultural Resources and Climate Change

<https://forum.savingplaces.org/HigherLogic/System/DownloadDocumentFile.ashx?DocumentFileKey=58856f28-e8be-9094-1148-5f67534d5263&forceDialog=0>

Developing a Community Climate Adaptation Plan

Georgetown Climate Center

Visit www.georgetownclimate.org and navigate over “adaptation” and select “state/local adaptation plans.”

Center for Climate and Energy Solutions

Visit www.c2es.org and select “library” and search “climate action plan” in the search bar.

The Center for Climate Strategies

www.climatestrategies.us/policy_tracker/state

Ella Baker Center, Oakland Climate Action Coalition

www.ellabakercenter.org/sites/default/files/downloads/OCAC-Toolkit.pdf.

C40 Cities

Visit www.c40.org and select “Cities” to find a list of cities involved in the C40 network of cities committed to climate action.

Passing Public Policy

The State and Local Government Directory

Use the drop-down menus on the left to view directory pages for:

- **States:** State Government Offices - View all the websites in a given state -- from a state's home page or governor's site to the smallest counties or townships.
- **Topics:** The websites of state government constitutional officers, state legislatures, state judiciaries and departments across ALL states.

Learn more: <http://www.statelocalgov.net/>

USA.gov

Learn more: www.usa.gov

NAACP Just Energy Policies Model Policies Guide

Go to www.naACP.org/power-to-the-people/ (scroll to find “Energy Justice Resources” and select “Just Energy Policies: Model Energy Policies Guide”).

“How to Draft a Bill” by the Citizen Advocacy Center

http://www.citizenadvocacycenter.org/uploads/8/8/4/0/8840743/legislative_process_how_to_draft_a_bill.pdf.

“Our Power Plan Day of Action Toolkit” by the Climate Justice Alliance

<http://www.ourpowercampaign.org>, click on the “Our Power Plan” link under “Take Action,” and downloading the full resource there.

“Organizing for Legislative Advocacy” by the Community Toolbox

<http://ctb.ku.edu/en/table-of-contents/advocacy/direct-action/legislative-advocacy/main>

Media and Communication

Center for Story Based Strategy

www.storybasedstrategy.org

ClimateNexus

<http://climatenexus.org/communications-climate-change/>

Movement Strategy Center

www.movementstrategy.org

Opportunity Agenda

<https://opportunityagenda.org/>

The Center for Media Justice

www.centerformediajustice.org

Democracy and Governance

Fair Vote Policy Guide

www.fairvote.org/policy_guide#voter_registration_modernization.

Participatory Budgeting Project

www.participatorybudgeting.org/what-is-pb/.

Green Revolving Funds: A Guide to Implementation & Management - Billion Dollar Green Challenge

www.greenbillion.org/full-implementation-guide/

Economic Justice

Public Banking Institute

www.publicbankinginstitute.org/

Emerald City Collaborative

www.emeraldcities.org

Movement Generation Just Transition Zine

www.movementgeneration.com and select “Just Transition Zine” under “Resources.”

PolicyLink All-In Cities Toolkit

www.allincities.org/

How to Set-Up a Workers' Co-op

www.radicalroutes.org.uk/publicdownloads/setupaworkerscoop-lowres.pdf

Steps to Starting a Worker Co-op

<http://www.uwcc.wisc.edu/pdf/Steps%20to%20Starting%20A%20Worker%20Coop.pdf>

Energy Systems

Just Energy Policies and Practices Action Toolkit by the NAACP

www.naacp.org/climate-justice-resources/just-energy.

Carbon Pricing: A Critical Perspective for Community Resilience by the Indigenous Environmental Network and the Climate Justice Alliance

<https://drive.google.com/file/d/18bfpaO4f8l4e9CmJPRL99FstaYqKthxV/view>.

Climate Justice Alliance Resource Clearing House

www.ourpowercampaign.org/resource_clearinghouse

Low-Income Solar Policy Guide by GRID Alternatives, Vote Solar, and the Center for Social Inclusion

www.lowincomesolar.org

Cooperative Development Institute (CDI)

www.cdi.coop (navigate to the "Resources" tab)

Cultivate Coop Resource Library

www.cultivate.coop/wiki/Starting_a_cooperative.

Office of Energy Efficiency and Renewable Energy (EERE)

For more go to www.energy.gov/eere/office-energy-efficiency-renewable-energy.

Shared Renewables by Interstate Renewable Energy Council

<https://irecusa.org/regulatory-reform/shared-renewables/>

Emergency Management

Emergency Prevention and Mitigation

FEMA Risk Assessment Tool

www.fema.gov/media-library/assets/documents/89542

“Conducting an Ecological Risk Assessment” by EPA

www.epa.gov/risk/conducting-ecological-risk-assessment.

“Superfund Risk Assessment” by EPA

www.epa.gov/risk/superfund-risk-assessment

Hazus Tool FEMA risk analysis tool

www.fema.gov/hazus.

FEMA Local Mitigation Handbook

www.fema.gov/media-library-data/20130726-1910-25045-9160/fema_local_mitigation_handbook.pdf

Hazard Mitigation: Integrating Best Practices into Planning

www.fema.gov/media-library-data/20130726-1739-25045-4373/pas_560_final.pdf

Emergency Preparedness and Resilience Building

National Disaster Risk Assessment by United Nations Office for Disaster Risk Reduction

www.preventionweb.net/files/52828_nationaldisasterriskassessmentwiagu.pdf

Are You Ready? – An In-Depth Guide to Citizen Preparedness

www.fema.gov/media-library/assets/documents/7877

Community Disaster Preparedness Guide

www.ifrc.org/docs/IDRL/-%20To%20add/Community%20Disaster%20Preparedness%20Guide.pdf

U.S. Department of Transportation - Emergency Response Guidebook

www.ems.gov/pdf/preparedness/Resources/PHMSA_Emergency_Response_Guidebook.pdf

Federal Emergency Management Association – Program Fact Sheets

www.fema.gov/fact-sheets.

READY

www.ready.gov/

Family Disaster Plan

www.disastercenter.com/guide/family.htm

American Red Cross: How to Prepare for Emergencies

www.redcross.org/get-help/how-to-prepare-for-emergencies

Community Emergency Response Team

www.ready.gov/community-emergency-response-team.

Resources to Protect Your House of Worship

<https://www.fema.gov/faith-resources>

Ready.gov Free Publications List

www.ready.gov/publications

FEMA Community Planning and Capacity Building

www.fema.gov/community-planning-and-capacity-building

FEMA National Disaster Recovery Framework

www.fema.gov/national-disaster-recovery-framework

Community Preparedness Toolkit

www.ready.gov/community-preparedness-toolkit

Office of Lead Hazard Control and Healthy Homes Disaster Recovery Toolkit

www.hud.gov/sites/documents/DISASTERRECOVERYTOOLKIT15.PDF

Prepare for Emergencies Now: Information for Older Americans

www.fema.gov/media-library-data/1390858289638-80dd2aee624210b03b4cf5c398fa1bd6/ready_seniors_2014.pdf

Make a Plan: People with Disabilities

www.ready.gov/individuals-access-functional-needs

Disaster Safety for People with Disabilities American Red Cross

www.redcross.org/get-help/how-to-prepare-for-emergencies/disaster-safety-for-people-with-disabilities#Plan-Ahead or go to www.fema.gov/media-library-data/20130726-1445-20490-6732/fema_476.pdf

Make a Plan: Evacuation

www.ready.gov/evacuating-yourself-and-your-family.

The Community Preparedness Website

www.preparenow.org.

Special Populations: Emergency and Disaster Preparedness

<https://sis.nlm.nih.gov/outreach/specialpopulationsanddisasters.html>

Guidance for Integrating Culturally Diverse Communities into Planning for and Responding to Emergencies: A Toolkit by the U.S. Dept. of Health and Human Services

www.aha.org/system/files/content/11/OMHDiversityPreparednesToolkit.pdf

Emergency Preparedness and Lesbian, Gay, Bisexual & Transgender (LGBT) People: What Health Centers Need to Know by The National LGBT Health Education Center

www.lgbthealtheducation.org/wp-content/uploads/Emergency-Preparedness-for-LGBT-People-Final.pdf

Episcopal Relief & Development Preparedness Resources

www.episcopalrelief.org/what-we-do/us-disaster-program/us-disaster-program-preparedness-resources

Community Based Vulnerability Assessment

www.mdcinc.org/wp-content/uploads/2017/11/Community-Based-Vulnerability-Assessment.pdf

Emergency Response and Relief

Disaster Sequence of Events FEMA Training Document

<https://training.fema.gov/emiweb/downloads/is208sdmunit3.pdf>

Resources for LGBT People Affected by Disaster

www.lambdalegal.org/blog/resources-lgbt-hurricane-sandy.

Damage Assessment Operations Manual: A Guide to Assessing Damage and Impact by FEMA

www.fema.gov/media-library-data/1459972926996-a31eb90a2741e86699ef34ce2069663a/PDAManualFinal6.pdf

Preliminary Damage Assessment for Individual Assistance Operations Manual by FEMA

www.fema.gov/media-library-data/20130726-1856-25045-0599/ia_pda_manual_and_forms.pdf

A Guide to the Disaster Declaration Process and Federal Disaster Assistance

www.fema.gov/pdf/rebuild/recover/dec_proc.pdf

“What Preliminary Damage Assessments Really Mean” by FEMA

www.fema.gov/blog/2012-03-20/what-preliminary-damage-assessments-really-mean

How a Federal Disaster is Declared, fact sheet by Episcopal Relief and Redevelopment

www.episcopalrelief.org/uploads/EducationFileModel/60/file/FACT-Fed-Disaster-Declaration.pdf

Immigrant Eligibility for Disaster Assistance

www.nilc.org/wp-content/uploads/2015/11/disasterassist_immeligibility_2007-062.pdf

Overview of Immigrant Eligibility for Federal Programs

www.nilc.org/issues/economic-support/overview-immeligfedprograms

FEMA Citizenship/Immigration requirements

www.fema.gov/faq-details/FEMA-Citizenship-Immigration-requirements-1370032118159

Disaster Recovery Center Locator

<https://egateway.fema.gov/ESF6/DRCLocator>

Find Relief if You Have Been Affected by a Disaster by National Council on Aging

www.benefitscheckup.org/disaster-assistance/.

Federal Disaster Assistance Portal

www.disasterassistance.gov.

Emergency Recovery and Redevelopment

“Transition is Inevitable, Justice is Not: A Critical Framework for Just Recovery” By Movement Generation Justice & Ecology Project.

www.movementgeneration.org/transition-is-inevitable-justice-is-not-a-critical-framework-for-just-recovery/.

Racial Equity Impact Assessment Toolkit

www.raceforward.org/practice/tools/racial-equity-impact-assessment-toolkit.

Race Equity Impact Assessment Guide by Center for the Study of Social Policy

www.cssp.org/policy/2015/Race-Equity-Impact-Assessment-Tool.pdf.

A Guide to Community-Based, Low Cost Mold Remediation

<http://www.reimaginerpe.org/node/501>

Una Guia Comunitaria Para El Sanamiento de Moho (A Community Guide to Mold Sanitation)

http://occupysandy.net/wp-content/uploads/2013/01/Mold_Remediation_Guide_ES.pdf

Creating a Healthy Home: A Field Guide for Clean-up of Flooded Homes

[http://nchh.org/Portals/0/Contents/FloodCleanupGuide_screen .pdf](http://nchh.org/Portals/0/Contents/FloodCleanupGuide_screen.pdf)

FEMA Disaster Assistance

www.fema.gov/what-disaster-assistance

Immigrant Eligibility for Disaster Assistance Fact Sheet by National Immigration Law Center

www.nilc.org/issues/economic-support/immigrant-eligibility-disaster-assistance/

Community Benefits Toolkit by the Partnership for Working Families

www.forworkingfamilies.org/resources/policy-tools-community-benefits-toolkit

Disaster Emergency Needs Assessment by the International Federation of Red Cross and Red Crescent Societies

www.parkdatabase.org/files/documents/2000_Disaster-Emergency-Needs-Assessment_Disaster-Preparedness-Training-Programme_IFRC.pdf

A Quick Reference Guide for Hosting World Café

www.theworldcafe.com/tools-store/hosting-tool-kit/

“Equity and the Environment: Rebuilding Green-Rebuilding Black” A Roundtable Interview

www.reimagnerpe.org/13-1/rebuilding-green-rebuilding-black

Public Assistance Program and Policy Guide by FEMA

www.fema.gov/media-library-data/1515614675577-be7fd5e0cac814441c313882924c5c0a/PAPPG_V3_508_FINAL.pdf

National Disaster Recovery Framework

<https://www.fema.gov/pdf/recoveryframework/ndrf.pdf>

Climate Justice Alliance Just Recovery Resources

www.ourpowercampaign.org/fund_just_recovery

Food Systems

Climate Resilience and Food Security: A Framework for Planning and Monitoring

www.iisd.org/pdf/2013/adaptation_CREFSCA.pdf

All in Cities Toolkit: Healthy Neighborhoods

Go to allincities.org/toolkit and select “Health Neighborhoods” under “Policy Area.” Select “Healthy Food Business Development.”

“The Healthy Food Financing Handbook: From Advocacy to Implementation”

http://thefoodtrust.org/uploads/media_items/hffhandbookfinal.original.pdf

Food Policy Action

www.foodpolicyaction.org

“Dig, Eat, and Be Healthy”

www.changelabsolutions.org/publications/dig-eat-be-healthy

EPA Urban Farming Guide

www.epa.gov/brownfields/steps-create-community-garden-or-expand-urban-agriculture.

American Community Gardening Association

www.communitygarden.org and check out the “Resources” section on the main toolbar.

USDA Urban Agriculture Toolkit

www.usda.gov/sites/default/files/documents/urban-agriculture-toolkit.pdf

Food Co-op Initiative Guide to Starting a Food Co-op

www.foodcoopinitiative.coop/sites/default/files/Startup%20guide-02.2017.pdf

“Green for Greens: Finding Public Funding for Healthy Food Retail”

www.changelabsolutions.org/publications/green-for-greens

Equitable Development Toolkit: Farmers Markets

www.policylink.org/sites/default/files/farmers-market.pdf

Taking Stock: Creating Healthy Changes at Grocery Stores and Small Markets"

www.changelabsolutions.org/sites/default/files/Taking%20Stock_CX3_CDPH_FINAL_20140410.pdf

My Neighborhood, My Store

www.changelabsolutions.org/sites/default/files/My%20Neighborhood%2C%20My%20Store_CDPH_FINAL_20140410.pdf

Rural Grocery Tool Kit

www.ruralgrocery.org/resources

Appetite for Change

<https://www.youtube.com/watch?v=PqgU3co4vcl>

Gender and LGBTQ Responsiveness

“Women, Disasters, and Hurricane Katrina” by the Institute for Women’s Policy Research

www.iwpr.org/publications/pubs/women-disasters-and-hurricane-katrina

“Gender Inclusion for Social Resilience” by the Global Gender Program

www.humanitarianresponse.info/system/files/documents/files/Gender-Inclusion-for-Social-Resilience-A-Key-Factor-in-Disaster-Reduction-Relief-and-Recovery.pdf

“Sexual Violence in Disasters” by the National Sexual Violence Resource Center

www.nsvrc.org/sites/default/files/Publications_NSVRC_Guides_Sexual-Violence-in-Disasters_A-planning-guide-for-prevention-and-response_0.pdf

“Gender and Climate Change: Mapping the Linkages” by Bridge

siteresources.worldbank.org/EXTSOCIALDEVELOPMENT/Resources/DFID_Gender_Climate_Change.pdf

“What Would It Take to Strengthen Women’s Land Rights?” by the Research Program on Water, Land and Ecosystems

wle.cgiar.org/thrive/big-questions/what-would-it-take-strengthen-womens-land-rights/role-civil-society-and

“Gender and Resilience” by Braced

www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9890.pdf

UC Davis LGBTQIA Resource Center

<https://lgbtqia.ucdavis.edu/>

Housing

Cooperative Housing Development Toolkit

www.uwcc.wisc.edu/pdf/Cooperative_housing_Communitydev.pdf

Development without Displacement: Resisting Gentrification in the Bay Area

www.cjic.org/wp-content/uploads/2015/11/development-without-displacement.pdf

Housing Trust Fund

<https://housingtrustfundproject.org/>

Housing in America: Integrating Housing, Health, and Resilience in a Changing Environment

www.americas.uli.org/report/housing-in-america-housing-health-resilience/

PolicyLink Equitable Development Toolkit: Limited Equity Housing Cooperatives

www.policylink.org/sites/default/files/limited-equity-housing-cooperatives.pdf

National Association of Housing Cooperatives: Starting a New Cooperative

www.coophousing.org/resources/owning-a-cooperative/starting-a-new-cooperative/

Cooperative Housing Information Center

www.housinginfo.coop

Land Use Planning and Management

The Trust for Public Land

www.tpl.org/

Improving Access to Land Tenure and Security

<http://www.cpahq.org/cpahq/cpadocs/Land%20Access%20Rural%20Communities.pdf>

National Community Land Trust Network

www.cltnetwork.org

Restorative /Criminal Justice

NAACP Criminal Justice Program

www.naACP.org/issues/criminal-justice.

Building Momentum from the Ground Up – A Toolkit for Promoting Justice in Policing

<http://policylink.org/equity-tools/policing-toolkit>

Fighting Police Abuse: A Community Action Manual

<https://www.aclu.org/other/fighting-police-abuse-community-action-manual>

Campaign Zero: Community Oversight

www.joincampaignzero.org/oversight/

NAACP Pathways to Police Reform Community Mobilization Toolkit

www.naACP.org/campaigns/pathways-police-reform-community-mobilization-toolkit

NAACP Criminal Justice Program Resources

www.naACP.org/criminal-justice-resources/

Sea Level Rise and Coastal Resilience

Climate Central Surging Seas Tool

<http://sealevel.climatecentral.org/>

Coastal Climate Adaptation Library

<https://research.fit.edu/ccal/>

Adaptation Clearinghouse Coastal Section

www.adaptationclearinghouse.org/sectors/coastal/

Roadmap to Support Local Climate Resilience: Lessons from the Rising Tides Summit

www.adaptationclearinghouse.org/resources/roadmap-to-support-local-climate-resilience-lessons-from-the-rising-tides-summit.html

Local Land Use Response to Sea Level Rise

www.adaptationclearinghouse.org/resources/local-land-use-response-to-sea-level-rise.html

Planning Today for Sea Level Rise Tomorrow

www.oceanservice.noaa.gov/news/features/aug13/sandy-slr-tool.html

Adaptation Tool Kit: Sea-Level Rise and Coastal Land Use

www.georgetownclimate.org

Ocean Conservancy

www.oceanconservancy.org/

Coastal Protection and Restoration Authority

www.coastal.la.gov/

Coastal Resilience

<https://coastalresilience.org/north-america/>

NOAA Sea Level Rise Viewer

<https://coast.noaa.gov/digitalcoast/tools/slr.html>

Social Vulnerability Index

<http://artsandsciences.sc.edu/geog/hvri/sovi%C2%AE-0>

USGS National Assessment of Coastal Vulnerability to Sea Level Rise

https://www.usgs.gov/centers/whcms/science/national-assessment-coastal?qt-science_center_objects=0#qt-science_center_objects

NOAA Inundation Analysis Tool

<https://tidesandcurrents.noaa.gov/inundation/>

Adaptation Database and Planning Tool (ADAPT)

<https://www.cakex.org/tools/adaptation-database-and-planning-tool-adapt>

Transportation Systems

PolicyLink Transportation Equity Caucus

www.equitycaucus.org and navigate to the “Find Resources” section.

Getting to Work: Transportation Policy and Access to Job Opportunities

www.civilrightsdocs.info/pdf/docs/transportation/getting-to-work-july20.pdf

Greenlining Institute, Electric Cars and Trucks: Charging Ahead

www.greenlining.org/issues-impact/environmental-equity/electric-vehicles/

Overcoming Roadblocks for Transportation Justice

www.reimagineerpe.org/node/316

How to Develop a Pedestrian Safety Action Plan

safety.fhwa.dot.gov/ped_bike/ped_focus/docs/fhwasa0512.pdf

Labor Network for Sustainability Transit Equity Network

www.labor4sustainability.org/transit-equity/

The Strategy Center, Bus Riders Union

<https://thestrategycenter.org/projects/bus-riders-union/>

Waste Management

Trash Hunger, Not Food

www.campusfoodwaste.org

Solid Waste Management: Addressing Climate Change Impacts on Infrastructure

www.climatelinks.org/sites/default/files/asset/document/Infrastructure_SolidWasteManagement.pdf

Trash Incineration (“Waste-to-Energy”) Fact Sheet

www.energyjustice.net/files/incineration/trashincineration.pdf

How Communities Have Defined Zero Waste

www.epa.gov/transforming-waste-tool/how-communities-have-defined-zero-waste

More Jobs, Less Pollution: Growing the Recycling Economy in the U.S.

www.no-burn.org/wp-content/uploads/MoreJobsLessPollutionFinal.pdf

Composting at the Community Garden: A Step-by-Step Guide

<http://vcgn.org/wp-content/uploads/2013/12/CompostingInCommunityGardens-GrowPittsburgh.pdf>

Growing Local Fertility: A Guide to Community Composting

<http://ilsr.org/wp-content/uploads/2014/07/growing-local-fertility.pdf>

Guide to Starting a Composting Program in Your School.

www.greenmountainfarmtoschool.org/wp-content/uploads/2016/01/Guide-to-Starting-a-School-Compost-Program.pdf

Health and Safety Guidance for Small Scale Composting

www.vcgn.org/garden-organizer-toolkit/communitycomposting/

Composting Best Practices—A Guide for Small Scale Composting

www.ilsr.org/composting-best-practices/

Water Resource Management

EPA Facility Stormwater Management

www.epa.gov/greeningepa/epa-facility-stormwater-management

US Water Alliance Water Equity Clearinghouse

<http://uswateralliance.org/wec>

UNH Storm water Center

www.unh.edu/unhsc/

Storm Water Management

www.epa.gov/greeningepa/stormwater/

Center for Watershed Protection

www.cwp.org

FLOW: For the Love of Water, Public Water Model Legislation

www.flowforwater.org/model-legislation/

PolicyLink: Water Equity and Climate Resilience Caucus

<http://www.policylink.org/our-work/community/water-climate>

The Kresge Foundation Climate Resilience and Equitable Water Systems

<https://kresge.org/content/climate-resilient-and-equitable-water-systems>

Food and Water Watch Water Privatization: Facts and Figures

www.foodandwaterwatch.org/insight/water-privatization-facts-and-figures

Water, Health, and Equity: The Infrastructure Crisis Facing Low-Income Communities and Communities of Color—and How to Solve It

<http://www.policylink.org/resources-tools/water-health-equity>

Cross Spectrum

Community-Driven Climate Resilience Planning: A Framework

https://movementstrategy.org/b/wp-content/uploads/2017/10/10.24.17_WEB_CD-CRP1.pdf

Community Resilience Toolkit

<http://rootedinresilience.org/programs/communities-for-resilience/toolkit/>

Community Resilience Fact Sheets

<https://pacinst.org/publication/community-resilience-fact-sheets-help-communities-prepare-for-climate-change-impacts/>

Green Infrastructure Toolkit

www.georgetownclimate.org/adaptation/toolkits/green-infrastructure-toolkit/introduction.html

Movement Generation Just Transition Zine

www.movementgeneration.com and select “Just Transition Zine” under “Resources.”

PolicyLink All-In Cities Toolkit

www.allincities.org/

Pathways to Resilience

<http://pathways-2-resilience.org/ebook/part-i-pathways-to-resilience/>

Appendix C: Sample Community Vision Plans

Flint, Michigan 20-Point Plan

Flint Water Crisis--- NAACP 20-Point Community Priorities Plan

COMMUNITY CONTEXT

Community meetings, hosted by the Flint NAACP Branch, surfaced multiple community concerns and demands. One Flint resident reflected on the relationship between many African American communities and law enforcement in the context of the trauma of seeing flashing lights and armed forces in their communities, albeit bearing water. He stated, “If I open my door when they come and take out my cell phone, they might shoot me because they think it’s a gun!” Others agreed and there was consensus that it would be ideal to shift the money spent on transporting and housing National Guard persons to providing local jobs to youth and others for water distribution. A woman, with tearful emotion, described her blended family where her stepson lives in Detroit and she and her husband are supposed to have him on the weekends. Since this water crisis arose, her stepson’s mother refuses to send him to Flint which, as she said, is tearing their hearts out, though they make adjustments at great expense to go and stay at a hotel in Detroit to be near him when they can. Others spoke of the injustice of the combination of 65 percent rate hikes for water that have occurred over the past 2 years and having to pay at all for water they can barely use. One person gave an example of an earlier stage in the crisis when she tried to take a shower and her skin was burning saying, “And I’m supposed to pay for that??” We also heard demands for replacing infrastructure and ensuring that the pipefitting and other jobs go to local people. Most stridently, we heard the need for a return to democracy by repealing the Emergency Financial Manager Law, the implementation of which set off the string of decisions that brought Flint to this crisis.

CROSSCUTTING PRINCIPLES

Recognizing that an effective and lasting action plan must be comprehensive, multisector, and include short term mitigation goals, as well as long term redevelopment planning, the NAACP emphasizes that the action must be undergirded by the following principles essential to advancing an agenda that upholds civil and human rights:

- 1) Equity and Justice
- 2) Self-Governance/Democracy
- 3) Inclusiveness
- 4) Transparency
- 5) Accountability

PRIORITIES

(List is not in order of importance or sequence of action)

- 1) **Emergency Financial Manager Law Must Be Repealed:** Dissolve any and all oversight appointments which negate the authority of the elected mayor of the City of Flint, the Honorable Dr. Karen Weaver. Support the efforts of the Mayor as she moves forward in overseeing the business of the city.
- 2) **Risk Advisories and Mitigation Instructions Must Be Factual, Timely and Consistently Delivered to All Residents:** Ongoing, credible communication on most

current fact-based information must be provided routinely and proactively by relevant authorities.

- 3) **Information Sharing and Service Delivery Must Be Accessible to All:** Methods of delivering information and services must be linguistically and culturally appropriate for various populations, including racial and ethnic minority groups, people with disabilities, undocumented persons, formerly incarcerated persons, persons with low literacy, non-English speakers, etc.
- 4) **Water Distribution by the National Guard Must Be Replaced by Local Youth Labor:** Supervised youth must be given this opportunity to receive no less than minimum wages rate \$8.50 per hour for delivering water to homes during daylight hours as well as collecting and recycling the extensive water bottle waste that will result.
- 5) **Fresh Fruits and Vegetables Must Be Accessible for All Residents:** In the short term, to mitigate the damage of lead in human systems, all residents must have access to fresh fruits and vegetables. For the long term the city should have institutionalized access to fresh fruits and vegetables through locally owned grocers/farmers markets.
- 6) **Fairness/Justice Must Be Examined in Rate Hikes and Continued Billing for Poisonous Water:** Provide immediate relief for Flint residents by lowering and/or providing water credits to a more reasonable level for residents who are experiencing some of the highest water bill rates in the country, while some of the most toxic water in the country flows from the taps where over 40 percent of the households are below the poverty line.
- 7) **All Flint Citizens Must Be Provided Free Home Inspections:** Free city-wide home inspections for citizens of Flint must be conducted to determine the extent of damage and estimated cost for repair or replacement of pipes, plumbing, appliances, and water tanks damage due to corrosion.
- 8) **All Flint Residents Must Be Provided Federally Funded Replacement of Damaged Systems/Appliances:** There must be federally funded replacement of plumbing systems and/or water tanks or any other appliance i.e. refrigerators with ice makers, washing machines, etc., which may have been damaged as a result of the water crisis.
- 9) **The City of Flint Must Have a New, State of the Art, Water Distribution System:** Build a state-of-the-art infrastructure water distribution system, including damaged pipes from the city street/curbs leading into the homes of the citizens of the City of Flint, schools and small, privately owned businesses.
- 10) **Pro-Bono Legal Advice Must Be Available to All:** Provide free legal guidance and support residents engaged in cases from custody issues surrounding parental rights when the home is deemed unsafe by another parent, to future cases with people engaged in crimes due to effects of lead on behavior, or children whose future is truncated due to learning problems.
- 11) **Responsibility for the Crisis Must Be Investigated and Accountability Measures Must Be Imposed:** All persons who played an active part in decision-making process of the switch to Flint River as a drinking water source should be investigated. A strategy for implementation of programs/systems specifically designed for righting the wrongs suffered by the citizens of Flint may include financial compensation for loss of

life, loss of quality of life, education, employment, decreases in property value, increases in insurance rates, etc.

12) Multi-Disciplinary Studies Must Be Conducted to Assess Impacts and Needs

Related to the Crisis: Concerns have arisen regarding chemicals/substances in addition to the lead in the water, which could have both short-term and long-term harmful health effects on the well-being of the citizens of Flint. Impacts must be assessed and remediation needs must be identified.

13) All Academic Reports Arising From the Water Crisis Must Be Available to Flint

Residents: To ensure transparency and accountability, as well as ensuring that residents have full access to information, all academic reports that detail the findings regarding the effects of lead and other chemicals in the water of Flint, must be provided to the citizens of Flint

14) A Dedicated Fund for Support Systems Must Be Established to Address Impacts

of Lead and Other Toxic Exposure: Through this dedicated fund, support systems must be established to address social, criminal and health issues arising from the water crisis, i.e. early childhood education programs, special education programs, counseling/mental health programs, medical care, community based, rehabilitation focused policing programs, etc., to accommodate those in need of these services from early childhood throughout adulthood.

15) Equitable Redevelopment Must Include Anti-Displacement Measures: In the context of redevelopment of Flint in the aftermath of this crisis and as part of the Master Plan as a working document, and with the threat of 80 percent of homes slated to be demolished on North Side of Flint where the majority of African Americans reside, there must be a re-evaluation and revision of the Master Plan through an inclusive process that prioritizes stability and avoids displacement. Community Benefits Agreements must be negotiated with all developers.

16) Jobs, Contracts, and Other Economic Benefits Must Go to Local Residents: In Flint, there are multiple business and educational institutions, workers, entrepreneurs, expertise, with resources capable of re-designing and rebuilding Flint to become a city of the future. Local hire and Disadvantage Business Enterprise (DBE) provisions/ordinances must be established in advance of the coming wave of redevelopment projects.

17) Small Business Owners and Prospective Workers Must Have Access to Capacity

Building: Free skilled trades training should be provided for the citizens of Flint, with guaranteed provision of employment opportunities for youth and other interested persons in civil engineering, pipefitting and plumbing. Local contractors must receive support for certifications, equipment/supplies, and back office functions needed to be competitive.

18) A Flint-Wide Environmental Assessment Must Occur to Determine and Address

Other Risks: Throughout the City of Flint, there are other environmental issues including the residual contamination from prior industrial operations that are still underground. A thorough assessment and implementation of a remediation plan are essential.

19) The Environmental Justice Plan for the State of Michigan, the Department of Natural Resources, and the Department of Environmental Quality, as established by Executive Order 2011-1, Must Be Instituted: The plan includes measures to identify, address and prevent discriminatory public health or environmental effects of state laws, regulations, policies and activities on Michigan residents, while balancing productive economic growth with the high quality of life that is important to all people. In implementing the plan, there must be cooperation, across various federal and state agencies and programs, to address environmental justice concerns and ensure meaningful engagement of residents.

20) An Independent Community Oversight Board Must Be Established: To ensure community driven review of processes and decision making, trusted community members must examine research findings and proposed plans, and evaluate outcomes of programming and policies, as well as act as stewards of accountability to the contents of this plan and beyond.

East Chicago, Indiana 12-Point Plan

On April 5th, the Twin City Ministerial Alliance and the Indiana NAACP hosted a Stakeholder Roundtable and a Community Listening Session on the Toxic Crisis in East Chicago, Indiana.

At the roundtable, 20 residents who identified as mothers, fathers, sons, daughters, clergy, renters, homeowners, veterans, public officials, and more, as well as other guests with technical expertise, gathered to discuss the current plight and the future of East Chicago, IN. To start the roundtable, participants were asked to share one word to describe their feelings, expectations, and/or observations as we entered into the discussion. Feelings shared included--frustrated, agitated, determined, committed, concerned, uncertain, hopeful, and open. While the observations shared included— critical, urgent, eco-genocide, and, poignantly, “late” and simply, “when”. While one expectation/hope for an outcome for this meeting was, “unity”.

At the Community Listening Session, 70+ residents gathered from across the city representing Zones 1, 2, and 3 to share their frustrations and their demands, while a panel of representatives from the City of Flint, HUD, EPA, the Twin Cities Ministerial Alliance, and the Indiana NAACP responded to questions. Emotions in the room ran high and exchanges were characterized by anger and angst, tears and fears, analysis and strategizing, as well as fire, passion, and determination to exact justice for this travesty.

The day concluded with a set of demands that will comprise a plan of action going forward. Already, local and state level groups, including the Community Advisory Group, the Twin Cities Ministerial Alliance, the Shriver National Center on Poverty Law, the Federation, Calumet Lives Matter, Black Lives Matter, the Coalition of Pastors, the Community Strategy Group, the Natural Resources Defense Council, and the Indiana NAACP, have been working on many of these goals. As such, we fully acknowledge the consultative and agenda setting work that has already transpired, and is continuing. The aim is that, as a result of the events held on April 5th as well as the follow up, the findings will provide a snapshot of where we are at this point in time

and will also lead to greater coordination, consolidation of efforts, and power building to achieve the outcomes that the community demands

East Chicago Community Change Agenda: Short and Long Term Goals—During the course of the series of discussions, the communities laid out the following recommendations of what needs to happen going forward to address the concerns expressed above, and otherwise:

1) Short Term Actions

a. Cross-Cutting

- i. There must be increased cooperation and coordination between agencies responding to this crisis and seeking to address current and dispersed resident needs.
- ii. The coordinated agencies must develop and share a clear set of transparent plans which are rooted in community engagement and input in decision making.
- iii. The coordinated agencies, individually and collectively, must host regular public hearings to keep residents apprised of any and all developments and to actively and constantly seek resident feedback and input.
- iv. There should be transparency and people should continue to have a way to ask questions online to ensure that those who have dispersed can continue to both get information and give input and feedback as the situation and remedies continue to unfold.
- v. Processes for accessing resources that are available through HUD's Family Self Sufficiency Fund must be identified. One resident reported signing up in 2006, yet when she inquired about accessing the benefits, she has received no answers.
- vi. The Housing Authority must take responsibility for tracking West Calumet Housing Complex residents as they disperse and provide information to HUD, DHHS, CDC, EPA, and any other entity responsible for ensuring that ongoing services and support be provided.
- vii. Residents must have legal support to address the many circumstances that have resulted from this crisis.

b. Environment

- i. Given the insufficiency of prior remediation efforts, the EPA must go deeper than 2 feet in subsequent remediation measures.
- ii. Local and state environmental protection authorities must prevent the dumping of PCBs, a historic challenge in East Chicago that continues to this day.
- iii. Advisories must be issued by environmental protection authorities regarding lead impacted appliances being resold to residents and others. Measures must be in place to identify these appliances and ensure that disclosures are included in advance and on the bill of sale for these products.

c. Housing

- i. The Housing Authority must provide an extension for remaining residents, affording them the opportunity to remain at West Calumet Housing Complex until June so that students can finish the school year.
- ii. The Housing Authority should advocate to ensure that West Calumet Housing Complex residents be given priority consideration in competition for limited Section 8 housing.
- iii. HUD and/or the Housing Authority must provide support to residents in replacing household items as they set up new homes.
- iv. Entities administering public housing must ensure that their operations are staffed by people with credentials to serve people with respect and dignity.

d. Health

- i. Ongoing testing for lead and other toxins must continue to be offered for all current and dispersing residents from Zones 1, 2, and 3.
- ii. Effective immediately, treatment for all health impacts (physical and mental) must be provided free of charge for all existing and dispersing residents, with efforts made to identify residents who have left in the intervening years since this contamination first began to occur. Culturally competent mental health services must be provided to address challenges related to separation and other arising socio-emotional needs in both children and adults.
- iii. Nutritional support must be provided to existing and dispersing residents to ensure that all possible mitigation measures against the absorption of lead are available and accessible.

e. Education

- i. Children must be educated on what lead is and what the long-term impacts are, as well as how they can mitigate the effects of lead in their systems.
- ii. School based emotional support must be provided to assist children in adjusting to their new environments.
- iii. Assistance must be provided for families that have moved away so that they can still get their children back to East Chicago for continuity in completing the school year. To the extent that assistance is already available, sharing of this information should be improved and resources for transportation assistance must also be supplemented as it hasn't been sufficient to meet the need.
- iv. School systems must, for current and dispersed residents, provide supplemental support for children who face cognitive, attention, and other challenges so that all efforts are made to help students to achieve to the greatest extent possible.

f. Economics

- i. Dispersing residents should have resources provided to pay for utilities as they struggle with extensive financial burden in the transition.
- ii. HUD must support the implementation of resident owned businesses to provide economic opportunities as a pathway out of poverty and on to self-sufficiency.
- iii. Property values should be frozen where they are, or go back to pre-appraisal when values were highest.

2) Long Term Actions

a. Cross-Cutting

- i. Those responsible for this crisis must be held financially accountable.
- ii. In order to secure much needed financial support, residents, current and dispersed, must file a class action law suit against the corporations responsible for the pollution.
- iii. Livelihood and a good education remain critical foundational bricks on the best path out of poverty. As such, these should be pillars of future community development efforts so that communities do not find themselves in circumstances of such extreme vulnerability and powerlessness.
- iv. The Housing Authority must maintain an updated database with contact information for all dispersing residents for long term tracking and ensuring a continuum of supportive services.

b. Environment

- i. Forty years of unsuccessful attempted remediation by the EPA have proven that no clean-up is 100 percent effective. As such, there should be no residential/housing built on this land.

c. Housing

- i. Eminent Domain, as a policy/practice, should be eliminated.
- ii. If redevelopment occurs in this area, affordable housing must be a part of the redevelopment plans, including rental properties.
- iii. Residents should have first priority to return to East Chicago if new housing opportunities arise. Returning residents should be given the right of first refusal.
- iv. Buying and selling of all housing properties must include full disclosure of any potentially harmful circumstances, like the siting of a home on a Superfund site.
- v. Legislation must be enacted to prohibit denying prospective renters because they have section 8 vouchers. Legislation should stipulate that a landlord cannot discriminate based on section 8 status.

d. Health

- i. All East Chicago residents (present and past) should be entitled to Medicare coverage (and the full range of physical and mental health care services) for life to ensure that they have the necessary care and

treatment going forward to deal with any consequences of chronic toxic exposure.

e. Education

- i. Supplemental support for remaining and dispersed resident children who face cognitive, attention, and other challenges must be provided for the duration of their time in the educational system.

f. Economics

- i. Economic opportunities must be afforded to all remaining and dispersing residents. The Local Hire Ordinance must be upheld to provide maximum job opportunities. Furthermore, apprenticeship and other job training programs must be priorities. Disadvantaged Business Enterprise provisions should be instituted. An active effort to develop economic development opportunities for the community must be identified.

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