Our Communities, Our Power

Advancing Resistance and Resilience in Climate Change Adaptation

- ACTION TOOLKIT –

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

We do our work in honor of our NAACP members, units, and State Conferences, whose leadership in the environmental and climate justice is the foundation of the development of this action toolkit. It is our hope that the lessons contained herein will inspire others to join us in creating a advancing a vision of transformational resilience in climate adaptation.
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
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
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.

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 dedicated 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:
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
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.

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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**


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](http://www.uprose.org) and navigate to the “About” section and select “Youth Organizing.”

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.
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

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

<table>
<thead>
<tr>
<th>Key Questions</th>
<th>Brainstorm</th>
</tr>
</thead>
<tbody>
<tr>
<td>How do your climate resilience plans fit into your unit’s bylaws?</td>
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<tr>
<td>What resources does your unit bring to the campaign? Money, staff, facilities, reputation, etc.</td>
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<tr>
<td>What is the budget, including in-kind contributions, for this project?</td>
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<tr>
<td>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.</td>
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<tr>
<td>What internal problems have to be considered if the project is to succeed?</td>
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<tr>
<td>How much time does your ECJ Committee, unit, staff, etc. have to devote to this issue? How much time per</td>
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</table>
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

<table>
<thead>
<tr>
<th>Key Questions</th>
<th>Brainstorming</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Allies:</strong></td>
<td></td>
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<tr>
<td>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.</td>
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</tr>
<tr>
<td>How are potential allies organized?</td>
<td></td>
</tr>
<tr>
<td>What resources do allies have that could benefit your cause?</td>
<td></td>
</tr>
<tr>
<td><strong>Constituents:</strong></td>
<td></td>
</tr>
<tr>
<td>Who are your constituents? In other words, who in your community are negatively affected by the problem and would benefit from the changes?</td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>Answer</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>What do your constituents gain when you win?</td>
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<tr>
<td>What, if any, risks are your constituents taking?</td>
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<tr>
<td>Opponents:</td>
<td></td>
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<tr>
<td>Who are the unit’s opponents? In other words, who are the people or organizations that will try to stop your efforts?</td>
<td></td>
</tr>
<tr>
<td>What will they do to oppose you?</td>
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</tr>
<tr>
<td>How will your opponents be negatively affected if your cause succeeds?</td>
<td></td>
</tr>
<tr>
<td>How much money or other resources do your opponents have?</td>
<td></td>
</tr>
<tr>
<td>How, if at all, are potential opponent organized?</td>
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</tbody>
</table>
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**

<table>
<thead>
<tr>
<th>Key Questions</th>
<th>Brainstorm</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Positive Influencers</strong></td>
<td></td>
</tr>
<tr>
<td>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?</td>
<td></td>
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<tr>
<td>How does your cause fit into their work or interests?</td>
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</table>

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/
### Negative Influencers

<table>
<thead>
<tr>
<th>Why might they be interested in helping you?</th>
<th></th>
</tr>
</thead>
</table>

| 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

<table>
<thead>
<tr>
<th>Key Questions</th>
<th>Brainstorm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Influencers</td>
<td>Tactics to Engage Them</td>
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<table>
<thead>
<tr>
<th>Negative Influencers</th>
<th>Tactics to Address Potential Setbacks</th>
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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, than 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.
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 by-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)

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.
• 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, than consider the plan complete. If not, gather more feedback (more copious notes!) and continue with the process until consensus is reach.

• Declared the plan ratified and release to general public.
7. At the end of the round, ask all participants except the host to move to new tables. Participants should not move together as groups, instead they should spread out and form new groups. Facilitators may ask the same question for one or more rounds, or may pose different questions in each round to build on and help deepen the exploration.

8. After at least three rounds, instruct everyone to come back together as a group. Each table host should share a few ideas, insights, or break-through from their small group conversation. Participants can contribute too, as appropriate.

9. Be sure to have the hosts take detailed notes throughout. The primary facilitator can also take notes on poster paper from the whole-group report-out and discussion. Save the posters and note to use while crafting a vision statement.

**Completing a Vision Document**

A community vision document is usually a written statement that reflects the goals and objectives of a community and expresses the common vision members of the community developed in the visioning process.
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/.

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.

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 curser 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/
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.

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.
• 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.
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

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:

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/0B1xgl8UTis-Qm9hSnNnNV9FNUE/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:

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:
Expanding Sanctuary: What Makes a City Sanctuary Now?,
https://drive.google.com/file/d/0B1xgl8UTis-QQm9hSnnNV9FNUE/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,

For Faith Institutions:
Interfaith Sanctuary Toolkit,


For Academic Institutions:
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.
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.

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**Locating State and Local Adaptation Plans**

Some cities and states already have climate adaptation or similar plans 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](http://www.georgetownclimate.org) and navigate over “adaptation” and select “state/local adaptation plans.”

**Center for Climate and Energy Solutions**
Visit [www.c2es.org](http://www.c2es.org) and select “library” and search “climate action plan” in the search bar.

**The Center for Climate Strategies**
Visit [www.climatestrategies.us](http://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](http://www.climatestrategies.us/policy_tracker/state)

**C40 Cities**
Visit [www.c40.org](http://www.c40.org) and select “Cities” to find a list of cities involved in the C40 network of cities committed to climate action.

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**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.
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:

☐ 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 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.
<table>
<thead>
<tr>
<th>Subject Area</th>
<th>What to Research</th>
<th>Where to Find the Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weather and Climate</td>
<td>Weather and Climate</td>
<td>National Oceanic and Atmospheric Administration</td>
</tr>
<tr>
<td></td>
<td>First distinguish between “weather” and “climate.” Weather is the day-to-day</td>
<td>The National Oceanic and Atmospheric Administration, or NOAA, provides open access to national</td>
</tr>
<tr>
<td></td>
<td>conditions in the atmosphere in a certain place. For example, one might describe</td>
<td>climate and historical weather data. This includes a climate database, Climate Data Online,</td>
</tr>
<tr>
<td></td>
<td>the weather in an area by the temperature outside, or if its raining or windy.</td>
<td>which includes daily, monthly, seasonal, and yearly measurements of temperature, precipitation,</td>
</tr>
<tr>
<td></td>
<td><em>Climate</em> is the average weather in a certain over a period of time. When we talk</td>
<td>wind, and degree days. The database also has data specific to drought, flood, extreme weather,</td>
</tr>
<tr>
<td></td>
<td>about climate change, we talk about changes in the long-term averages of daily</td>
<td>and other climate-related events.</td>
</tr>
<tr>
<td></td>
<td>weather.</td>
<td>To access visit: <a href="https://www.ncdc.noaa.gov/">ncdc.noaa.gov</a> (select “Climate Data Online” under</td>
</tr>
<tr>
<td></td>
<td>Changes in Weather Patterns</td>
<td>“Data Access” menu at the bottom of the page) or go to [ncdc.noaa.gov/cdo-web/](<a href="https://www.ncdc">https://www.ncdc</a>.</td>
</tr>
<tr>
<td></td>
<td>Gather information about local weather patterns, how they have changed over time,</td>
<td>noaa.gov/cdo-web/)</td>
</tr>
<tr>
<td></td>
<td>and how they are projected to continue to change in the future. Pay particular</td>
<td>National Climate Assessment</td>
</tr>
<tr>
<td></td>
<td>attention to weather extremes, such as extreme heat or drought.</td>
<td>The National Climate Assessment summarizes the impacts of climate change on the United States.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The tool allows users to view climate change impacts in various regions of the United States.</td>
</tr>
<tr>
<td></td>
<td>Climate Projections</td>
<td>The assessment also identifies secondary impacts that result from a changing climate, for</td>
</tr>
<tr>
<td></td>
<td>In addition to exploring the changes that have already begun to take place in an</td>
<td>example changes in agricultural yields.</td>
</tr>
<tr>
<td></td>
<td>area, research the changes that scientists project for the future based on weather</td>
<td>To view the assessment, go to <a href="https://nca2014.globalchange.gov/">nca2014.globalchange.gov</a> and</td>
</tr>
<tr>
<td></td>
<td></td>
<td>globalchange.gov/report).</td>
</tr>
<tr>
<td></td>
<td>Secondary Impacts</td>
<td></td>
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<tr>
<td></td>
<td>Consider the secondary impacts that might result from changing weather and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>climate conditions. For example, if a community is experiencing more</td>
<td></td>
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</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Subject Area</th>
<th>What to Research</th>
<th>Where to Find the Information</th>
</tr>
</thead>
</table>
| **Demographics**                   | Population Size and Density  
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.  
Local Demographics  
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. | State/National Census Data: [https://www.census.gov/data.html](https://www.census.gov/data.html)  
Do a Google internet search for “demographics” and the city or county.  
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.  
Local Town and County Websites  
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. |
| Examples:                          | 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 | |

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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**

<table>
<thead>
<tr>
<th>Key Project Planning Element</th>
<th>Final Community Consensus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision Statement</td>
<td></td>
</tr>
<tr>
<td>Goals</td>
<td></td>
</tr>
</tbody>
</table>
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)

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

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
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.

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

**Table 12: Process and Outcome Indicators**

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

Environmental & Climate Justice Program
Our Communities, Our Power 150
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.

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.
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.”
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
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

<table>
<thead>
<tr>
<th>Section of the Bill</th>
<th>Description</th>
<th>Components of your Bill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short Title</td>
<td>A phrase by which the bill will be referred. For example, &quot;The Clean Energy Act&quot;</td>
<td></td>
</tr>
<tr>
<td>Statement of Policy</td>
<td>Describes the policy behind the bill. Discuss why this bill is being introduced and why it is important.</td>
<td></td>
</tr>
<tr>
<td>Leading Purpose</td>
<td>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.</td>
<td></td>
</tr>
</tbody>
</table>
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.
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:
  o What are the largest cities;
  o Where does he / she hail from;
  o 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:
  o What Committees does he / she serve on?
  o What issues has the Senator / Representative focused on during his / her tenure in Congress?
  o How long has the Senator / Representative been in Congress?
  o When is he / she up for re-election?
  o 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
  o 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.
  o Include examples of the problem from the district / state if possible.
• Make a plan for your visit:
  o Chose a spokesperson for the introductions
  o Decide who will say what
  o Identify who will provide any follow-up information requested during the meeting
• Practice for the visit
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.
MODULE 5: Communicating For Impact
Module 5: Communicating For Impact

How we communicate our visions of resilience and transformation affects how people understand our climate adaptation work and how much they feel inspired and empowered to join with us. Some people in the community might not understand why the NAACP is working on climate adaptation, or the relationship between climate change and social justice or civil rights. In order to communicate these relationships and build community support, we must craft a story-based strategy that challenges the common perspectives and assumptions that influence how people think about this work. In this module we outline how to use a story-based strategy to communicate about climate resilience and the various ways to share these stories with the media and the public.

Crafting a Story-Based Strategy

An important part of community resilience work is how we communicate our mission of climate justice to our communities and the greater public. Some members of our communities know very little about climate adaptation or have the idea that it is not something that touches them or that they can and need to be a part of shaping in their community. This is why the stories of how our communities are building the vision, plans, power, and resources to survive and thrive through the impacts of climate change are powerful tools. When members of our communities are telling their own stories about climate resilience, we will begin to change the common messages about climate change and climate adaptation which often leave out the human dimensions, and specifically leave out the voices and experiences of members of our communities.

In this section, we use tools from our comrades at The Center for Story Based Strategy to explain how to harness the power of storytelling to move decision makers and the public to action. To dive deeper into narrative-strategy go to www.storybasedstrategy.org.
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

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

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.
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 though the eyes and hearts of your audience. Who are the people that you need to reach? Hint: the answer is never “the general public.”
encapsulate your message in a symbol, slogan, or metaphor that captures the essence?

E = Emotional

People don’t sing into action because 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!

S = Simple and 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?

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.
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?
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 than 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 expects 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, than 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.
“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.

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 $1 million and, at the high end, over $2 million (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.
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
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
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:
• 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.
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.
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: 
   #NAACPClim ateResilience, #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.
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](http://www.storyofstuff.org) and navigate to “Movies” to find the movie or go to [www.storyofstuff.org/movies/story-of-citizens-united-v-fec/](http://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.
voter registration for people with felony convictions.

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

Model Policy Language: https://fairvote.app.box.com/v/PastFelonsVotingModelStatute

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
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:

"An economy based on extracting from a finite system faster than the capacity of the system to regenerate will eventually come to an end—either through collapse or through our intentional re-organization. Transition is inevitable. Justice is not."

-Movement Generation
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

**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.
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
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.
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.

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**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.

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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
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.
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.


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

<table>
<thead>
<tr>
<th>Policy Description</th>
<th>Policy Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Metering/Virtual Net Metering</td>
<td><strong>Policy, Location:</strong> Net Metering, District of Columbia</td>
</tr>
<tr>
<td>Net metering/virtual net metering policies</td>
<td><strong>Policy Avenue:</strong> Public Utility Commission</td>
</tr>
<tr>
<td>enable distributed energy production. Net</td>
<td><strong>Summary:</strong> The Washington DC Net Metering Policy allows customers who</td>
</tr>
<tr>
<td>metering means that a home or business has</td>
<td>generate their own electricity with renewable energy sources (such as</td>
</tr>
<tr>
<td>installed a renewable energy source like</td>
<td>rooftop solar) can interconnect with</td>
</tr>
<tr>
<td>solar panels that are connected to their</td>
<td></td>
</tr>
<tr>
<td>public</td>
<td></td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Guiding Question</th>
<th>Your Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>What utility fees are involved to connect to the electric grid, and to put power back on the grid?</td>
<td></td>
</tr>
<tr>
<td>How long will it take to get approval from your utility company to hook up your solar installation to the grid?</td>
<td></td>
</tr>
<tr>
<td>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.)</td>
<td></td>
</tr>
<tr>
<td>How will the utility measure your contributions to the grid and how will you access this information?</td>
<td></td>
</tr>
<tr>
<td>Who will have access to data on your power usage and generation? Can you control or opt out of sharing it with third parties?</td>
<td></td>
</tr>
</tbody>
</table>
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](http://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.

**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/](http://bigdoorbrigade.com/what-is-mutual-aid/)


### 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](http://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/](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.
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.
## Table 1: Equity in Emergency Management Policy Considerations

<table>
<thead>
<tr>
<th>Emergency Mgt Phase</th>
<th>Policy Category</th>
<th>Issue area</th>
<th>Governance</th>
<th>Equity Challenges - examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mitigation/Resilience</td>
<td>Infrastructure</td>
<td>Levee systems</td>
<td>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.</td>
<td>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.</td>
</tr>
<tr>
<td>Mitigation/Resilience</td>
<td>Infrastructure</td>
<td>Storm water management</td>
<td>Utilities/Public Service Commission, Dept of Planning, Department of Transit, Water Board, Dept of Environment, Etc.</td>
<td>Differential level of storm water management infrastructure and post flooding planned releases disadvantage some communities while disadvantaging</td>
</tr>
</tbody>
</table>
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.

**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.

### Table 2: Sample Models of Emergency Management Policies

<table>
<thead>
<tr>
<th>Policy Description</th>
<th>Example Policy</th>
</tr>
</thead>
</table>
| **Community Benefit Agreements**            | **Policy, Location:** Community Benefits Ordinance, Detroit, MI  
**Policy Avenue:** City Council Ordinance  
**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.  
| **Participatory Budgeting**                 | **Policy, Location:** Participatory Budgeting in New York City, New York City  
**Policy Avenue:** City Council Budget  
**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.  
**More Information:** [https://council.nyc.gov/pb/](https://council.nyc.gov/pb/) |
| 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. |
| 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. |
### Flood Protection Standards

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 to 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.

**Policy, Location:** Federal Flood Risk Management Standard, Federal

**Policy Avenue:** Executive Order (Federal)

**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.

**More Information:**

### Flexible Funding for Rebuilding

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.

**Policy, Location:** H.R.219 - Sandy Recovery Improvement Act of 2013, Federal

**Policy Avenue:** Federal Legislation

**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.

**Bill Language:**

### 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/#.
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”

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.
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
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.

**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

<table>
<thead>
<tr>
<th>Policy Description</th>
<th>Sample Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fresh Food Financing Policy</td>
<td><strong>Policy, Location:</strong> The Pennsylvania Fresh Food Financing Initiative, Pennsylvania</td>
</tr>
<tr>
<td></td>
<td><strong>Policy Avenue:</strong> State Legislature (part of stimulus package)</td>
</tr>
<tr>
<td></td>
<td><strong>Summary:</strong> 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</td>
</tr>
</tbody>
</table>
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 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?
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
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
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 Legislature’s 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.
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
“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

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**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 disproportionally 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.
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 descent 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.
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 allow 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.
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>
<thead>
<tr>
<th>Policy Description</th>
<th>Example Policy</th>
</tr>
</thead>
</table>
| **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 the establishment, funding, and maintenance of CLTs. | **Policy, Location:** Chicago Community Land Trust, Chicago, IL  
**Policy Avenue:** City Council Ordinance  
**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.  
| **Housing Trust Fund**  
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. | **Policy, Location:** The National Housing Trust Fund, National  
**Policy Avenue:** Housing and Economic Recovery Act of 2008 (Federal)  
**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.  
**More Information:** [http://nlihc.org/issues/nhtf](http://nlihc.org/issues/nhtf) |
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?
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](http://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

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

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<th>Policy Description</th>
<th>Example Policy</th>
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<tbody>
<tr>
<td>Community Land Trust</td>
<td><strong>Policy, Location:</strong> Chicago Community Land Trust, Chicago, IL <strong>Policy Avenue:</strong> City Council Ordinance <strong>Summary:</strong> The Chicago Community Land Trust, executed by the local government, is a nonprofit community-based corporation. Residents of Chicago have available a variety of housing options through the CLT program, including affordable rental and owner-occupied homes. The CLT is governed by a board of directors elected by the community, and the proceeds from property sales are reinvested in the community.</td>
</tr>
</tbody>
</table>
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 development.

Policy Language:
I will continue in sharing the importance of reparations for people of African descent who are continuously abused by the police, criminal justice system and society.

Barbara Adjoa Baker, N’COBRA
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 issue 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
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
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

<table>
<thead>
<tr>
<th>Policy Description</th>
<th>Example Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bans on Bias</td>
<td><strong>Policy, Location:</strong> Community Safety Act, New York City, NY</td>
</tr>
<tr>
<td>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.</td>
<td><strong>Policy Avenue:</strong> City Council Ordinance</td>
</tr>
<tr>
<td><strong>More Information:</strong> “Born Suspect: Stop-And-Frisk Abuses and the Continued Fight to End Racial Profiling in America,” <a href="http://www.naacp.org/criminal-justice-issues/racialprofiling/">http://www.naacp.org/criminal-justice-issues/racialprofiling/</a></td>
<td><strong>Summary:</strong> CSA strengthened and expanded the ban on racial and other discriminatory profiling and establish independent oversight of the NYPD</td>
</tr>
</tbody>
</table>
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.

NAACP Criminal Justice Department
Revised April 2017
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.
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”

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**

<table>
<thead>
<tr>
<th>Description</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coastal Restoration</td>
<td>Projects that help coastal areas return to a healthy, natural state.</td>
</tr>
<tr>
<td>Coastal Protection</td>
<td>Projects that protect coastal areas from climate change impacts, like sea level rise. This is usually hard infrastructure.</td>
</tr>
</tbody>
</table>
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.

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 associate impacts.

Table 2: Land Use Planning for Coastal Resilience

<table>
<thead>
<tr>
<th>Land Use Planning Practice</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overlay zones</td>
<td>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.</td>
</tr>
<tr>
<td>Non-conformities</td>
<td>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.</td>
</tr>
<tr>
<td><strong>Real estate disclosures</strong></td>
<td>State and federal laws requiring property owners to disclose certain information to potential buyers when the property is sold, including information about natural hazards.</td>
</tr>
</tbody>
</table>

### 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#XEedm3s9KgWp](https://savingplaces.org/climate-and-culture#XEedm3s9KgWp)
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 Chien 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

<table>
<thead>
<tr>
<th>Policy Description</th>
<th>Example Policy</th>
</tr>
</thead>
</table>
| Zoning and Overlay Zones | **Policy, Location:** Coastal Overlay Zone, Greenwich, CT  
**Policy Avenue:** Local ordinance  
**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... |
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:

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

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.
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 lead 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

<table>
<thead>
<tr>
<th>Policy Description</th>
<th>Example Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation Equity – State Level</td>
<td><strong>Policy, Location:</strong> Transportation Equity Bill Package, California</td>
</tr>
</tbody>
</table>
| Transportation equity is about passing policies that allocate resources to communities that have been harmed or left out of past priorities. | **Policy Avenue:** State Legislature  
**Summary:**  
AB 1640: Priority funding for transportation in |
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.
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


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](http://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/](http://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/](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...
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

<table>
<thead>
<tr>
<th>Policy Description</th>
<th>Example Policy</th>
</tr>
</thead>
</table>
| Anti-Incinerator   | **Policy, Location:** Waste-to-Energy Rejected, Portland, OR  
**Policy Avenue:** Metro Council Decision  
**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.  
**More Information:** [https://d3n8a8pro7vhmx.cloudfront.net/oregonpsrorg/pages/127/attachments/original/1502225118/Metro_Covanta_Press_Release_08-08-2017.pdf?1502225118](https://d3n8a8pro7vhmx.cloudfront.net/oregonpsrorg/pages/127/attachments/original/1502225118/Metro_Covanta_Press_Release_08-08-2017.pdf?1502225118) |
| Zero Waste        | **Policy, Location:** REAFFIRMING THE CITY’S ZERO WASTE GOAL AND REFERRING THE ISSUE TO THE SOLID WASTE COMMISSION, Berkeley, CA  
**Policy Avenue:** City Council Resolution  
**Summary:** The city of Berkeley, CA passed a zero waste commitment through city council resolution.  
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.
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 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.
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:

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.
• 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 cause 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.

Models for Resilient Water Resource Management

There are several different strategies that we can use 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.
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.
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](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


PolicyLink: Water Equity and Climate Resilience Caucus

Go to [http://www.policylink.org/our-work/community/water-climate](http://www.policylink.org/our-work/community/water-climate) to access various resources.
Conclusion: The Urgent Need for Transformative Action

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.

Community-driven climate adaptation planning has the potential to address inequities and build resilience because communities that are most vulnerable to the impacts of climate change have lived experiences and knowledge that the public bureaucracies typically tasked with adaptation planning often lack. In this vein, communities must be viewed as key actors and assets in long-term adaptation and resilience planning. In addition to centering community-leadership and the needs of vulnerable populations, adaptation planning must take a whole-systems, system-change approach that recognizes climate resilience calls for a holistic view of the challenges we face.
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.