The MVP 2.0 PROCESS GUIDE

2025 - 2026

Guidance for your **Municipal Project Manager** and **Planning Vendor**

Executive Office of Energy and Environmental Affairs

MVP
Municipal Vulnerability Preparedness

MVP 2.0 continues to support Massachusetts communities in building resilience to climate change.

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.

Table of Contents

04 Introduction
07 Overview of the MVP 2.0 Process
09 Who is Involved
10 Timeline
11 Tools
13 Checkpoints and Submissions
15 Centering Equity
16 Key Terms and Concepts

18 **Step 1** - Starting to Build Your Team
23 **Step 2** - Identifying Lived Expertise
25 **Step 3** - Recruiting the Rest of Your Team
30 **Step 4** - Kicking Off Collaboration
32 **Step 5** - Uncovering Social Resilience
35 **Step 6** - Revisiting Community Resilience Priorities
38 **Step 7** - Selecting a Seed Project
40 **Step 8** - Developing an Implementation Plan
42 **Step 9** - Implementing a Seed Project
43 **Step 10** - Reflecting, Adjusting, and Next Steps

45 MVP Team Contact Information

Who is the MVP 2.0 Process Guide for?



The Process Guide provides in-depth guidance for the **Municipal Project Manager** and the **Planning Vendor.**

It is recommended that Core Team members read the **MVP 2.0 Process Summary**.

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 **coaching** on 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 builds experience in 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 updating 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 the process and expanded funding for a Seed Project ($50,000 per community). Regional projects 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 regional project.

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

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



Phase 1 (5 months)

Developing a Core Team

(1) Starting to Build Your Team
(2) Identifying Lived Expertise
(3) Recruiting the Rest of Your Team

Phase 2 (6 months)

Revisiting Resilience Priorities

(4) Kicking off Collaboration
(5) Uncovering Social Resilience
(6) Revisiting Community Resilience Priorities

Phase 3 (13 months)

Implementing a Seed Project

(7) Selecting a Seed Project
(8) Developing an Implementation Plan
(9) Implementing a Seed Project
(10) Reflecting, Adjusting, and Next Steps

Overview of the MVP 2.0 Process

Timeframe: 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.

Support: You will have lots of support in this process! Every municipality or region will be paired with an Equity Partner who will act as your coach for equity and inclusive engagement. Your Planning Vendor (who you will hire in step 1) will also help manage and facilitate the process. See a breakdown of roles on the following page.

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. In Phase 1, you will hire a Planning Vendor and recruit your municipal Core Team members. Then together, you will identify perspectives that will be important to include on your Core Team and recruit your Community Liaison Core Team members. Community Liaisons are members of your community or region who have strong connections with Environmental Justice and other priority populations.

It's expected that Phase 1 will take about five months.



Note: The process is described in detail in this Process Guide. Additionally, see the **MVP 2.0 Roadmap** for one way to break down the steps and roles meeting-by-meeting.

PHASE 2

In Phase 2 you will learn about community resilience needs and update your resilience priorities.

In Phase 2, you will build on MVP 1.0, and any climate resilience planning since, by getting a better understanding of 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. You will then update 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 six months.

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 potential project idea(s), vet the idea(s) with the community, select a project, 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.

Breakdown of Who is Involved

Below is a breakdown of the different roles. **The roles in the orange boxes are who make up your Core Team.** Everyone else plays a role in supporting the Core Team.

Municipal Core Team Members - These are the municipal staff members on your Core Team. It's good to have staff who interact regularly with the community, such as staff from your health or planning departments. For small municipalities, these team members may be municipal volunteers. Municipal volunteers can be compensated for their time through grant funding.

Municipal Project Manager - The Municipal Project Manager is the person who will lead the project on behalf of the municipality or region. They are responsible for contracting with the State and contracting with the vendors on the project. They will work closely with the Planning Vendor and the Equity Partner to support the process and coordinate logistics from the municipal side.

Community Liaison Core Team Members - Community Liaisons are Core Team members who have strong connections with Environmental Justice and other priority populations in your community or region and who can help lead or facilitate outreach with these communities. Community Liaisons are compensated for their time with grant funding.

Equity Partner - Every municipality or region in the MVP 2.0 Program is paired with an Equity Partner. The Equity Partners are hired by the State directly (municipalities will not be responsible for paying the Equity Partners). The Equity Partner works closely with the Planning Vendor and the Core Team, and helps provide coaching and guidance on things like understanding social vulnerability, inclusive engagement, and measuring the equity impacts of projects.

Planning Vendor - Every municipality or region will hire a Planning Vendor in Step 1. The Planning Vendor will be the project manager for the MVP 2.0 process up through developing a Seed Project Implementation Plan (Step 8). The Planning Vendor will facilitate discussions, coordinate logistics, and oversee the completion of deliverables.

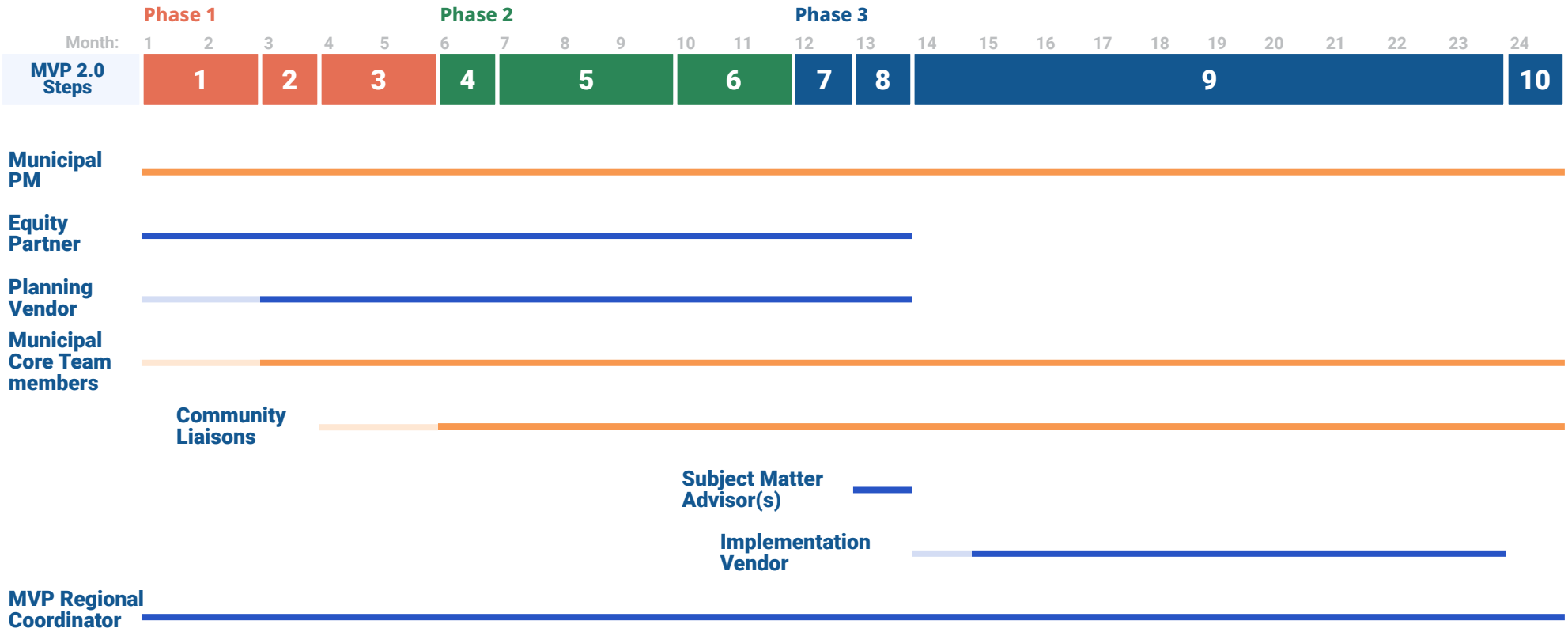
MVP Regional Coordinator - The MVP Regional Coordinators (RCs) are State staff who can answer questions and provide support along the way. The Municipal Project Manager will check in quarterly with their designated RC to make sure the project is on track.

Subject Matter Advisor(s) - Core Teams have the option of hiring a Subject Matter Advisor(s) for Step 8 to help advise on their Seed Project Implementation Plan. There is a small portion of the grant funding earmarked to support a Subject Matter Advisor(s).

Implementation Vendor - The Implementation Vendor is the person or team that the municipality or region will hire to implement their Seed Project in Step 9.

MVP 2.0 Timeline

The chart below maps out when each of the partners will be involved in the process. The process is designed to take two years.



Step 1: Starting to Build your Team
Step 2: Identifying Lived Expertise
Step 3: Recruiting the Rest of Your Team
Step 4: Kicking off Collaboration
Step 5: Uncovering Social Resilience
Step 6: Revisiting Community Resilience Priorities
Step 7: Selecting a Seed Project
Step 8: Developing an Implementation Plan
Step 9: Implementing a Seed Project
Step 10: Reflecting, Adjusting, and Next Steps

- Core Team
- Support for the Core Team
- Partner is onboarding during this step

List of Tools and Resources

Tool	Who is it intended for?	For which steps?	Description
MVP 2.0 Process Guide	Municipal PM Planning Vendor	Whole process	A detailed overview of the MVP 2.0 process that provides guidance for the Municipal Project Manager and the Planning Vendor
MVP 2.0 Roadmap	Municipal PM Planning Vendor	Whole process	A resource that breaks down the process meeting-by-meeting (optional approach), outlining roles, responsibilities, time commitments
MVP 2.0 Process Summary	Core Team members	Whole process	A more abbreviated overview of the MVP 2.0 process for the municipal and Community Liaison Core Team members
Resources for Hiring a Planning Vendor	Municipal PM	Step 1	A set of resources to support Planning Vendor procurement, including a Sample Request for Proposals (RFP), Vendor Qualifications, and Sample Budget
Resources for Core Team Recruitment	Municipal PM / whole team	Steps 1, 3	A set of resources to support recruitment of municipal and Community Liaison Core Team members including Talking Points and Job Descriptions
Community Exploration	whole team	Steps 2, 5	A tool for identifying Environmental Justice and other priority populations in your town or region, and the perspectives and lived expertise that will be important to include on your Core Team
GEAR (online tool)	whole team	Steps 2, 5, 7	GEAR provides maps of community and climate data, guides for thinking about the data, worksheets, "Actions to Consider," and Case Studies
Kickoff Videos	whole team	Step 4	The three kickoff videos (40 minutes total) provide an orientation to the MVP 2.0 process. The Core Team watches these together in Step 4
Kickoff Video Discussion Guide	whole team	Step 4	A set of questions for facilitating the Core Team discussion on the three kickoff videos
Social Resilience Roadmap	whole team	Step 5	A tool to guide your Core Team's investigation of social vulnerability and resilience in your city, town, or region across eight topic areas
Engagement Plan	whole team	Steps 5, 6, 7	A tool to help plan your community outreach and engagement activities
Resilience Priorities Guide	whole team	Step 6	A tool to help the Core Team identify important findings from their outreach and data investigation, and to update their community resilience priorities

List of Tools and Resources - continued

Seed Project Plan Part A	whole team	Step 7	A tool to help identify potential Seed Project ideas and to gather community feedback on those ideas
Seed Project Plan Part B	whole team	Step 8	A tool to develop an implementation plan for your selected Seed Project
Seed Project Plan Budget and Timeline	whole team	Step 8	A tool that is linked to the Seed Project Plan (Part B) where you map out your Seed Project budget and timeline as part of your implementation plan
Reflection Guide	whole team	Step 10	A tool to help the Core Team reflect on the process and identify what went well and what you will do differently for future resilience building efforts

Additional Resources

Foundations and Principles for Inclusive Engagement	whole team	Steps 5, 6, 7	A resource for planning and executing inclusive and equitable engagement
Engagement Methods and Tools	whole team	Steps 5, 6, 7	A resource for brainstorming creative methods and tools for engagement
Levels of Community Engagement	whole team	Steps 5, 6, 7	A resource for thinking about the spectrum of community engagement, and how to move towards greater collaboration and community leadership
Guidelines for Setting up your Engagement Evaluation	whole team	Steps 5, 6, 7	A resource for outlining how you will assess whether your outreach and engagement approaches were successful
Levels of Adaptation Strategies	whole team	Step 7	A resource for thinking about how to approach projects that have more transformative impact for building community resilience
Municipal Climate Resilience Playbook	whole team	Steps 7, 8	A resource to give ideas and inspiration for developing a Seed Project in your community, with sample implementation blueprints for select actions

Summary of Checkpoints and Submissions to MVP Team

Step 1 - Starting to Build Your Team (1-2 MONTHS)

- ☐ **Just after award** - The Muncipal Project Manager will receive an award letter, a timeline, a contract, and the name and contact information of the Equity Partner (EP) assigned to the community from the MVP team. The MVP Regional Coordinator (RC) for your region will contact you to schedule quarterly check-ins.
- ☐ **Just after award** - The community's EP will be in contact to set up a meeting between the Municipal Project Manager, RC, and EP to kick off the process and to discuss Planning Vendor selection.
- ☐ **After selecting a Planning Vendor** - Email the contract, contact information, and qualifications for your selected Planning Vendor to your RC, EP, and the MVP inbox (mvp@mass.gov).

Step 2 - Identifying Lived Expertise (1 MONTH)

- ☐ **Upon completion of Step 2** - Email your completed Community Exploration to your RC and the MVP inbox (mvp@mass.gov) before moving on to Step 3.

Step 3 - Recruiting the Rest of Your Team (2 MONTHS)

- ☐ **Upon completion of Step 3** - Fill out the Core Team Member List and email to your RC and the MVP inbox (mvp@mass.gov) before moving on to Step 4. Note which members are Community Liaisons, the community(ies) they are connected to, and how much they will be compensated.

Step 4 - Kicking off Collaboration (1 MONTH)

- ☐ **Upon completion of Step 4** - Email your completed Discussion Guide to your RC and the MVP inbox (mvp@mass.gov) before moving on to Step 5.

Step 5 - Uncovering Social Resilience (3 MONTHS)

- ☐ **Upon completing your Engagement Plan** - Email your completed Engagement Plan to your RC and the MVP inbox (mvp@mass.gov) before starting your engagement activities.
- ☐ **Upon completion of Step 5** - Email your completed Social Resilience Roadmap to your RC and the MVP inbox (mvp@mass.gov) before moving on to Step 6.

Step 6 - Revisiting Resilience Priorities (2 MONTHS)

- ☐ **Upon completion of Step 6** - Email your completed Resilience Priorities Guide to your RC and the MVP inbox (mvp@mass.gov) before moving on to Step 7.

Summary of Checkpoints and Submissions to MVP Team - continued

Step 7 - Selecting a Seed Project (1 MONTH)

- ☐ **Once you have identified a few Seed Project ideas** - Email your preliminary Seed Project ideas to your RC for feedback before vetting the Seed Project ideas with the community.
- ☐ **Upon completion of Step 7** - Email your completed **Seed Project Plan Part A** to your RC and the MVP inbox (mvp@mass.gov) before moving on to Step 8. Submitting Part A and approval from your RC will unlock funding for Seed Project implementation.

Step 8 - Developing an Implementation Plan (1 MONTH)

- ☐ **Upon completion of Step 8** - Email your completed **Seed Project Plan Part B** to your RC and the MVP inbox (mvp@mass.gov) before moving on to Step 9.
- ☐ **Upon completion of Step 8** - Submit the **MVP 2.0 Interim Submission Form**, which includes answering some summary questions about the process and uploading all completed deliverables thus far (Steps 1-8).

Step 9 - Implementing a Seed Project (10 MONTHS)

- ☐ **Halfway through Seed Project implementation** - Email or set up a call with your RC to provide a progress update.

Step 10 - Reflecting, Adjusting, and Next Steps (1 MONTH)

- ☐ **Upon completion of Step 10** - Submit the **MVP 2.0 Final Submission Form**, which includes uploading the completed deliverables from Steps 9 and 10, including documentation of the Seed Project and your **Reflection Guide**.

Note: The **MVP 2.0 Roadmap** maps out one way to complete the process meeting-by-meeting. It also lets you know when to check in with your MVP Regional Coordinator and submit these deliverables.

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 recognize a 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 insights, 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. These hazards include 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 (1.0) 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 3,000 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.

Equity Partner – Every municipality or region participating in the MVP 2.0 Program is paired with an Equity Partner. The Equity Partner is an individual who works closely with the Planning Vendor and the Core Team, and helps provide coaching and guidance on topics like understanding social vulnerability, inclusive engagement, and measuring the equity impacts of projects. The Equity Partners are hired by the State directly (municipalities will not be responsible for paying the Equity Partners).

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 direct, first-hand experience that you do not get through a class or a textbook. It includes knowledge and expertise on problems, needs, and potential strategies for specific challenges obtained through daily life experience — whether that's with housing insecurity, food insecurity, limited access to healthcare, language barriers, transportation barriers, or experience with inequity or inaccessibility, for example. 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. Regional projects will receive $50,000 per community.

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). Municipalities will hire a Planning Vendor for Steps 1-8 and an Implementation Vendor for Step 9. Municipalities should use the MVP 2.0 Planning Vendor qualifications to vet potential Planning Vendors. Qualifications for your Implementation Vendor will depend on your Seed Project.

STEP 1

Starting to Build Your Team

Goals: 1) To hire a Planning Vendor (or vendor team) to support you through the MVP 2.0 process; and 2) To recruit the municipal staff who will be on your Core Team.

Tools:
- **Resources for Hiring a Planning Vendor**
- **Resources for Core Team Recruitment**

Timeframe: One to two months (months 1-2 in the process)

Deliverables:
- Contract signed with Planning Vendor
- Recruited municipal Core Team members

Checkpoints with the MVP Team:

- ☐ **Before selecting a Planning Vendor, meet with the MVP Regional Coordinator (RC) for your region and your Equity Partner to kick off the process and to discuss Planning Vendor selection.**
- ☐ **After selecting a Planning Vendor, email the contact information, contract, and qualifications of your selected vendor to your RC, EP, and the MVP inbox (mvp@mass.gov).**

Why this step?

This step focuses on building your team for equitable community resilience work. 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, and that your team of municipal staff is committed to working with the community to understand needs and priorities.

Overview of Step 1

In Step 1, you will hire a Planning Vendor to support you through the MVP 2.0 process. You will also recruit municipal staff to join your MVP 2.0 Core Team. Hiring and contracting with a vendor takes time so it's good to get started on this step as soon as possible! Recruiting municipal staff can occur concurrently, however, and your municipal Core Team members can then support vendor selection. Your Equity Partner and MVP Regional Coordinator will provide guidance on both aspects of this step.

Selecting your Planning Vendor

The goal of hiring a Planning Vendor is to expand the bandwidth and the capacity of the community, as well as bring skill sets that will benefit the process. This vendor will likely be a different type of vendor than you worked with in the first MVP Planning (1.0) process. Your Planning 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.

Grantees will need to follow state and local procurement law to select and contract with the Planning Vendor and consult with their local procurement officer with any questions. Whatever method is used, the

Municipal Project Manager should ensure they are using the required **Planning Vendor Qualifications** when selecting a vendor and that the vendor is meeting those qualifications. The **MVP 2.0 Planning Vendor List** includes vendors who have expressed interest in the MVP 2.0 program and who have provided their qualifications. The list has not been vetted or edited by the MVP Team, and communities may choose a vendor on or off the list. Note that 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. The **Sample Request for Proposals (RFP)** can be used in hiring a Planning Vendor. Your Regional Coordinator and Equity Partner would be happy to help you in your search.

Experience and Skill Sets of the Planning Vendor

The Planning Vendor or vendor team will 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, and guiding and facilitating decision-making within the Core Team. Equity-centered project facilitation requires skills and experience in consensus building, equitable community processes, managing various types of power dynamics, anti-racism education, 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 Environmental Justice 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 Planning Vendor

- Managing the project with support from the Municipal Project Manager, including scheduling meetings or events, overseeing logistics, and monitoring the completion of deliverables and submissions for completing the grant process
- Guiding the team in using the GEAR online tool to explore community data and to understand who in the community will be most affected by climate change, and working with municipal staff and Equity Partner to identify key perspectives to include on the Core Team (Step 2)
- Project management and logistical support in recruiting Community Liaisons (Step 3)
- Coordinating and facilitating the project kickoff with provided materials, and supporting the Equity Partner in facilitating the first Equity Learning session (Step 4)
- Providing guidance and support to the Core Team in investigating factors that contribute to vulnerability and resilience in their community, including guiding the team in exploring data in the

GEAR online tool, facilitating discussions with the Core Team to complete the Engagement Plan, and providing support and logistical coordination for the Core Team to execute community outreach and engagement (Step 5)
- Facilitating workshops or meetings with the Core Team to reset priorities (Step 6), select a Seed Project (Step 7), and to draft and revise the Seed Project Implementation Plan (Step 8), as well as support and logistical coordination for collecting feedback from the community on the updated priorities and Seed Project ideas
- Coordinating or contracting with a Subject Matter Advisor(s) to support the development of the Seed Project Implementation Plan (Step 8)

Note: The MVP 2.0 process is a ten-step process, but the Planning Vendor wraps up their scope at the end of Step 8.

Contracting with your Planning Vendor

When contracting with your Planning 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.

Sample Budget for the MVP 2.0 Process

Project Team		
Planning Vendor	$29,250	Payment for time. This total assumes 195 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. Payment can be stipend or hourly.
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		
Core Team Recruitment and Meetings	$550	Direct costs (e.g., translation, printing) for Core Team recruitment; direct costs (e.g., food) for the Core Team Meet & Greet (Step 3) and the Kickoff "Dinner and a Movie" session (Step 4).
Step 5 Engagement (Social Resilience)	$1,500	Direct costs for engagement activities, including (as relevant) translation and interpretation, food, venue, participation gift cards, printing, materials, additional community partners involved in supporting engagement, or other costs. Any costs paid for directly by Core Team members should be reimbursed. There is a **statewide contract** municipalities may use when procuring translation and interpretation services.
Step 6 Engagement (Vetting Priorities)	$950	
Step 7 Engagement (Vetting Seed Project)	$950	
Total	**$50,000**	Total funding for Steps 1-8 and Step 10. Municipalities will receive an additional $50,000 for Step 9 to implement their Seed Project.

There is a **Sample Scope** for you to use when contracting with your Planning Vendor. A sample budget for planning out your project expenses is included on page 20 of this Process Guide. See the **MVP 2.0 Sample Budget** (Excel Sheet) for an editable version with a more detailed breakdown of project costs. Note that communities will receive an additional $50,000 for Step 9 (Implementing a Seed Project). Funding to support the Community Liaisons' time during Step 9 should be accounted for in the Seed Project budget.

Note: Regional projects have an expanded budget for Steps 1-8 and 10. They also receive $50,000 per community for implementing the Seed Project (Step 9). Some communities may be awarded a modified scope based on prior work conducted in alignment with MVP 2.0. Work with your RC if this applies to you.

Recruiting your Municipal Core Team Members

In Step 1 you will also focus on recruiting your municipal Core Team members. Your Core Team will have approximately ten people, half of which will be municipal staff members. (See details on the composition of the Core Team in the box on page 21. Note that this Core Team will be different from the one you convened for MVP 1.0.)

The whole 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 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. See the breakdown of the roles and responsibilities of municipal Core Team members on page 22.

The Municipal Project Manager is expected to contribute approximately 105 hours for Steps 1-9 and Step 10 (roughly 8 hours per month, mostly in the first year of the grant). The other municipal

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.

staff on the Core Team are expected to contribute approximately 85 hours for those same steps (roughly 6 hours per month). The time commitment for Step 9 (Implementing a Seed Project) falls in the second year and is separate from the hours listed above. The time commitment for that step will be dependent on the project selected by the Core Team.

Roles and Responsibilities of municipal Core Team members

a. Help select a Planning Vendor (Step 1)
b. Investigate community data and identify important perspectives to include on your Core Team (Step 2)
c. Support the recruitment of Community Liaisons for your Core Team (Step 3)
d. Participate in kickoff and team building activities (Step 4)
e. 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 5)
f. Revisit and update your community resilience priorities based on your findings from Step 5; get feedback on the updated priorities from the community (Step 6)
g. Identify potential ideas for a Seed Project; vet those ideas with the community (Step 7)
h. Develop a Seed Project Implementation Plan; identify a Subject Matter Advisor(s) to support this process (Step 8)
i. Help select 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 9)
j. Reflect on the MVP 2.0 process and how you would approach things similarly or differently for future resilience efforts (Step 10)

The approach to recruiting your municipal Core Team members will depend on the municipality. Use the municipal Core Team member **Draft Email and Position Description** for guidance. It is important that your team of municipal staff is committed to working with the community to understand community resilience needs and priorities. Your Equity Partner can help provide guidance in this process.

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 participate on the MVP 2.0 Core Team. If the volunteer is not a formal employee of the town, grant funds may be used to compensate them for their time.

Payment of Core Team Members

Many municipalities do not have experience paying community members for their time and expertise in community processes. Nevertheless, this is an important component of the MVP 2.0 Program to make planning processes more equitable and can be a valuable way for municipalities to expand their local capacity with grant funding. It's recommended that you reach out to your municipality's Human Resources and/or Legal Counsel early on to determine the best way to pay Core Team members. Consider paying Core Team members in regular upfront installments to reduce barriers to participation.

PHASE 1

STEP 2

Identifying Lived Expertise

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:
- **Community Exploration**
- Guides for Equitable + Actionable Resilience (**GEAR**)

Timeframe: One month (month 3 of the process)

Deliverables:
- Completed Community Exploration

Checkpoints with MVP:

- [ ] **Email your completed Community Exploration to your MVP Regional Coordinator and the MVP inbox (mvp@mass.gov) before moving on to Step 3.**

Why this step?

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 step will help you identify people in your community who could be part of your Core Team that have connections to communities who will be most impacted by climate change.

Overview of Step 2

The goal for Step 2 is to consider who lives and works in your community and who may be most affected by climate change. This step will help in identifying whose perspectives and **lived expertise** will be important to include on your Core Team and in developing resilience solutions. Lived expertise refers to direct first-hand experience — in this case with events or conditions that create inequity and vulnerability to climate change. This could include first-hand experience with housing insecurity, food insecurity, racism, or with navigating systems with a disability, for example.

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 people 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.

In this step, your municipal Core Team members will work together to complete the **Community Exploration** and to investigate factors such as these for your community. As you complete your Community Exploration, 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. 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.

How to Approach Step 2

Your Planning Vendor will facilitate a work session(s) with your Equity Partner and municipal Core Team members to complete the **Community Exploration**, using the **GEAR** online tool and additional data sources listed in the Community Exploration. This process may occur over 1-2 meetings, with municipal Core Team members tracking down data and completing certain sections as "homework" in between the sessions, as needed. Use the tool 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 Community Liaisons.

Key tip!

The **GEAR** online tool has been created to help you with some of the questions in the Community Exploration. 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 Community Exploration, check out the column labeled "How can I find this answer?" for more guidance.

Acknowledge Core Team members as liaisons, not representatives

Each of the Community Liaisons who you will eventually have on your Core Team should be seen as a connection to a broader group of people and perspectives, not as a representative. Each person can 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.

PHASE 1

STEP 3

Recruiting the Rest of Your Team

Goal: To recruit and onboard your Community Liaison Core Team members

Tools:
- **Resources for Core Team Recruitment**

Timeframe: Two months (months 4-5 of the process)

Deliverables:
- List of confirmed Community Liaison Core Team members

Checkpoints with MVP:

- [ ] **Email a list of your Core Team members to your MVP Regional Coordinator and the MVP inbox (mvp@mass.gov) before moving on to Step 4. 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 3 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 Environmental Justice 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 3

At this point, you have identified perspectives and lived expertise in your community that will be important to have represented on your Core Team. The goal for Step 3 is to use that information to recruit and onboard your Community Liaison Core Team members.

The roles and responsibilities of the Community Liaisons will be more-or-less the same as the municipal Core Team members, but the Community Liaisons will 1) bring their expertise in how best to reach communities they have strong connections to through outreach and engagement, and 2) play

a large role in making sure that the findings from the process reflect the needs and priorities of those communities. See the breakdown of roles and responsibilities of Community Liaison Core Team members in the box on page 26.

It is estimated that the time commitment for Community Liaisons will be 5-10 hours per month (up to 80 hours) for Steps 3-8 and Step 10 (i.e., mostly in the first year of the grant). See the **Resources for Core Team Recruitment** for more details.

How to Approach Step 3

Recruiting 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.

Roles and Responsibilities of Community Liaison Core Team members

a. Participate in the Community Liaison onboarding (Step 3)
b. Participate in the Core Team kickoff and team building activities (Step 4)
c. Provide guidance on how to best reach communities you have strong connections to; 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 5)
d. Revisit and update the community's resilience priorities based on findings from Step 5; gather feedback from the community on the updated priorities (Step 6)
e. Identify potential ideas for a Seed Project; gather feedback on those ideas from the community (Step 7)
f. Develop a Seed Project Implementation Plan; identify a Subject Matter Advisor(s) to support this process (Step 8)
g. Help select 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 9)
h. Reflect on the MVP 2.0 process and how you would approach things similarly or differently for future resilience efforts (Step 10)

- Set up conversations (informational interviews) with potential Community Liaisons to talk to them further about the position, to get to know their interests and experience, and to see whether they would be a fit for the role. Continue outreach until the team has identified and selected a set of qualified candidates (based on the Community Liaison job description) that have agreed to join the Core Team.

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 Planning 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.

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 5). 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.

"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.

"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.

"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.

Onboarding Community Liaisons

It will be important to make sure all Core Team members have the supports they need to participate fully in the process. This includes working with Core Team members individually to identify:

- What systems might work best for recieving payment, and any payment constraints;
- Any interpretation and translation needs;
- Any assistance with computer access or other tech support (such as using virtual meeting platforms like Zoom or Microsoft Teams);
- Times and dates that generally work best for meeting (considering work, childcare, or other constraints);
- Other concerns or considerations brought up by Core Team members.

Your Equity Partner will lead the onboarding of the Community Liaison Core Team members to identify and address these needs, with support from the Municipal Project Manager and Planning Vendor.

Meet & Greet

Once you have formed your team, consider bringing everyone together in-person for an informal Meet & Greet! This can be a fun way for people to start to get to know each other on a more personal level before starting to work together.

Potential formats for Meet & Greets

- Hold a picnic or barbecue in a park
- Gather at a local brewery or a restaurant with a large gathering space
- Meet up at a playground and invite everyone's families
- Hold a dinner in a community space with food from a local restaurant
- Gather in a room at the local library and do a small craft together
- Meet up for a walk together on trails, in a park, or around a neighborhood in town

PHASE 2

STEP 4

Kicking off Collaboration

Goal: To create a foundation for working together through team building, orientation, and discussion

Tools:
- MVP 2.0 Kickoff Videos
- Kickoff Videos Discussion Guide

Timeframe: One month (month 6 of the process)

Deliverables:
- Completed Discussion Guide

Checkpoints with MVP:

- [ ] **Email your completed Discussion Guide to your MVP Regional Coordinator and the MVP inbox (mvp@mass.gov) before moving on to Step 5.**

Why this step?

This step helps to build a foundation for working together. It creates a way for Core Team members to build a shared understanding of what you will be working on together, and to begin to build relationships as a Core Team.

Overview of Step 4

In Step 4, you will kick off your work together. The goal for this step is to become more familiar with the MVP 2.0 process, to discuss key concepts, and to build a shared understanding of what you will be working on together. Most critically, it creates space to get-to-know each other and to begin to build relationships as a Core Team.

How to Approach Step 4

There are two sessions as part of Step 4, each about two hours long. For these sessions, it would be best to get together in-person, but they can be modified for a virtual meeting. Feel free to adapt the sessions as needed; for example, you may choose to do a series of more frequent but shorter get-togethers, if that works best for your team.

- **Kickoff "Dinner and a Movie"** - The Planning Vendor will facilitate this session. The vision is to bring everyone together to kick off the process while sharing a meal together. Get together in a community space or municipal meeting room that has tables and a projector or screen, and provide dinner from a local food establishment. Spend 45 minutes to an hour just eating and getting to know each other. Afterwards, there are three short videos (40 minutes total) that you will watch together that provide an orientation to the MVP 2.0

process. The first provides an overview of the process, the second discusses climate vulnerability and climate data, and the third talks about ways to build climate resilience with examples from communities across the state. Briefly hold a discussion after the movies, facilitated by your Planning Vendor, using the Discussion Guide.

Note: If you are holding this session virtually, consider having Core Team members bring their own dinner or lunch to the virtual meeting. Team members can either watch the videos ahead of time on their own, or you can watch them together online as people eat. Discuss the videos using the Discussion Guide. Consider constraints around internet bandwidth when choosing this approach.

- **Group "Skill Share"** - Your Equity Partner will facilitate this session, and may adapt the session to meet your team's needs. The core idea for this session is that everyone on the Core Team takes a couple minutes to describe a personal skill or a passion (show-and-tell style!). This activity is a fun way to get to know each other on a more human level. It also acts as a lead-in to talk about how everyone brings different backgrounds and experience, and how in this process one goal is to recognize and value lived expertise. Your Equity Partner will facilitate a discussion that unpacks lived expertise (*What does this mean? What are examples?*) and how it's critical for understanding the scope of the challenges and potential solutions for building community resilience.

These two sessions will set up the Core Team's work for the upcoming steps.

Setting the Table for Collaboration

In either of these first two sessions, consider drafting group agreements for how you plan to work together in ways that support respectful collaboration. Below are a few example group agreements for getting started.

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.

PHASE 2

STEP 5

Uncovering Social Resilience

Goal: To identify factors that contribute to vulnerability and resilience for people who live and work in your community and region.

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

Timeframe: Three months (months 7-9 of the process)

Deliverables:
- Completed Engagement Plan
- Completed Social Resilience Roadmap

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 to your MVP Regional Coordinator and the MVP inbox (mvp@mass.gov) before moving on to Step 6.**

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 a focus and priority of many programs.

Overview of Step 5

The goal for Step 5 is to gather insight on the factors that contribute to vulnerability and resilience for people 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 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 MVP 2.0 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 5

The steps outlined below are one way to complete the process. Feel free to adapt the format to work best for your community.

- **Understanding Social Vulnerability and Climate Equity** - To start Step 5, your Equity Partner will facilitate a session (roughly two hours) focused on understanding social vulnerability and climate equity. The session includes a video and activity, whereby the Core Team will define equity and social vulnerability as it relates to their own town or city and discuss systems and structures that may contribute. Make sure to have your completed **Community Exploration** from Step 2 on hand; you will refer back to this tool in this session.

- **Exploring Community and Climate Data** - Next, your Core Team will begin investigating community and climate data to better understand factors that contribute to vulnerability or resilience for people in your community. To do this, your Planning Vendor will coordinate and facilitate a session (roughly two hours) where the Core Team starts to fill in the **Social Resilience Roadmap** using the **GEAR online tool** and team knowledge. Try the guided exercise first for support in working through data in GEAR. Feel free to expand on this session as needed, or conduct your investigation across a number of shorter sessions.

  One approach could be to start with a few GEAR guides that are most related to issues in your community or region, 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 small groups and have each group explore two or three guides, before coming back together to discuss what they found. If you break the session into two meetings, Core Team members could work in pairs to explore certain sections of GEAR as "homework" in between the sessions, and then come back and share what they've learned in the second session. Worksheets are available for each GEAR guide to record findings as you go.

  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 to explore how the State is tracking progress towards statewide resilience through the **ResilientMass Metrics** project.

  The Planning Vendor will work with the Core Team to fill in relevant sections of the Social Resilience Roadmap based on everyone's findings. At the end of the session(s), identify gaps that would benefit from talking to people in the community. This will guide your next step — community outreach and engagement!

- **Building Skills in Inclusive Engagement** - Your Equity Partner will facilitate a session (roughly two hours) focused on understanding and building skills for inclusive and equitable engagement. The session includes a video, followed by an activity where you will practice what you've learned through short simulations and by beginning to plan out your community outreach and engagement activities.

You will use the **Engagement Plan** to begin planning out your outreach and engagement activities. Who will be important to reach? Refer to your Community Exploration to consider Environmental Justice and other priority populations in your community. Each section of the Social Resilience Roadmap also provides recommendations on people to talk to about that given topic area.

Connecting with a range of community members may require several different approaches. What formats will you use? What types of questions will you ask? In each section of the Social Resilience Roadmap there is also guidance on the types of questions to ask community members. Make sure to use the **Foundations and Principles of Inclusive Engagement** when developing your approach.

- **Completing the Engagement Plan** - It is likely that your Core Team will need more than just one session to complete your Engagement Plan. Your Planning Vendor will set up a follow-up session(s) for your Core Team to finish fleshing out your Engagement Plan. Your Planning Vendor will also follow up as needed to support the coordination and logistics of the outreach and engagement activities. This includes providing tools such as draft emails, flyers, or social media posts to support outreach, as well as materials or tools to use in the activities. Core Team members and the Municipal Project Manager should work with the Planning Vendor to revise and finalize the materials.

  Make sure to send your completed Engagement Plan to your MVP Regional Coordinator before getting started on your outreach and engagement activities.

- **Outreach and Engagement -** As a Core Team, conduct your outreach and engagement. Your team may choose to conduct all activities as one big group, or have individuals, pairs, or small groups attend or host various activities. Record your activities at the bottom of the Social Resilience Roadmap, and provide a link to a folder with the documentation. 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.

- **Integrating Findings -** Your Planning Vendor will convene your Core Team to talk as a group about what you've heard. What did you learn from the community? How has that added additional nuance to what you were seeing in the data? Begin working through the Social Resilience Roadmap and answering questions where you have answers. At the end of your discussion, identify any gaps that still need investigation.

- **Filling Gaps** - If there are gaps that haven't been addressed in your Social Resilience Roadmap, identify additional sources of information or 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. It is ok if you do not have time to complete all eight sections of the Social Resilience Roadmap. Aim to complete at least four sections. You do not need to answer all questions for a given section.

- **Evaluating Your Engagement** - Get together once more to evaluate your outreach and engagement activities as a team. Your Planning Vendor will facilitate this discussion. You will use the metrics that you mapped out in the Engagement Plan to evaluate what went well and what could be modified or improved for future outreach.

PHASE 2
STEP 6

Revisiting Resilience Priorities

Goal: To revisit and update your community resilience priorities (from MVP 1.0) based on what you learned in Step 5; To vet the updated priorities with the community.

Tools:
- Resilience Priorities Guide
- Engagement Plan

Timeframe: Two months (months 10-11 of the process)

Deliverables:
- Completed Resilience Priorities Guide

Checkpoints with MVP:

☐ **Email your completed Resilience Priorities Guide to your MVP Regional Coordinator and the MVP inbox (mvp@mass.gov) before moving on to Step 7.**

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 Environmental Justice and other priority populations in your community or region.

Overview of Step 6

At this point, you have gathered a wealth of information about factors that shape community vulnerability and resilience, and have held conversations with community members about community resilience assets and needs. The goal for Step 6 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

- **Revisiting and Updating Resilience Priorities -** Your Planning Vendor will bring the Core Team together to complete the **Resilience Priorities Guide**. This work may occur in one workshop, or over a series of meetings; feel free to pick a meeting format that works best for your Core Team. Discuss and reflect on your findings from the Uncovering Social Resilience process: What will be important to focus on to build resilience in your community? Given your findings, what updates will you make to your original community resilience priorities? Use the Resilience Priorities

Guide to guide the process. By the end of this step you will have one list of priorities that includes any existing priorities from MVP 1.0 (with potential updates) as well as new priorities identified through this process.

- **Planning Engagement and Gathering Feedback -** Draw on the approach outlined in your **Engagement Plan** to plan how you will gather community feedback on your updated community resilience priorities. Focus, in particular, on how you will reach people who will be most impacted by climate change, and specifically people who provided input in Step 5 (Uncovering Social Resilience). 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 Methods and Tools** for more ideas. Consider asking the community about potential Seed Project ideas when you discuss the priorities with the community.

- **Reflecting and Adjusting Your Resilience Priorities -** 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.

PHASE 3

STEP 7

Selecting a Seed Project

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

Tools:
- Municipal Climate Resilience Playbook
- GEAR ("Actions to Consider" and "Case Studies")
- Seed Project Plan (Part A)
- Engagement Plan

Timeframe: One month (month 12 of the process)

Deliverables:
- Completed Seed Project Plan (Part A)

Checkpoints with MVP:

- [ ] **Email your potential Seed Project ideas to your MVP Regional Coordinator for feedback before vetting potential ideas with the community.**
- [ ] **Email your completed Seed Project Plan (Part A) to your MVP Regional Coordinator and the MVP inbox (mvp@mass.gov) before moving on to Step 8. 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 7

The goal for Step 7 is to identify one to three potential Seed Project ideas that will advance one or more of your community resilience priorities, and to get feedback on those Seed Project ideas from the community. By the end of Step 7, you will have selected one Seed Project idea to move forward with.

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 fossil fuel generators, tree removal, or other actions that would conflict with Massachusetts' decarbonization goals.

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

How to Approach Step 7

- **Identifying Seed Project Ideas -** Your Planning Vendor will bring the Core Team together to complete the **Seed Project Plan Part A**. Investigate Seed Project actions and approaches that could support your resilience priorities. Make sure to refer to the **Levels of Adaptation Strategies** resource as you consider potential Seed Projects. By the end of working through Part A of the Seed Project Plan, you will have outlined the core elements of one or more Seed Project idea(s).

- **Planning Engagement and Gathering Feedback -** Draw on the approach outlined in your **Engagement Plan** to plan how you will gather community feedback on your potential Seed Project ideas. Focus, in particular, on how you will reach people who provided input in Step 5 (Uncovering Social Resilience), and who are potentially most impacted (or who stand to benefit most) from your Seed Project ideas. Your engagement 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 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 providing input in earlier steps of the process.

- **Reflecting and Adjusting Your Seed Project Ideas -** Come together as a Core Team to review what you heard from the community. Use the feedback to select a Seed Project to move forward with, and to revise your Seed Project, as needed. 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.

Resources for developing Seed Projects

Check out the following resources for developing Seed Project ideas:

- **Municipal Climate Resilience Playbook** - 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."

PHASE 3
STEP 8

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)
- MVP 2.0 Interim Submission Form

Timeframe: One month (month 13 of the process)

Deliverables:
- Completed Seed Project Plan (Part B)

Checkpoints with MVP:

- [ ] **Email your completed Seed Project Plan (Part B) to your MVP Regional Coordinator and the MVP inbox (mvp@mass.gov) before moving on to Step 9.**
- [ ] **Submit the MVP 2.0 Interim Submission Form, which includes answering a set of summary questions about the process and uploading all completed deliverables thus far (Steps 1-8).**

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 8

At this point, you have identified a Seed Project that will help advance your community resilience priorities. The goal for Step 8 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 one or more Subject Matter Advisor(s) who can bring related expertise or experience. Likewise, implementing your Seed Project in Step 9 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(s):

The MVP 2.0 grant includes funds (estimated at $800) to support one or more Subject Matter Advisor(s) 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 8), before developing an implementation plan. One approach is to subcontract through your Planning 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 9 to begin Seed Project implementation. The Implementation Vendor should be paid through your Seed Project funding.

Note: Unless the Planning Vendor is continuing on as the Implementation Vendor, this step (Step 8) wraps up the last step for the Planning Vendor.

How to approach Step 8

- **Selecting a Subject Matter Advisor(s) -** 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.

- **Monitoring and Measuring Equity -** Your Equity Partner will facilitate a session (roughly two hours) focused on ways to monitor and measure the equity impacts of projects. The session includes a video, followed by an activity where you will practice what you've learned by directly applying it to the build out of your Seed Project Plan.

- **Develop Your Seed Project Implementation Plan -** Work together — with the Core Team, Planning Vendor, Equity Partner, and Subject Matter Advisor — to complete the **Seed Project Plan Part B**. This work may occur in one workshop, or over a series of sessions.

- **Contract with Implementation Vendor -** Contract with an Implementation Vendor for Step 8. This task should be led and coordinated by the Municipal Project Manager in alignment with local procurement guidelines.

- **Submit the MVP 2.0 Interim Submission Form** - The **MVP 2.0 Interim Submission Form** includes answering a set of summary questions about the process and uploading all completed deliverables thus far (Steps 1-8).

PHASE 3

STEP 9

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: Ten months
(month 14-23 of the process)

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 9

The goal for Step 9 is to implement your Seed Project, using your implementation plan. Your Implementation Vendor will guide and support this step.

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 for your Seed Project in the MVP 2.0 Final Submission Form (in Step 10).

PHASE 3

STEP 10

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 Guide
- MVP 2.0 Final Submission Form

Timeframe: Less than one month (month 24 of the process)

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

Checkpoints with MVP:

- [ ] **Submit the MVP 2.0 Final Submission Form, which includes uploading your completed Reflection Guide as well as any deliverables from your Seed 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 10

The final step! The goal for Step 10 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). You will also 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 10

- **Individual Reflections -** Each Core Team member completes the Reflection Guide individually. (The Implementation Vendor is welcome to complete it, too.)

- **Group Reflection -** Come together as a group to discuss people's thoughts, experiences, and responses. 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 Guide as a group that reflects everyone's input.

- **Submit the MVP 2.0 Final Submission Form -** The **MVP 2.0 Final Submission Form** will ask you to attach your completed deliverables from Steps 9 and 10, including invoices showing all grant funds were spent, photos, and the deliverables from your Seed Project.

- **Celebrate together!**

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.

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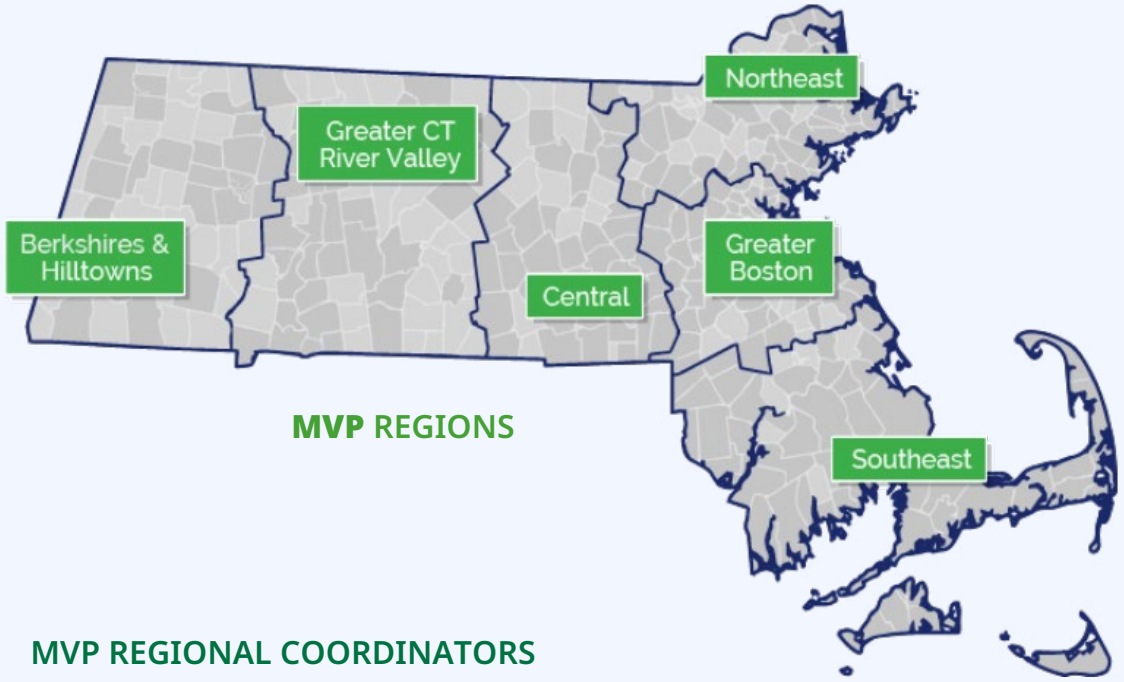
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