The
MVP 2.0
PROCESS GUIDE

Continuing to support Massachusetts communities in building resilience to climate change.

MVP

Municipal Vulnerability Preparedness

About MVP 2.0

The Municipal Vulnerability Preparedness grant program (MVP) provides support for cities and towns in Massachusetts to build resilience to climate change. Communities who complete the MVP Planning program (MVP 1.0) become certified as an MVP community and are eligible for future funding to complete resilience projects. Since 2017, nearly every Massachusetts municipality has participated in MVP 1.0. Starting in 2023, communities have the opportunity to participate in the updated program, MVP 2.0. MVP 2.0 builds on the work communities have done to date, fills gaps from the MVP 1.0 process, and supports communities with new processes, tools, and resources for building resilience.

The MVP program is run by the Massachusetts Executive Office of Environmental Affairs (EEA). See the **MVP website** for more details.

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How to Read the MVP 2.0 Process Guide

Municipal Project Manager:
It is recommended that the municipal project manager reads the Process Guide up to Step 1 (pages 1–16) before getting started. Once the process is underway, the municipal project manager can read the details of each step as they come up.

Other Core Team members:
It is recommended that Core Team members read pages 1–13 when they join, and then the details of each step as they come up.

Primary vendor:
The primary vendor should read the full Process Guide before coming onboard to make sure they understand and can effectively facilitate the process.

Continue to build community resilience to climate change

Cities and towns throughout Massachusetts are identifying climate vulnerabilities and investing in community resilience. The MVP 2.0 program expands on the work communities have done to date and supports communities with new methods, tools, and resources for building climate resilience. In particular, MVP 2.0 is a way for you to revisit your community resilience priorities with a focus on equity and translate those priorities into action through project development and implementation.

MVP 2.0 …

- Convenes **a community team** to do equitable climate resilience work

- Provides **training** on strategies for building climate resilience, equity, and climate justice

- Revisits resilience priorities with the **involvement of the wider community**

- Helps the municipality and community to co-develop and **implement a project** that builds community resilience, with guaranteed funding for implementation

- Provides a process that can be replicated for **future Action Grants**

For many communities this work will be different than how you approached MVP 1.0.

For many communities this work will be different than how you approached MVP 1.0. It builds on your understanding of how extreme weather events will impact infrastructural and environmental assets in your community, and introduces a greater focus on creating social resilience. This includes exploring the factors that create vulnerability or resilience for people living or working in your community. It involves digging deeper into issues like food security, housing affordability, and internet access and understanding how those factors shape what is needed for building local resilience to climate change.

The MVP 2.0 process also calls on a Core Team with strong connections to communities that will be most impacted by climate change and vendors that bring expertise in equity-centered project facilitation, community-driven processes, and climate and community resilience. Together, this team will focus on connecting and collaborating with community members and expanding the voices who are involved in climate resilience efforts.

How is MVP 2.0 different from MVP 1.0?

MVP 2.0 is not a traditional planning process! You will revisit your resilience priorities, but MVP 2.0 does not involve producing or updating a plan.

MVP 2.0 expands community involvement. The process focuses on input from the broader community and specifically people who will be most impacted by climate change.

MVP 2.0 dives deeper into social resilience. The process and tools help identify root causes of social vulnerability and what it will take to build community resilience.

MVP 2.0 focuses on translating priorities into action. The grant provides guidance, tools, and guaranteed funding to complete a resilience project.

MVP 2.0 trains a community team. In doing so, the expertise stays within the community.

What if my community has already made strides in climate planning?

MVP 2.0 is still relevant! This grant is designed to build on, not recreate, work that's already been done.

If your community has completed a robust, inclusive, and equitable community-driven climate planning process, then this grant provides funding to continue to build relationships with community partners and to work together to develop and implement a specific project that advances community resilience priorities.

If your community completed a climate planning process but the people most affected by climate change weren't involved (or had limited involvement) in defining the goals and priorities, then this grant provides funding and a process to make sure the needs and priorities of Environmental Justice and other priority populations inform the actions taken. Without addressing inequities as a part of building climate resilience, climate plans risk reinforcing climate vulnerability. After revisiting and resetting your community resilience priorities, the grant provides funding to develop and implement a specific project that aligns with your updated priorities.

See the MVP 2.0 Request for Responses (RFR) for options on modifying the scope of the grant to meet your community's needs.

What if I'm worried about my community's bandwidth?

Small communities or communities with lower bandwidth are encouraged to complete this process as a regional grant. Regional grants receive expanded funding for a Seed Project ($50,000 per community), and could be applied for and facilitated by an MVP-eligible regional planning organization. As a regional grant, you would build out your Core Team with municipal staff and community liaisons from all communities in the region.

This work is integral and relevant to all aspects of municipal governance.

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This work is integral and relevant to all aspects of municipal governance. Everything you will undertake in the MVP 2.0 process will support existing and ongoing work in the community — whether that's securing future funding (MVP or otherwise), building structures for ongoing community engagement, relationship-building for more involvement in government processes, or investing in the systems and structures for a healthy and vibrant future.

THE MVP 2.0 PROCESS

The MVP 2.0 PROCESS

Phase 1 (5 months)
Developing a Core Team
(1) Groundwork
(2) Recruiting a Core Team
(3) Core Team Training

Phase 2 (5 months)
Revisiting Resilience Priorities
(4) Uncovering Social Resilience
(5) Revisiting Community Resilience Priorities

Phase 3 (13 months)
Implementing a Seed Project
(6) Selecting a Seed Project
(7) Developing an Implementation Plan
(8) Implementing a Seed Project
(9) Reflecting, Adjusting, and Next Steps

Overview of the MVP 2.0 Process

The MVP 2.0 process is broken down into three phases. It's designed to be completed over two years, knowing that it takes time to build new relationships, expand the involvement of the broader community, and work together to develop and implement a project. Communities may request an extension if needed. Communities may also continue to apply for Action Grants while participating in MVP 2.0. Your primary vendor (who you will hire in Step 0) will be involved in all phases to support and guide the process.

PHASE 1

In Phase 1 you will develop a Core Team.

The Core Team is a team of municipal staff and community members who will lead the MVP 2.0 process. Half of your Core Team members will be community liaisons — members of your community or region who have strong connections with Environmental Justice and other priority populations who will lead outreach to these communities throughout the process and be compensated for their time with grant funding. As part of Phase 1, you will investigate lived expertise in your community to identify perspectives that will be important to include on your Core Team. The full Core Team will receive training to lead climate resilience work and support climate justice in your community and region.

It's expected that Phase 1 will take about five months (August - December).

PHASE 2

In Phase 2 you will revisit your climate resilience priorities.

Building on MVP 1.0 and any climate resilience planning since, you will dig deeper into the factors that contribute to social vulnerability and resilience for people who live and work in your community. This step will involve connecting with Environmental Justice and other priority populations in your community or region and investigating community and climate data to identify community resilience needs. You will then revisit your climate resilience priorities that you set in MVP 1.0 to make sure they reflect any progress, new information, as well as your updated understanding of community resilience needs.

It's expected that Phase 2 will take about five months (January - May).

PHASE 3

In Phase 3 you will develop and implement a Seed Project.

A Seed Project is a project selected by the Core Team that will advance the community's resilience priorities, and that can be completed in 9-10 months. Communities will receive $50,000 of guaranteed funding to complete a Seed Project with no local match required. In Phase 3, you will develop a project idea, vet that idea with the community, develop an implementation plan, and implement your Seed Project. The MVP 2.0 process finishes by reflecting on what went well and how you will adjust your approach for future Action Grants or other climate resilience efforts.

It's expected that Phase 3 will take about thirteen months (June - June of the following year).

MVP 2.0 Summary of Actions, Deliverables, and Checkpoints

Step 0 - Hiring a Primary Vendor (JULY - AUGUST OF YEAR 1)

Actions:
- ☐ Use the **sample RFP** and **vendor criteria** to contract with a primary vendor that meets the skill sets required of the MVP 2.0 program.

MVP Checkpoints:
- ☐ **Just after award** - Meet with the **MVP Regional Coordinator (RC)** for your region to kick off the process and to discuss vendor selection.
- ☐ **After selecting a vendor** - Email your RC with the contact information and qualifications of your selected vendor; meet with your RC and your primary vendor to go over the process before getting started.

Phase 1: Developing a Core Team

Step 1 - Groundwork (AUGUST - SEPTEMBER OF YEAR 1)

Actions:
- ☐ Use the **Social Resilience Roadmap** to dig deeper into understanding who lives and works in your community and who will likely be disproportionately affected by climate change.
- ☐ Identify perspectives and lived experience within your community that will be important to include in your Core Team.

MVP Checkpoints:
- ☐ **Upon completion** - Email **Part A** of your **Social Resilience Roadmap** to your RC before moving on to Step 2.

Step 2 - Recruiting a Core Team (SEPTEMBER - NOVEMBER OF YEAR 1)

Actions:
- ☐ Build out a group of municipal staff and community members (i.e., community liaisons) to lead equitable climate resilience work in the community.
- ☐ Ensure approximately half the Core Team members are from and/ or with strong relationships with EJ or other priority populations who live and work in your community. Use "**Resources for Core Team Recruitment**" as needed.

MVP Checkpoints:
- ☐ **Upon completion** - Email a list of your Core Team members to your RC before moving on to Step 3. Note which members are community liaisons, the community(ies) they are connected to, and how much they will be compensated.

Summary of Actions, Deliverables, and Checkpoints - continued

Step 3 - Core Team Training (NOVEMBER - DECEMBER OF YEAR 1)

Actions:

- Participate in the **Climate Resilience Trainings** to build skills and capability that will help in assessing community vulnerability and in developing a resilience project.
- Participate in the **Equity and Climate Justice Learning Series** to build skills and capability to work together in ways that center equity and climate justice.

MVP Checkpoints:

- **Upon completion** - Email your MVP Regional Coordinator your completed **Discussion Guides** for the Climate Resilience Video Modules and confirm attendance at the Equity and Climate Justice Learning Series before moving on to Step 4.

Phase 2: Revisiting Resilience Priorities

Step 4 - Uncovering Social Resilience (JANUARY - MARCH OF YEAR 1)

Actions:

- Use the **Engagement Plan** to design and lead community outreach and engagement activities, focused on connecting with and understanding the needs and priorities of EJ and other priority populations who are disproportionately impacted by climate change.
- Use the **Social Resilience Roadmap** to identify factors that contribute to vulnerability and resilience for people who live and work in your community and region, and to inform your approach to building community resilience in ways that simultaneously address root causes of vulnerability.

MVP Checkpoints:

- **Midway** - Check in with your RC once you have completed your **Engagement Plan**, before starting your engagement activities.
- **Upon completion** - Email **Part B** of your completed **Social Resilience Roadmap** to your RC before moving on to Step 5.

Step 5 - Revisiting Community Resilience Priorities (MARCH - MAY OF YEAR 1)

Actions:

- Use the **Resilience Priorities Guide** to review and update your resilience priorities based on wider community input about factors that influence vulnerability and resilience.
- Vet the updated priorities with community members, and specifically people who will be most impacted by climate change, to create shared understanding, transparency, and accountability around community resilience priorities.

MVP Checkpoints:

- **Upon completion** - Email your completed **Resilience Priorities Guide** to your RC before moving on to Step 6.

Summary of Actions, Deliverables, and Checkpoints - continued

Phase 3: Implementing a Seed Project

Step 6 - Selecting a Seed Project (MAY - JUNE OF YEAR 1)

Actions:
- ■ Use the **Seed Project Plan** (Part A) to collaborate on the development of a project that will jump-start or advance the updated community resilience priorities.
- ■ Vet the project with community members, to ensure that people who will be most impacted by climate change inform decisions related to the project.

MVP Checkpoints:
- ☐ **Upon completion** - Email **Part A** of your completed **Seed Project Plan** to your RC by June 15. Submitting Part A and approval from your Regional Coordinator will unlock funding for Seed Project implementation.

Step 7 - Developing an Implementation Plan (JULY - AUGUST OF YEAR 2)

Actions:
- ■ Use the **Seed Project Plan** (Part B) to collaborate on the development of an implementation plan for your Seed Project that will help translate the idea into action.
- ■ Coordinate with a subject matter advisor to help develop the plan.

MVP Checkpoints:
- ☐ **Upon completion** - Email **Part B** of your completed **Seed Project Plan** to your RC before moving on to Step 8.

Step 8 - Implementing a Seed Project (SEPTEMBER - JUNE OF YEAR 2)

Actions:
- ■ Implement a Seed Project that will set the groundwork for future Action Grants and/or contribute to building community resilience in your community or region.

MVP Checkpoints:
- ☐ **Midway** - Halfway through the implementation of your Seed Project, email or set up a call with your RC to provide a progress update.

Step 9 - Reflecting, Adjusting, and Next Steps (JUNE OF YEAR 2)

Actions:
- ■ Use the **Reflection Roadmap** to reflect on the process in order to evolve and improve it for future resilience building efforts.

MVP Checkpoints:
- ☐ **Upon completion** - Submit the **MVP 2.0 Final Submission Form** to the MVP Program, including deliverables, photos, and invoices showing all grant funds were spent to close out the MVP 2.0 project.

Centering Equity

The MVP 2.0 process centers equity in building community resilience. Centering equity means paying specific, even greater, attention to the needs of people who will be most impacted by climate change and making sure that the outcomes directly benefit those communities in ways that reduce disproportionate harm. In order to center equity, decisions related to what's needed to build resilience must be shaped by, informed by, or led by people who will be most affected.

Factors such as income, physical ability, race, access to transportation, language isolation, health, age, and other life circumstances tend to be indicators of whether someone or their community will be disproportionately affected by climate change. Existing inequities — in access to resources, information, or opportunities — create vulnerability, which then magnifies the harm from climate hazards. Racial and economic inequality and accessibility barriers are often at the root of those vulnerabilities.

Throughout the MVP 2.0 process, the term **"Environmental Justice (EJ) and other priority populations"** is used to acknowledge the people and communities that are more vulnerable to climate change as a result of these many intersecting factors. In Massachusetts, EJ populations are specific geographic areas that meet one or more criteria based on race, income, or languages spoken. Priority populations include EJ populations, while also recognizing the wider range of factors that contribute to vulnerability for people and communities. See **Key Terms and Concepts** for more detail. The MVP 2.0 process is designed to center the needs and concerns of EJ and other priority populations to build community resilience.

Centering equity means paying specific, even greater, attention to the needs of people who will be most impacted by climate change and making sure that the outcomes directly benefit those communities in ways that reduce disproportionate harm.

Key Terms and Concepts

Community liaison – Community liaisons are community members who are from and/or have strong relationships with Environmental Justice or other priority populations who live or work in your community. Community liaisons will make up approximately half of the members on your Core Team, be compensated for their time through the grant funding, and play an important role in making sure the insight, needs, and priorities of those most impacted by climate change inform decisions throughout the process.

Community resilience – The ability of a community to address the needs of its people, neighborhoods, ecosystems, and infrastructure in order to anticipate, cope with, and rebound stronger from events and trends related to climate change hazards, including temperature changes, extreme weather, sea level rise, coastal and inland flooding, changes in precipitation, and other impacts. Resilient communities do not just recover — they continuously build capacity to reduce the impacts of future climate events.

Core Team – The Core Team is the group of people who will lead the MVP 2.0 process for your community or region. Your Core Team will be made up of approximately ten people, including community liaisons and municipal staff. Small communities (i.e., with populations under 5,000) may have smaller Core Teams. For communities without paid staff, "municipal staff" may include community members who often play a municipal staff-type role. Note that your Core Team for MVP 2.0 is different from your Core Team used in the MVP Planning Grant since half the team will be community liaisons.

Environmental Justice – Environmental Justice (EJ) is based on the principle that all people have a right to be protected from environmental hazards and enjoy a clean and healthful environment, regardless of race, color, national origin, income, or English language proficiency. It acknowledges that some groups of people have had access to fewer environmental benefits while being exposed to greater environmental harms. An EJ-focused approach works to both understand and redress the historic and ongoing inequities and harm.

Environmental Justice (EJ) populations – In the Commonwealth, EJ populations (or EJ neighborhoods) have been identified as **census block groups** (divisions of larger census tracts that are made up of about 600 to 3000 people) that meet one or more of the following criteria:

- The annual median household income is not more than 65% of the statewide annual median household income;
- Individuals who identify themselves as Latino/Hispanic, Black/African American, Asian, Indigenous people, and people who otherwise identify as non-white comprise 40% or more of the population;
- 25% or more of households lack English language proficiency;
- Individuals who identify themselves as Latino/Hispanic, Black/African American, Asian, Indigenous people, and people who otherwise identify as non-white comprise 25% or more of the population and the annual median household income of the municipality in which the neighborhood is located does not exceed 150% of the statewide annual median household income; or
- A geographic portion of a neighborhood designated by the Secretary as an Environmental Justice population in accordance with law (**An Act Creating a Next-Generation Roadmap for Massachusetts Climate Policy, Chapter 8 of the Acts of 2021**).

Visit the Massachusetts **EJ Map Viewer** to see EJ neighborhoods in your community, region, or the state.

GEAR – GEAR stands for "Guides for Equitable and Actionable Resilience." GEAR is an online tool developed by the MVP team to align with the MVP 2.0 process and the Massachusetts Climate Change Assessment and includes data to help understand the impacts of climate change in your community, guidance on how to think about the data, "actions to consider" for building climate resilience, and case studies. Access GEAR at **resilient.mass.gov/gear**.

Lived expertise – Lived expertise refers to first-hand experience. It includes expertise on societal issues (such as economic security, food security, access to health care, equity and justice, etc.) obtained through daily life experience. Lived expertise includes historical knowledge, on-the-ground experience, and relevant perspectives that are critical for informing community resilience solutions.

Priority populations – Priority populations are people or communities who are disproportionately impacted by climate change due to life circumstances that systematically increase their exposure to climate hazards or make it harder to respond. In addition to factors that contribute to Environmental Justice status (i.e., income, race, and language), other factors like physical ability, access to transportation, health, and age can indicate whether someone or their community will be disproportionately affected by climate change. This is driven by underlying contributors such as racial discrimination, economic disparities, or accessibility barriers that create vulnerability. The term priority populations acknowledges that the needs of people with these experiences and expertise must take precedence when developing resilience solutions to reduce vulnerability to climate change. All communities have priority populations even if they do not have a mapped EJ neighborhood.

Seed Project – A Seed Project is a project selected by the Core Team that will jump-start or advance the community's resilience priorities, and that can be completed in 9-10 months. Communities will receive $50,000 of guaranteed funding to complete a Seed Project during the MVP 2.0 grant process.

Vendor – Vendors are individuals or organizations that provide consulting services relevant to the MVP 2.0 process, including skills in facilitation, community processes, equity and social justice, project management, local knowledge, and climate resilience work (developing and/or implementing projects). The primary vendor for the MVP 2.0 process may be a single individual or organization, or a vendor team. Note that the list of certified vendors from the MVP Planning (1.0) process is no longer relevant, since those vendors were trained in the old process and MVP 2.0 requires a different skill set. Municipalities should use the MVP 2.0 vendor qualifications to vet potential vendors for this new process.

Hiring a primary vendor

Goal: To hire a vendor (vendor team) to support you through the MVP 2.0 process that has expertise in equity-centered project facilitation, community-driven processes, and climate and community resilience.

Tools:
- **Vender qualifications** to use in procurement
- **Sample Request for Proposals** (RFP)

Timeframe: One to two months
(July - August of Year 1)

Deliverables: Contract with vendor

Checkpoints with the MVP Team:

- ☐ **Before selecting a vendor, meet with the MVP Regional Coordinator (RC) for your region to kick off the process and to discuss vendor selection.**
- ☐ **After selecting a vendor, email your RC with the contact information and qualifications of your selected vendor; meet with your RC and your primary vendor to go over the process before getting started.**

Why this step?

Because the MVP 2.0 process focuses heavily on social equity and community engagement, it is important to ensure that your vendor or vendor team has expertise in these areas as well as familiarity with climate resilience planning and action. This vendor will likely be a different type of vendor than you worked with in the first MVP Planning (1.0) process. Your Regional Coordinator will be happy to help support you in this vendor search.

Select your Primary Vendor

Once your community or your region has been awarded an MVP 2.0 grant, select a vendor to support the process. The goal of hiring a vendor is to expand the bandwidth and the capacity of the community, as well as bring skill sets that will benefit the process.

Grantees will need to follow state and local procurement law to select and contract with the primary vendor and consult with their local procurement officer with any questions. Whatever method is used, the grantee project manager should ensure they are using the required **vendor qualifications** when selecting a vendor and that the vendor is meeting those qualifications. The list of state-trained MVP providers that was used in MVP 1.0 is no longer relevant because they were trained in the old process. Therefore, that list has been retired and grantees should instead use the vendor qualifications to vet potential vendors for this new process. A sample Request for Proposals (RFP) to be used in hiring a vendor can be **downloaded here**.

Your "primary vendor" could be a single vendor or a vendor team. The vendor team may include local community-based organizations that

bring particular local knowledge to the process. The primary vendor will also be responsible for coordinating with the advisor(s) and vendor(s) who will support the development and implementation of the Seed Project in Steps 7 and 8.

Experience and Skill Sets of the Primary Vendor

As a whole, the primary vendor or vendor team would need to bring capability and experience in the following three areas.

A **Equity-Centered Project Facilitation –** This skill set is important for managing the process, guiding and facilitating decision-making within the Core Team, and serving as an "equity coach" and facilitator for the Core Team Training. Equity-centered project facilitation requires skills and experience in consensus building, equitable community processes, cultural sensitivity, project management, and organizational development to support diversity, equity, and inclusion. Ideally, the person or team bringing this experience would be a neutral entity, rather than a local community partner that would otherwise have a stake in the process.

B **Community-Driven Processes –** This skill set is important for supporting municipal staff in recruiting a Core Team, and for guiding and supporting the Core Team in community outreach and engagement. This area requires experience and expertise in developing and implementing equitable and inclusive approaches to outreach, engagement, and community-led processes, and particularly processes designed with and for EJ and other priority populations. Strong local knowledge and connections within the community is a significant asset. This role could be filled by someone who has strong relationships with communities throughout the town, city, or region.

C **Climate and Community Resilience –** This skill set is important for supporting the Core Team in identifying the root causes of climate and social vulnerability, developing actions for building

community resilience, and in designing a Seed Project. This area requires experience and expertise in climate and community data, assessing climate and social vulnerability, approaches to building climate resilience, equity and climate justice, and project design and development. Strong local knowledge is a significant asset. This role should be filled by someone that has strong experience with climate-related work.

Roles and Responsibilities of the Primary Vendor

- Working with the municipal staff lead or point person to manage the project, including scheduling meetings or events, overseeing logistics, and monitoring the completion of deliverables and submissions for completing the grant process
- Providing guidance and support to municipal staff in completing the Groundwork process (Step 1) and in recruiting the Core Team (Step 2)
- Participating in the Core Team training and facilitating the three guided discussions for the Climate Resilience Trainings (Step 3)
- Providing guidance and support to the Core Team in completing the Uncovering Social Resilience process, including guidance on outreach and engagement approaches and information collection (Step 4)
- Facilitating workshops or meetings with the Core Team to revisit resilience priorities (Step 5), select a Seed Project (Step 6), and to draft and revise the Seed Project Implementation Plan (Step 7)
- Coordinating or contracting with the subject matter advisor(s) to support the development of the Seed Project Implementation Plan (Step 7)
- Coordinating with the implementation vendor(s) to lead or support the implementation of the Seed Project (Step 8)
- Facilitating a discussion with the Core Team to complete the reflecting and adjusting process (Step 9)

Contract with your Primary Vendor

When contracting with your vendor, identify which portions of the MVP 2.0 scope will be paid for by the municipality directly (using grant funding) and which portions will be included in the vendor contract. It is up to you to decide which payment structure will work best for your municipality and unique circumstances. For example, you will need to discuss whether your vendor will pay community liaisons and any volunteers on your Core Team through their contract, or if the municipality will need to set aside that portion of the grant funding to compensate those individuals directly. You will also need to make a similar decision as to how you will pay for direct costs such as translation and interpretation, transportation for community members to public meetings, and event space.

There is a **sample scope** for you to use when contracting with the vendor team. A sample budget for planning out your project expenses is included to the right. See the **MVP 2.0 Sample Budget** (Excel Sheet) for an editable version with a more detailed breakdown of project costs.

For ideas on vendors that may have expertise in equity and social justice, grantees may consider referring to **The Racial Equity Capacity Builders Directory** from the Boston Foundation and the MA Supplier Diversity Office's **Directory of Certified Businesses** as potential resources.

Sample Budget for the MVP 2.0 Process

Project Team		
Primary Vendor	$24,300	Payment for time. This total assumes 162 hours at $150 per hour.
Community Liaisons (and municipal volunteers)	$16,000	Payment for time. It is recommended that you pay community liaisons (and municipal volunteers, when applicable) $30 - $50 per hour depending on what is commensurate with rates for your municipal staff. This total assumes five individuals, each contributing 80 hours at $40 an hour.
Subject Matter Advisor(s)	$800	Funding for a subject matter advisor(s) to advise on the development of the Seed Project implementation plan. This total assumes approximately 5 hours at $150 per hour.
Direct Costs		
Step 4 Engagement (Social Resilience)	$2,000	Direct costs for engagement activities, including (as relevant) translation and interpretation, food, venue, materials, additional community partners involved in supporting engagement, or other costs depending on activities.
Step 5 Engagement (Vetting Priorities)	$950	
Step 6 Engagement (Vetting Seed Project)	$950	There is a **statewide contract** municipalities may use when procuring translation and interpretation services.
Total	**$45,000**	Total funding for Steps 1-7 and Step 9. Municipalities will receive an additional $50,000 for Step 8 to implement their Seed Project.

STEP 1

Groundwork

Goal: To identify lived expertise of people who live and work in your community and perspectives that will be important to include on your Core Team.

Tools:
- **Social Resilience Roadmap** (Part A)
- Guides for Equitable + Actionable Resilience (**GEAR**)

Timeframe: One month
(August - September of Year 1)

Deliverables:
- Completed Part A of the Social Resilience Roadmap

Checkpoints with MVP:

☐ **Email Part A of your Social Resilience Roadmap to your MVP Regional Coordinator before moving on to step two.**

Why this step?

The Core Team for MVP 2.0 will be different than the one that led your MVP 1.0 process. One goal of the MVP 2.0 process is to help communities expand the involvement of the wider community in climate resilience planning and specifically to make sure that the priorities of people who will be most affected by climate change shape decisions. This pre-work will help you identify people in your community who could be part of your Core Team that have connections to those who will be most impacted by climate change.

Overview of Step 1

Before starting Step 1, you (the municipal project manager) will have contracted with your primary vendor to kick off the MVP 2.0 process. The goal for Step 1 is to consider who lives and works in your community and who may be most affected by climate change. This step will lay the groundwork for recruiting your Core Team members in Step 2.

Climate change will not affect us all equally, and instead will magnify vulnerabilities and existing inequities. For example, more frequent heat waves will degrade air quality which impacts people living with chronic health conditions, including asthma and cardiovascular disease. Increased precipitation will increase the risk of flooding which in turn increases the risk of displacement and threatens housing security, especially for those who already struggle with housing security. As these examples show, a wide range of factors can determine whether someone will be disproportionately impacted by climate change, including characteristics

like income, race, physical ability, age, life circumstances, or access to resources. Both vulnerability and resilience are created and sustained by systems and structures that shape who has the resources and supports that contribute to our capacity to respond to a changing climate. True community-wide resilience requires a focus on dismantling the root causes of inequity and disproportionate harm.

Your Core Team will lead all steps of this MVP 2.0 process, and will be responsible for gathering insight, ideas, and feedback from the community. It will be important for members of the Core Team to be able to speak to the needs and priorities of people in your community or region who will be most impacted by climate change. As you complete this step, consider who from your community might be able and interested in joining your Core Team as a community liaison with strong connections to EJ and/or other priority populations who are likely to be most impacted by climate hazards.

How to Approach Step 1

- This step will be led by a small group of municipal staff with support from your primary vendor. The municipal staff should include your municipal MVP project manager (the person responsible for leading the MVP process for your community) and one or two additional staff members (or volunteers) who plan to participate on the Core Team. Consider people who have already been working on goals related to climate or community resilience and people who will be champions for this process. In regional projects, you may have one municipal staff person from each community and a representative from a regional agency, for example.

- As a group, work to complete **Part A** of the **Social Resilience Roadmap** ("Identifying Lived Expertise in Your Community"). Use this section to consider what proportion of people in your

community have various types of lived expertise, and who may be disproportionately impacted by climate change. Use the last two questions to outline how you will approach recruiting your Core Team.

Key tip!

The **GEAR** online tool has been created to help you with some of the Social Resilience Roadmap questions. The **Community Guide** is a good place to start. In other instances, finding the answers may rely on local data, or require talking to people in your community who may have more insight. For example, school administrators often have great information on the primary languages spoken by families in the community. For each question in the Social Resilience Roadmap, check out the column labeled "How can I find this answer?" for more guidance.

A note for small communities:

Many small communities relied on community volunteers to lead the MVP Planning 1.0 process. These same communities may rely on the same individuals (or different individuals in a similar role) to lead these first two steps of the MVP 2.0 process before the Core Team is established, and then participate on the Core Team. If the volunteer is not a formal employee of the town, grant funds may be used to compensate them for their time.

STEP 2

Recruiting a Core Team

Goal: To recruit your Core Team.

Tools:
- Core Team **talking points and position descriptions**

Timeframe: One to three months
(September - November of Year 1)

Deliverables:
- List of recruited Core Team members

Checkpoints with MVP:

☐ **Email a list of your Core Team members to your MVP Regional Coordinator before moving on to Step 3. Note which members are community liaisons, the community(ies) they are connected to, and how much they will be compensated for their participation.**

Why this step?

In many municipalities, a small set of individuals serve on many of the municipal boards and committees, which may lead to planning fatigue and decisions being made by a select number of community voices. Step 2 provides time for outreach and beginning to build relationships with people who have been traditionally underrepresented in government processes. Through this step, you will build a team of community liaisons who can lead climate resilience work in your community, who bring strong connections to EJ and other priority populations, and who are able to help break down the factors that may make people feel unwelcome or unable to participate. The community liaison model can be continued or replicated for other municipal initiatives outside the MVP 2.0 process.

Overview of Step 2

At this point, you have identified lived expertise in your community that will be important to have represented on your Core Team. The goal for Step 2 is to use that information to recruit your Core Team members. This Core Team will be different from the one you convened for MVP 1.0. Please see guidance about the Core Team's composition below.

Composition of the Core Team

Your Core Team will have approximately ten people, including community liaisons and municipal staff. For small communities (i.e., with populations

under 5,000) the number of members of the Core Team may be fewer than ten. The important point is that the Core Team includes community liaisons that can help gather perspectives of those who are most impacted by climate change in the community.

Community liaisons - Approximately half of your Core Team should be community liaisons. Community liaisons are people who live or work in your community and who are from and/or have strong relationships with Environmental Justice or other priority populations. They may have a formal role within the community, such as an outreach coordinator for a community-based organization, or an informal role, such as someone who is well-connected and respected within their neighborhood or community. Consider including a youth or young adult representative as one of your community liaisons. Grant funding will be used to compensate community liaisons for their contribution to the process.

Municipal staff and partners - The municipal staff on the Core Team will include your municipal MVP project manager and other individuals who work on topics like planning, housing, public works, conservation, health, or social services. For communities without paid staff, this group could include other community leaders who often play a municipal staff-type role or have expertise in such topic areas. For regional projects, it will also be important to include people who are working on a regional scale. All of these individuals together should make up half of the core team. Any individuals who are not salaried municipal employees can be compensated for their time with MVP 2.0 grant funding.

Roles and Responsibilities of the Core Team
The Core Team will lead the MVP 2.0 process, including investigating factors in the community that contribute to vulnerability and resilience, updating the community resilience priorities, and developing and

Consider this approach:
Community Nominations

In certain situations, it may make sense for community liaisons to be selected or nominated by their relevant community. In this scenario, a community could identify a number of individuals from which the community liaison is chosen. This approach works best when there is a trusted organization (formal or informal) that predominantly serves a particular community and who can help to facilitate this nomination process.

Consider this approach:
Start Community Conversations

Oftentimes it is much easier for people to become interested in a process if they can see the types of issues that will be addressed, or once they've had the chance to begin thinking about challenges and opportunities. Consider planning a community activity that explores the topics and questions mapped out in the **Social Resilience Roadmap** (see Step 4). This could be a way to both build connections and hold conversations in ways that build interest and encourage community members to join the process to address a topic that is meaningful to them. The activity could involve hosting an event, joining an existing event, or creating a pop-up event in a public location. Make sure to tailor the event to the communities you are specifically trying to reach. Use the **Engagement Plan** to help plan your activity.

Tips for recruiting your Core Team

For many communities, this won't be an easy step! It can be challenging to find people to fill boards and committees, and particularly to reach new people who have not participated in government processes. But it is exactly for this reason — that it is hard, but important! — that MVP 2.0 builds this step into the grant process to support this dedicated outreach and relationship building. See the following tips for recruiting your Core Team.

"We keep turning to the same people."

The goal of this process is to reach beyond those individuals. Rather than inviting former committee members and representatives of local community-based organizations who frequently participate in processes, ask for their recommendations on who may be a good fit for the position. See if they would be comfortable connecting you and providing an introduction.

"Our community is so small that it is hard to find people to participate."

Don't be afraid to think outside your town boundaries. People know each other, work together, and spend time together across towns. There may be a local community leader in a neighboring town who has strong relationships and serves as an advocate for people in your community. The MVP program encourages small communities to complete the MVP 2.0 process as a region, in order to build regional Core Teams.

"Ten people won't capture all experiences and perspectives. How do we prioritize?"

Prioritize Core Team candidates who can be champions for the process and who are interested and able to play a liaison role — that is, someone who can be a connector and convener to broader networks. In particular, prioritize liaisons that are well-connected and accountable to parts of the community that have been traditionally underrepresented in planning processes and stand to be most affected by climate change. Other people will be able to contribute to the process through the outreach and engagement activities.

implementing a Seed Project. As a central part of each step, the Core Team will be responsible for developing and leading outreach and engagement activities to gather insight, ideas, and feedback from the community.

The Core Team will participate in a series of trainings before getting started to gain key information and skills that will help in completing the process. Below is a breakdown of the roles and responsibilities of the Core Team.

- Participate in the Core Team training (Step 3).
- Lead inclusive and equitable community outreach and engagement activities to gather insight on sources of vulnerability and resilience in the community and complete the Social Resilience Roadmap (Step 4).
- Based on Steps 1-4, revisit and update your community resilience priorities; vet the updated priorities with the community (Step 5).
- Identify a Seed Project; vet the Seed Project idea with the community (Step 6).
- Develop a Seed Project Implementation Plan; identify a subject matter advisor(s) to support this process (Step 7).
- Identify an implementation vendor to lead or support the implementation of the Seed Project; work with the implementation vendor and community partners to implement the Seed Project (Step 8).
- Reflect on the MVP 2.0 process (Step 9).

It is estimated that the time commitment for community liaisons will be 5-10 hours per month (up to 80 hours) for Steps 1-7 plus Step 9 (i.e., mostly in the first year of the grant). The municipal project manager is expected to contribute approximately 90 hours and other municipal staff on the Core Team are expected to contribute approximately 60 hours for those same steps. The time commitment

Acknowledge Core Team members as liaisons, not representatives

Each of the community liaisons should be seen as a connection to a broader group of people and perspectives, not as a representative. Each person can each speak to their own experience, and can connect with others in their networks and communities to gather more insight and share the experiences of others. No one is able to, nor should they be expected to, speak on behalf of all people with that specific characteristic or experience.

for Step 8 (Implementing a Seed Project) will be dependent on the project selected by the Core Team. See the sample **position descriptions** for Core Team members for more details. Note that the primary vendor will also be involved in each step to help manage and support the process.

How to Approach Step 2

This step will be led by the same group of municipal staff or volunteers that led Step 1. As Core Team members join, they can further support the Core Team recruitment process.

Recruitment of Community Liaisons
- Consider posting a **job description** to advertise widely for the community liaison roles. Job descriptions in a subset of languages other than English can be **downloaded here**. Clearly articulate the opportunity to have an impact on their community, and who would make a good fit for the position. Advertise the

roles through local media outlets, relevant listservs, and the town or city's website and social media platforms. Ask contacts at local community-based organizations and schools to share the posting through their networks. Use your answers drafted in the Social Resilience Roadmap for "what are some of the avenues for reaching potential liaisons?" to generate and execute an outreach strategy.

- Follow up with specific outreach. Reach out to municipal or local contacts you know who may have contacts with communities you are hoping to reach. Visit community spaces such as restaurants, parks, or community centers to connect with people who may have interest or who can recommend a contact. In every conversation, ask whether there is someone they'd recommend you talk to further.

Payment of Core Team Members

A portion of the grant funding is intended to pay Core Team members who aren't otherwise being paid to participate through their job. This includes the community liaisons, and in some specific instances it may include others who are not salaried municipal employees, particularly if it reduces a barrier to participation. Recommended compensation is $30-$50 per hour. The municipality and the primary vendor will need to coordinate the most appropriate structure to pay Core Team members. In some cases, it may work best for the municipality to pay Core Team members directly. In other instances, it may work better for the Core Team members to be paid through the primary vendor. Consider paying participants in regular upfront installments to reduce barriers to participation.

Recruitment of Municipal Staff, Volunteers, and Other Sector-Specific Partners

- The approach to recruitment of this group will depend on the municipality. Use the **talking points** for recruitment of municipal staff for guidance.

Using or establishing an ongoing community liaison model

Some communities may already have an established community liaison program, in which case, it may be appropriate for those community liaisons to participate in this process. Be mindful, however, of how it will expand their role and the capacity (and potentially compensation) required.

For communities that do not have a community liaison program already established, this process poses an opportunity to start one. A community liaison model creates a way for building and maintaining community connections in an ongoing way, rather than a touch-point tied to a one-off project. Future Action Grant funding could be one way to support the program moving forward. Some Massachusetts municipalities have begun integrating community liaison programs into their municipal budget to support ongoing engagement efforts. When planning for an ongoing program that will no longer have the support of the MVP 2.0 vendor, it will be important to also budget for a program coordinator who can help to oversee and manage the program if a current staff member cannot take on that role.

STEP 3

Core Team Training

Goal: To equip the Core Team with knowledge, skills, and tools that will help in building equitable community resilience.

Tools:
- **The Climate Resilience Trainings**
  Three (one hour) sessions, each with a video followed by a vendor-facilitated discussion, using the **Discussion Guides**
- **The Equity and Climate Justice Learning Series**
  Three (90-minute) workshop sessions (MVP team will provide details on sign-up)

Timeframe: One to two months (November - December of Year 1)

Deliverables:
- Completion of Climate Resilience Trainings (Videos and Discussion Guides)
- Completion of Equity and Climate Justice Learning Series

Checkpoints with MVP:

☐ Email your completed Discussion Guides for the Climate Resilience Video Trainings to your MVP Regional Coordinator before moving on to Step 4.

Why this step?

The Core Team training helps to build the knowledge and skills of municipal staff and community members to lead climate resilience work and support climate justice in their community and region. In doing so, the expertise stays within the community, even after the vendor leaves.

Overview of Step 3

At this point, you have recruited your Core Team. The goal for Step 3 is to participate in the Core Team Training. Through the training, you will gain knowledge, skills, and resources useful to building resilience in your community or region. There are two parts to the training; it is recommended that you start with Part 1. The first session of Part 1 will serve as a "kickoff meeting" with your Core Team where you will set the stage for working together.

Part 1 - Climate Resilience Trainings - In the Climate Resilience Trainings you will learn key information related to completing the process, including how to access climate data, how to think about community vulnerability, and how to develop an actionable project that helps to build community or regional resilience. There are three Climate Resilience Trainings, broken down into the following topics: 1) Previewing the MVP 2.0 Process, 2) Understanding Local Climate Vulnerability, and 3) Building Community Climate Resilience: Key Considerations and Examples. For each training, you will watch a video (5-20 minutes) and then discuss what you learned with your Core Team (30-45 minutes), using the discussion guide. Your primary vendor will facilitate these discussions.

Part 2 - Equity and Climate Justice Learning Series - In the Equity and Climate Justice Learning Series you will develop your capability to work together and build community resilience in ways that center equity and climate justice. There are three (90-minute) workshop sessions as part of the Equity and Climate Justice Learning Series: 1) Understanding the Root Causes of Social Vulnerability, 2) Equity-Centered Community Processes, and 3) Measuring Equity. The sessions will be hosted by the MVP Program through live, online workshops. Core Teams throughout the state will participate simultaneously, but you will be working together with your Core Team in breakout sessions.

How to Approach Step 3

- You will receive communication from the MVP team about signing up for an Equity and Climate Justice Learning Series early on in the grant period. If you have not already, sign up for a Learning Series time slot. All of your Core Team members and your primary vendor are expected to participate in the same series as a team. Make sure your Core Team is able to complete Part 1 - The Climate Resilience Trainings prior to participating in the Equity and Climate Justice Learning Series.

- Convene as a Core Team to complete **Part 1 - The Climate Resilience Trainings**. It is recommended that you complete the trainings over three sessions. Each session should take about an hour to complete, and will include watching a video followed by a group discussion facilitated by your primary vendor. In the first session, you will begin to get to know each other and establish ways of working together as a Core Team. Consider drafting group agreements for how you plan to work together in ways that support respectful collaboration. See the example group agreements as a starting point.

- Participate in **Part 2 - The Equity and Climate Justice Learning Series** on the designated dates. Keep an eye out for materials to watch or review ahead of time before the training dates.

Example group agreements

Participate as peers - Everyone comes to the group with different backgrounds and experiences. All are valued. We all speak as individuals, not as representatives.

Share the air - If I tend to be quiet, I'm encouraged to speak. If I tend to be vocal, I'll make sure to step back to let others speak, too.

Create safe spaces - Let's create a safe space to share, to learn, to say "I don't know," and to have honest dialogue. Keep "who says what" confidential unless given permission to share with others.

STEP 4

Uncovering Social Resilience

Goal: To identify factors that contribute to vulnerability and resilience for people who live and work in the community and region; To use that insight to inform your approach to building community resilience.

Tools:
- **Engagement Plan**
- Guides for Equitable + Actionable Resilience (**GEAR**)
- **Social Resilience Roadmap** (Part B)

Timeframe: Three months
(January - March of Year 1)

Deliverables:
- Completed Engagement Plan
- Completed Social Resilience Roadmap (Part B)

Checkpoints with MVP:

☐ Check in with your MVP Regional Coordinator once you have completed the Engagement Plan, before getting started on your engagement activities.

☐ Email your completed Social Resilience Roadmap (Part B) to your MVP Regional Coordinator before moving on to Step 5.

Why this step?

Through MVP 1.0, communities developed a strong understanding of their infrastructural and ecosystem assets and how those assets may be vulnerable to climate hazards. MVP 2.0 dives deeper into social resilience and the underlying factors that create vulnerability for people who live and work in your community. The data and information you collect in this step will provide key insight for approaching your Seed Project and future Action Grants. It will also be applicable to other grant programs, beyond MVP, as social vulnerability and environmental justice is becoming a focus and priority of many state and federal programs.

Overview of Step 4

At this point, you have launched your Core Team, and have participated in the Core Team Training. The goal for Step 4 is to gather insight on the factors that contribute to vulnerability and resilience in your community or region. This step will involve investigating community and climate data, gathering information from community members through outreach and engagement activities, and working together as a Core Team to complete **Part B** of the **Social Resilience Roadmap**.

Community resilience is shaped by many factors — safe and secure housing, job opportunities, social connections, neighborhood assets, and transportation options can all help to buffer the impacts of climate change and make it easier to cope or adapt. By contrast, not having access to those resources creates vulnerability and magnifies the harm

caused by climate hazards, particularly for people and communities who have faced discrimination and marginalization. This step of the process focuses on investigating the root causes of community vulnerability in order to better understand the factors that must play a role in building community resilience. It might also identify resilience strategies that members of your community are already developing to adapt to a changing climate.

How to Approach Step 4

There are many ways to complete this step. The only requirements are that you use a combination of data explored in GEAR, and information you learn from the community — specifically from people who will be most affected by climate change — to complete the Social Resilience Roadmap. The steps outlined below are one way to complete the process. Feel free to adapt it to work best for your community. The primary vendor will help with project management, facilitating discussions with the Core Team, and overseeing the completion of the Social Resilience Roadmap. The Core Team is responsible for leading community outreach and engagement efforts, investigating data, and developing answers to the questions in the Social Resilience Roadmap.

1. Gather community insight

- Revisit the findings from Part A of the Social Resilience Roadmap that you completed in Step 1. Given the insight of the full Core Team, are there any edits you would make to Part A?
- Look ahead to the rest of the Social Resilience Roadmap. Given the topics you plan to discuss and your answers to Part A, who should you talk to to fill out Part B? What are the best ways to reach out?
- Use the **Engagement Plan** to develop a plan for community outreach and engagement. Connecting with a range of community

members may require several different approaches. What formats will you use? What types of questions will you ask? At the bottom of each section of the Social Resilience Roadmap there is guidance on the types of questions to ask community members.
- Conduct your outreach and engagement. The method for documenting your findings will depend on the activity — it may include interview transcripts, conversation notes, survey responses, photos of workshop poster boards, or other formats. Record your activities at the bottom of the Social Resilience Roadmap, and provide a link to a folder with the documentation.

2. Core Team Touchpoint

- Meet as a group to talk about what you've heard. Begin working through the Social Resilience Roadmap and answering questions where you have answers.

3. Explore Community and Climate Data

- Explore GEAR to investigate data related to community vulnerability and resilience, and related to what you heard from the community. One approach could be to start with a few GEAR guides that are most related to issues that came up in the community conversations, and work through the guides together as a Core Team before exploring a second set. For example, you may have heard how access to affordable housing options is an increasing concern in your community, and so you might start by exploring the Heat x Housing Guide or the Inland Flooding x Housing Guide. An alternative approach might be to divide your Core Team members into pairs and have each pair explore two or three guides over the course of a couple weeks. Worksheets are available for each GEAR guide to document your findings.
- GEAR specifically pulls from and references information from the **2022 Massachusetts Climate Change Assessment**. In addition to GEAR, Core Teams are encouraged to explore the MA Climate

Change Assessment regional reports to explore top impacts in the region and identify topics to discuss with community members and identify actions around.

4. Core Team Touchpoint

- Meet as a group to talk about what you've learned. In what ways does the data you explored support or contribute to a further understanding of what you heard from the community? Are there contradictions or discrepancies? Continue adding to the Social Resilience Roadmap where you have answers.
- What new questions does this bring up for you? What needs further exploration through community conversations?

5. Continue to gather community insight

- If there are gaps that haven't been addressed in your Social Resilience Roadmap, identify additional outreach and engagement approaches to either follow up with community members, or to reach new community members who would be important to talk to. Draw on the Engagement Plan and its methods and tools table again, as needed, to map out your engagement approach.
- Conduct your outreach and engagement. Record your activities at the bottom of the Social Resilience Roadmap, and provide a link to a folder with the documentation.

6. Core Team Touchpoint

- Meet as a group to talk about what you've heard. Continue working through the Social Resilience Roadmap and answering questions where you have answers.
- Continue to repeat the process as necessary.

STEP 5

Revisiting Resilience Priorities

Goal: To revisit and update your community resilience priorities (from MVP 1.0) based on the Uncovering Social Resilience process; To vet the updated priorities with the community.

Tools:
- Resilience Priorities Guide
- Engagement Plan

Timeframe: Two to three months
(March - May of Year 1)

Deliverables:
- Completed Resilience Priorities Guide

Checkpoints with MVP:

☐ Email your completed Resilience Priorities Guide to your MVP Regional Coordinator before moving on to Step 6.

Why this step?

This step ensures that communities revisit their resilience priorities developed in MVP 1.0, and update them based on progress towards those priorities, new information, or additional planning efforts. In particular, this step provides a moment to make sure that your community resilience priorities reflect what you are hearing from EJ and other priority populations in your community or region.

Overview of Step 5

At this point, you have gathered a wealth of information about sources of community vulnerability and resilience, and have held conversations with community members about community resilience assets and needs. The goal for Step 5 is to use that insight to update your community resilience priorities that you developed in MVP 1.0, and to vet the updated priorities with the community.

The needs, concerns, and priorities of people who will be most impacted by climate change should shape your community resilience priorities. Consider what has risen to the surface through your community outreach: What did people focus on? What were people most concerned about? In some cases, the topics may not seem directly related to climate change, and yet they likely provide key insight on what it will take to build community resilience. Consider these examples:

Example 1
What you learned: Many community members highlighted that housing affordability is a huge stress for living in your community or region.

Data shows that many residents in your community or region are "housing cost burdened."

What this tells you about building climate resilience: Housing costs are reducing people's financial security, which forces people to make tradeoffs related to health and wellbeing, limits the options available to them if their home is damaged in a climate hazard, and increases the risk of displacement. Efforts to retrofit or develop climate-resilient housing in your community or region will need to protect or expand housing affordability in order to reduce a root source of vulnerability and prevent creating more vulnerability in the process.

Example 2

What you learned: Many community members highlighted that grocery stores are far away, and the ones that are most accessible are too expensive to shop at regularly. Data shows that a large portion of your community or region lives in an area that has no grocery stores within a reasonable distance (such as 10 minute walk or 10 minute drive).

What this tells you about building climate resilience: Interruptions from climate hazards and rising food prices due to climate change are only going to make access to affordable food more tenuous. Preparedness plans for grocery stores may help prevent the existing system from going awry, but they won't build greater resilience in the food system. Expanding local food options (grocery stores, community gardens, mutual aid networks) or even transportation options (bus routes, income-tiered car share programs, expanded access to paratransit programs, meal delivery programs) could create a more robust network and set of backup options.

Example 3

What you learned: Many community members highlighted that they do not trust that the nearby lakes and ponds are safe for swimming.

Others highlighted that the admission fee to the local pool was a cost barrier and that the facility is not wheelchair accessible. Data shows that most people live within a half mile of a park or open space.

What this tells you about building climate resilience: Rising temperatures will continue to degrade water quality, while at the same time increasing the need for parks, open spaces, bodies of water, and water features for cooling off. Even though community members may have access to parks or open space — based on proximity — other physical, health, or financial barriers may be limiting access. Nature-based solutions may be needed to protect or improve water quality, as well as other avenues for creating more accessible cooling sites.

Resetting your resilience priorities may include adding a new priority that hadn't been considered, removing an existing priority that is no longer relevant, or expanding on an existing priority to emphasize critical aspects that must be considered in the process. After drafting a set of updated community resilience priorities, you will reach out to the community for feedback. This gives the opportunity to ask: Did we get this right?

How to Approach Step 5

- Come together as a Core Team to complete the **Resilience Priorities Guide**. Discuss and reflect on your findings from the Uncovering Social Resilience process, and use those findings to reset your community resilience priorities. Based on your exploration of the data and community conversations, what are factors that shape vulnerability or resilience in your community or region? What should be a primary focus? Use the Resilience Priorities Guide to guide the process. Feel free to pick a meeting format that works best for your Core Team: this could be a series of shorter meetings or a longer workshop, facilitated by your

primary vendor. What's important is that you discuss and develop the answers together. By the end of this step you will have outlined your updated community resilience priorities.

- Use the **Engagement Plan** to develop an approach for vetting your updated community resilience priorities with the community. Focus, in particular, on how you will reach people who will be most impacted by climate change, and specifically people who participated in the Uncovering Social Resilience Process. Your approach will be based on the communities you are hoping to reach, and on the capacity of your Core Team at this stage. Vetting the priorities could involve hosting a series of dinners and workshops in different parts of the community, for example, or it may involve sending out a survey to the people who were involved in the Uncovering Social Resilience process. See the Engagement Plan and its methods and tools table for more ideas.

- Come together as a Core Team to review what you heard from the community outreach. Use the feedback to revise the community resilience priorities, as needed, using the last section of the Resilience Priorities Guide.

Consider this approach:
Create a webpage or a StoryMap

Consider creating a webpage or an ArcGIS StoryMap to post your community resilience priorities publicly, build awareness, and create transparency around the community's climate resilience efforts. Consider including an option for residents to submit comments through the online platform as part of the process of vetting your community resilience priorities.

STEP 6

Selecting a Seed Project

Goal: To identify a Seed Project that will advance one or more of your community resilience priorities; To vet the project idea with the community.

Tools:
- **Example Seed Projects**
- **GEAR** ("Actions to Consider" and "Case Studies")
- **Seed Project Plan** (Part A)
- **Engagement Plan**

Timeframe: Two months (May - June of Year 1); This is the last step of Year 1.

Deliverables:
- Completed Seed Project Plan (Part A)

Checkpoints with MVP:

☐ **Email your completed Seed Project Plan (Part A) to your MVP Regional Coordinator by June 15. Submitting Part A and approval from your Regional Coordinator will unlock funding for Seed Project implementation.**

Why this step?

Unlike MVP 1.0 where the process ended at identifying priorities, this step is designed to help translate planning into action. This step provides resources for municipal staff and community members to collaborate on the development of a project idea. It helps communities that have not yet done an Action Grant work through the process of developing a resilience project, using a process that can be replicated for future Action Grants. For all communities, it provides guaranteed funding to move forward with a project or project phase.

Overview of Step 6

At this point, you have reset your community resilience priorities, and vetted those priorities with the community. The goal for Step 6 is to identify a Seed Project that will advance one or more of your community resilience priorities, and to vet the Seed Project idea with the community.

Seed Projects have a budget of up to $50,000, and communities will receive guaranteed funding to implement their project with no local match required. A wide range of activities could be tackled through a Seed Project — ranging from installing a rain garden, to launching a food justice council, to incorporating climate resilience and justice into zoning policies. The goal is to develop a project that can address climate change and begin to build community resilience in proactive, long-lasting, and systemic ways. Doing so often requires building local capacity, changing systems or the ways of doing things, and

reducing the root causes of vulnerability, including creating more equitable outcomes. Because of the short timeframe to complete a Seed Project, projects should not require any extensive permitting or regulatory approval. Think about what can be accomplished for $50,000 in a 9-10 month timeframe — this might be an initial step of a project that the community could then apply for additional funding for through the MVP Action Grant program. Projects should not include diesel generators, tree removal, or other actions that would conflict with Massachusetts' decarbonization goals.

Submitting Part A (by June 15) and approval from your Regional Coordinator will signify completion of this step and unlock funding for Seed Project implementation.

How to Approach Step 6

- Come together as a Core Team to complete **Part A** of the **Seed Project Plan**. Investigate Seed Project actions and approaches that could support your resilience priorities and address climate change in preventative or transformative ways, using the Seed Project Plan as a guide. There are many ways of completing this process together; feel free to choose a method that works best for your Core Team. What's important is that you ultimately discuss and develop the answers through the input of the whole Core Team. By the end of this step you will have outlined the core elements of your Seed Project idea.

- Use the **Engagement Plan** to develop an approach for vetting your Seed Project idea with the community. Focus, in particular, on how you will reach people who will be most impacted by climate change, and specifically people who participated in the Uncovering Social Resilience process (Step 4). Your approach will be based on the communities you are hoping to reach, and on the capacity of your Core Team at this stage. As with vetting your resilience

Resources for developing Seed Projects

Check out the following resources for developing a Seed Project idea:

- **Example Seed Projects -** Explore example projects that could become a Seed Project.
- **GEAR** - Select the guides most relevant to your community resilience priority and explore the "Actions to Consider" and "Case Studies."

priorities, vetting your Seed Project could likewise involve hosting a series of dinners or workshops in different parts of the community, for example, or it may involve sending out a survey to the people who were involved in the Uncovering Social Resilience process.

- Come together as a Core Team to review what you heard from the community. Use the feedback to revise your Seed Project, as needed, and complete the final sections of the Seed Project Plan (Part A). Submit Part A of the Seed Project Plan to your MVP Regional Coordinator to unlock funding for Seed Project implementation.

STEP 7

Developing an Implementation Plan

Goal: To develop an implementation plan for your Seed Project that will help translate the idea into action.

Tools:
- Seed Project Plan (Part B)

Timeframe: One to two months
(July - August of Year 2)

Deliverables:
- Completed Seed Project Plan (Part B)

Checkpoints with MVP:

☐ **Email your completed Seed Project Plan (Part B) to your MVP Regional Coordinator before moving on to Step 8.**

Why this step?

This step helps translate the Seed Project idea into action. The process provides guidance in developing an effective implementation plan that can also be applied when developing a competitive Action Grant application.

Overview of Step 7

At this point, you have identified a Seed Project that will help advance your community resilience priorities. The goal for Step 7 is to develop an implementation plan for your Seed Project that will help translate the idea into action. Your implementation plan will map out the project's goals, key project partners, tasks and deliverables, timeline, budget, and how you will monitor and measure the success of the project over time. Both Part A and B of the Seed Project Plan will be a tool that your Core Team can use moving forward to support the development of competitive MVP Action Grant projects.

Building out the details of the project's tasks or design may benefit from support from a subject matter advisor who can bring related expertise or experience. Likewise, implementing your Seed Project in Step 8 will likely require additional experience, expertise, or capacity from an implementation vendor. It would be beneficial to consider both of these roles at this time.

Subject Matter Advisor:
The MVP 2.0 grant includes funds to support a subject matter advisor (estimated at $800) who can help advise on the details of the Seed Project development and implementation plan. The subject matter advisor should be identified and brought on to the project at the

beginning of this step (Step 7), before developing an implementation plan. One approach is to subcontract through your primary vendor. The specific experience or expertise of the subject matter advisor depends on the Seed Project. Examples could include:

- Policy expertise related to zoning or building regulations
- Local community development, community land trust, or affordable housing expertise
- Technical expertise in stormwater management and green infrastructure
- Traditional knowledge and/or ecological expertise in restoration, land management, and nature-based solutions
- Expertise in the design or development of participatory community-driven processes
- Tribal nation liaisons
- Youth advocate who can weigh in on the design of the project and how it can effectively involve youth
- Community advocate who has been working locally towards racial, climate, food, or health justice goals

The subject matter advisor will consider the project's goals, identify any components that may have been overlooked, and provide recommendations for shaping the project's scope (the activities or steps to completing the project). In some instances, your subject matter advisor may become the vendor that implements the project.

Implementation Vendor:
The purpose of the implementation vendor is to lead or support the implementation of the Seed Project. The specific experience or expertise needed for the implementation vendor will depend on the Seed Project. You will need to follow any necessary procurement steps and contract with the implementation vendor at the start of Step 8 to begin Seed Project implementation. The implementation vendor should be paid through your Seed Project funding.

How to approach Step 7

- Identify and bring on a subject matter advisor(s) who brings key experience or expertise related to the scope of your Seed Project. Set up a process with the subject matter advisor to review the components of the Seed Project and to gather recommendations or additional considerations related to the goals, approach, core activities, community processes, and project partners.

- Work together — with the Core Team, primary vendor, and subject matter advisor — to complete **Part B** of the **Seed Project Plan**. There are many ways of completing this process together; feel free to choose a method that works best for your Core Team.

- Contract with an implementation vendor for Step 8.

STEP 8

Implementing a Seed Project

Goal: To implement the Seed Project, and in doing so, build resilience and capability within the community or region.

Tools:
N/A

Timeframe: Nine to ten months
(September - June of Year 2)

Deliverables:
- Completed Seed Project, including any project deliverables and documentation

Checkpoints with MVP:

☐ Halfway through the implementation of your Seed Project, email or set up a call with your MVP Regional Coordinator to provide a progress update.

Why this step?

This step builds project implementation directly into the grant process, with guaranteed funds for implementation. For many communities, implementation of a Seed Project will provide the groundwork for future Action Grants.

Overview of Step 8

At this point, you have developed an implementation plan for your Seed Project, and identified an implementation vendor to lead or support project implementation. The goal for Step 8 is to implement your Seed Project.

Make sure to collect deliverables and documentation (such as photos) of your Seed Project as you go. You will be asked to upload deliverables and documentation in the MVP 2.0 Final Submission Form (in Step 9).

STEP 9

Reflecting, Adjusting, and Next Steps

Goal: To reflect on the process in order to evolve and improve it for future resilience building efforts; To close out the MVP 2.0 process.

Tools:
- **Reflection Roadmap**
- **MVP 2.0 Final Submission Form**

Timeframe: Less than one month (June of Year 2)

Deliverables:
- Completed Reflection Roadmap
- Completed MVP 2.0 Final Submission Form

Checkpoints with MVP:
- ☐ Email your completed Reflection Roadmap to your MVP Regional Coordinator.
- ☐ Submit the MVP 2.0 Final Submission Form to the MVP Program, including all invoices, photos, and deliverables to close out the MVP 2.0 project.

Why this step?

This step builds in space to reflect on what has been learned through the MVP 2.0 process — particularly related to connecting and collaborating with community members in your town, city, or region — to evolve and improve the process over time.

Overview of Step 9

At this point, you have developed and implemented a climate resilience project that supports your community resilience priorities. The goal for Step 9 is to reflect on the process so that you can integrate what you have learned into future resilience building efforts (including the development of future Action Grants), and to close out the MVP 2.0 process.

Reflecting on a process allows time for noticing what you have learned and to consciously make the process — or your ability to do the process — better over time. This step creates space to reflect on what went well, where there were challenges, and how you would approach this process differently if you were to do it again. In particular, consider your approaches for gathering insight and feedback from community members, as well as how you made decisions as a Core Team.

How to Approach Step 9

- Each Core Team member and the primary vendor completes the **Reflection Roadmap** individually. (The subject matter advisor and implementation vendor are welcome to complete it, too.)

- Come together as a group to discuss people's thoughts, experiences, and responses. Review your group agreements developed in Step 3 before getting started. Make sure to respectfully dig into the tensions and challenges that emerged, what was learned, and what could be approached better in the future. Fill out a version of the Reflection Roadmap as a group that reflects everyone's input.

- Submit the **MVP 2.0 Final Submission Form**. The form will ask you to attach your completed deliverables from all MVP 2.0 steps, invoices showing all grant funds were spent, photos, and the deliverables and/or documentation from your Seed Project.

Congratulations to all your work towards building community resilience and to completing the MVP 2.0 program!

Be sure to keep an eye out for upcoming MVP Action Grant cycles to support future and ongoing resilience projects in your community.

Visit **resilient.mass.gov/mvp** for more details.

MVP REGIONS

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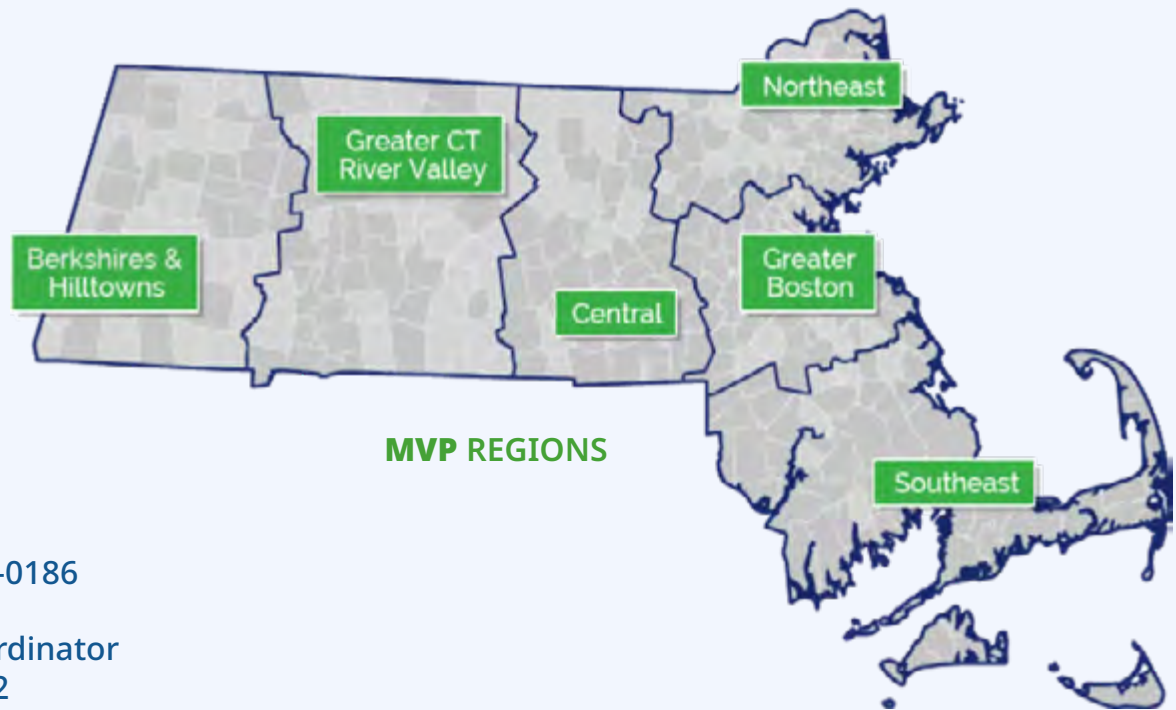E: courtney.rocha@mass.gov | P: (617) 877-3072

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