



The Nexus

Guidance for Local Governments centering
racial equity in climate planning and practice

Acknowledgements

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ARUP

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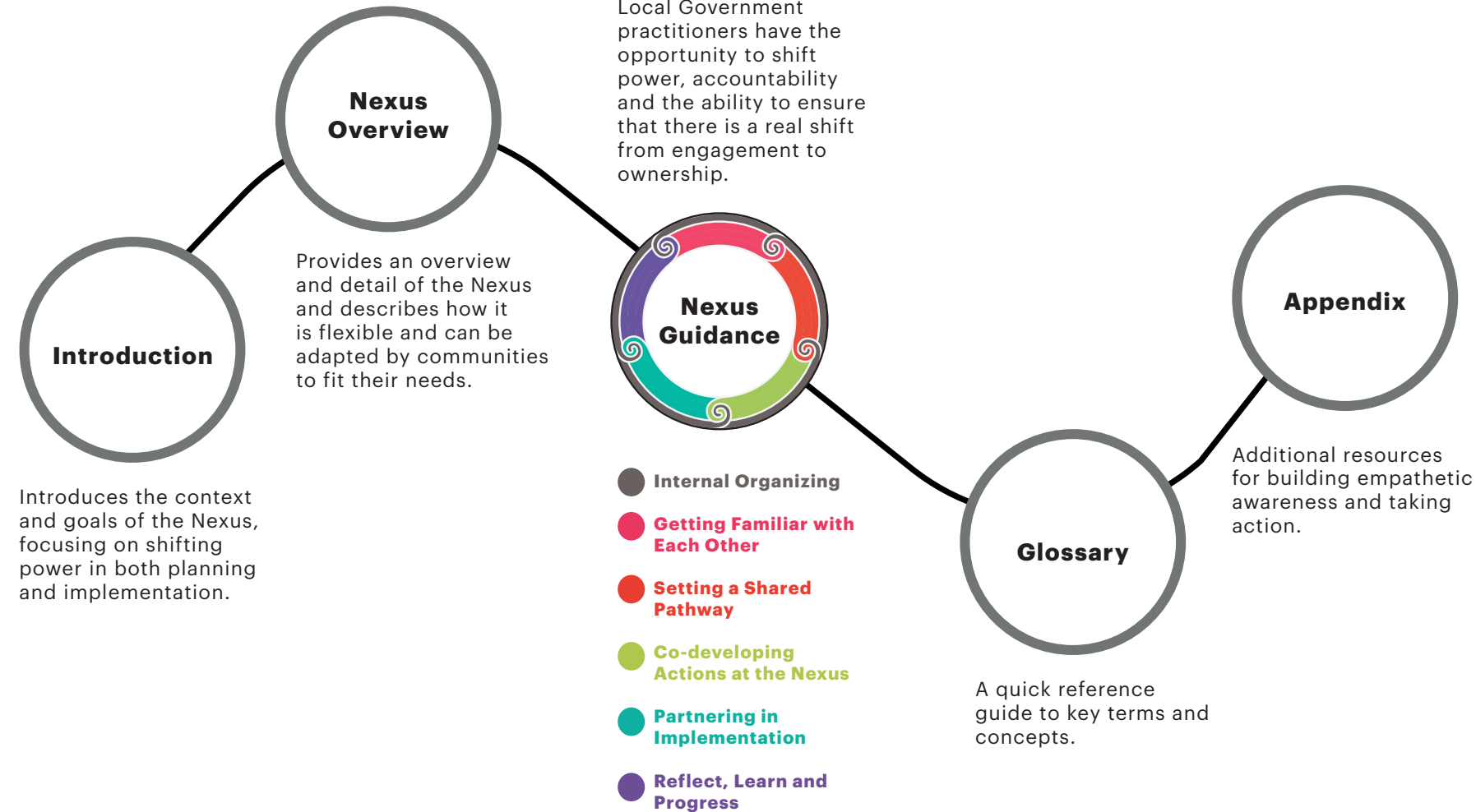
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Welcome to the Nexus

This guidance is an invitation for local government practitioners to begin a set of new practices that will help them fundamentally transform traditional approaches to climate action planning. It focuses on altering HOW local government does its work (in addition to what work it does) and centers on two main objectives: 1) acknowledging the true inequitable history that designed governance in North America and 2) actively working to shift power throughout the entire process to community, prioritizing Black, Indigenous, and People of Color (BIPOC) who have suffered most from centuries of racist policies and practices.

Traditional climate action planning treats climate change like a math problem - limiting GHG emissions to stay within a 1.5°C limit of global average temperature increase - as opposed to addressing human needs and quality of life. Effective climate action acknowledges the root causes of climate change and racial inequity are the same and shifts the entire process to address those root causes while centering those most impacted so that everyone has what they need to live and thrive.

We are setting out a roadmap and intentionally pushing for fundamental change. However, we recognize every community has its own needs. The Nexus guidance can be adapted for communities seeking to start with short-term activities to make tangible, fast change; communities ready for more content and context to make impactful, medium-term change; or communities prepared to fully transform their planning and implementation processes.

This document is not theory - the Nexus guidance has been gathered from the real-world experience of Local Government practitioners who are actively working to dismantle racism within their institutions and support change in their own communities. It is a constantly evolving set of concepts and resources is intended to improve as more communities use it.



Introduction

Introduction

We seek to transform climate planning and practice by acknowledging North America’s real history, our current racist and prejudiced policies and practices, and the need to actively work towards deep individual and institutional change in order to achieve the transformation we seek - where everyone benefits from climate action. This guidance is broken up into stages and although every community is different, we provide support and steps for changing the PROCESS as well as draft CONTENT to support action at the Nexus.

The guidance is focused on the needs of individuals working within Local Government, people and organizations within their community they may partner with to advance this work, and other key decision-makers and traditional power holders.

North America is founded on racism, prejudice, theft of land from Indigenous peoples and theft of humans from their lands in West Africa by European colonizers. Manipulation and extraction of resources and human labor, both within and outside North American borders, continues to benefit and uphold white supremacy, which permeates institutions, structures, and the culture of this continent; such that the egregiousness of these injustices has been normalized and invisibilized.

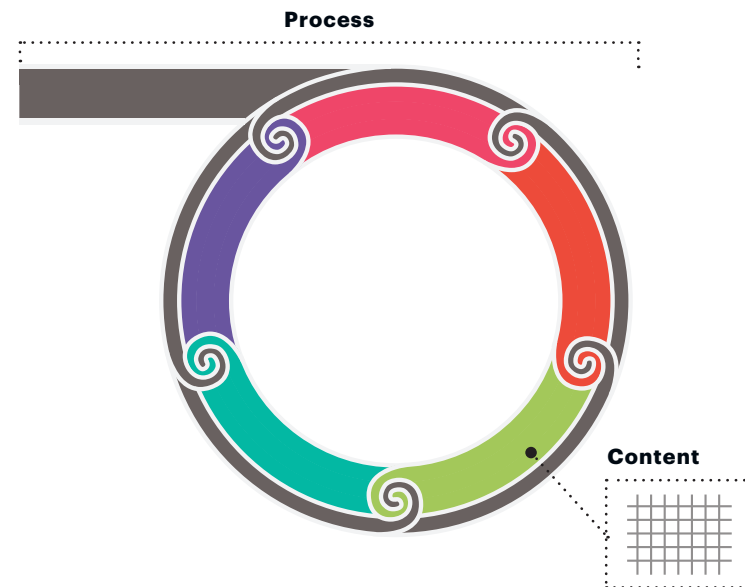
Unchecked extraction and concentration of resources has destabilized the earth’s natural systems. Those who have contributed and benefited least are also the ones most impacted by this legacy means that BIPOC today are disproportionately exposed to the impacts of climate-related hazards and are often without the resources to withstand and recover from those impacts. Climate disruption therefore is a multiplier of the inequities, injustices, and burden of loss for the benefit of a few that this country is founded on.

The Process

This document provides structure and guidance to alter the climate planning and implementation process and operationalize racial equity as the foundational element of the work.

Content: Example Action at the Nexus

At Stage 4 of the Nexus (Co-Developing actions at the Nexus) you will find a link to a constantly evolving document that contains examples of actions that work at the equity-resilience-ghg mitigation Nexus that your team can consider in your plan.



The Reality of Injustice

This guide recognizes three core injustices and seeks resolutions to disrupt them. Each person comes to these realities with their own lived experiences, privilege, power, and understanding. These facts may be difficult to acknowledge and talk about, however to be effective change agents, local government practitioners must face and accept these realities. We must work to disrupt the system of oppression that Black, Indigenous and People of Color (BIPOC) continue to survive and find ways to thrive under everyday and work with Community Partners to repair intentional harms and injustices

Fact 1

This country is founded on White Supremacy and racist systems

Our systems were designed to preserve a white-dominant culture. BIPOC, lower-income, LGBTQIA+, elderly, disabled, and/or immigrant people, as well as folks with other marginalized identities, are systematically excluded from government planning, leading to historic and current discrimination in investment. Presently, upholding discriminatory systems may be intentional or unintentional, but regardless of intent, the outcome is that disenfranchised communities bear the greatest burden of climate impacts. communities.

The change we seek

Local governments want to serve all community members. By increasing awareness of how white supremacy is ingrained in our institutions, systems and biases, and understanding power and privilege, these systems can be transformed to truly serve everyone. This framework offers clear steps and provides supporting resources to help local governments take practical steps to disrupt archaic, inadequate and unjust processes.

Fact 2

People have different lived experiences based on their skin color in this country

Indigenous people, Black people and People of Color have been historically, and currently are, exploited and considered less important than white people by our governments, institutions and systems. This guide recognizes the intentional harm and trauma experienced by marginalized people and communities today.

The change we seek

Unjust systems are unacceptable. The Nexus provides guidance on how Local Governments can recognize the ongoing nature of the trauma that communities and individuals are experiencing. It links to tools to support Local Government practitioners, provides references on how to create space for Community Partners, and helps teams understand how they are a part of a larger system of oppression that the government upholds. The guidance includes actions and resources, survey questions for real-time feedback, and content Local Governments can draw on when developing their own plans.

Fact 3

BIPOC communities are not forgotten, they are intentionally ignored and devalued

Our historic and current systems are designed to silence and disregard the voices and needs of BIPOC people and communities. The existing Local Government practice of engaging with BIPOC communities rather than respectfully bringing them in as partners and guides tends to perpetuate dependency and vulnerability. This approach needs to change.

The change we seek

The Nexus helps to shift power, from government to the hands of the communities, changing the roles and relationships between BIPOC communities and Local Government to support more effective climate action solutions. This guidance gives Local Governments the tools to acknowledge the power, privilege and biases of government and provides specific actions to shift power for healthy and equitable collaboration between communities and Local Government.

What you need to know before getting started

Change can only happen by people taking action. As change agents, government practitioners must center humanity and respect by being open and honest, listening with empathy, building trust, and demonstrating accountability. This guidance challenges the status quo by facing the suffering of many that has allowed for higher quality of life for others, simply based on skin color, country of origin, gender, sexual orientation, ability, and class. This paradigm shift can be a complex, emotional process and we want to prepare and support you through this.



Connect Beyond Perceived Boundaries

Mycelium is a fungal network of thin, fibrous filaments that link the roots of plants and trees with the nutrients they need. These networks go beyond the support of a single species and instead connect a range of species through nutrient sharing, sending healing chemicals, or even stopping toxins from spreading. In this work, practitioners can act as mycelium by redistributing resources, making new connections, and supporting behind the scenes to improve the health of the entire community.



Embrace Water and Flow

Nature has patiently shaped landscapes and altered entire ecosystems over millions of years. This work will take patience and adaptability. Be adaptable to change, seek to move past obstacles at varying speeds, keep working to wear down barriers, and be patient- even if you can't see changes daily, it is incremental and will be apparent over time.



Collaborate like Wolves for the Greatest Success

Like humans, wolves are social animals. They collaborate and work together to hunt and feed the pack. Wolves adjust their prey goals based on pack size (number of hunters) and terrain (circumstances). To be an effective change agent, Local Government practitioners will need to collaborate with community members, Community Partners and other Local Government agencies to shape goals and shift power. even if you can't see changes daily, it is incremental and will be apparent over time.

There isn't one way to do this

Every community has its own context, needs, and hopes for the future. This guidance is a roadmap, but each Local Government team will need to adapt the way they use it for their own unique situation and set of circumstances. We have included tips, worksheets and survey questions to help you work through the process of change.

Change doesn't happen overnight

This will take time. You might find that you have to go back and revisit something you thought was clear before. You might find that the plan you made needs to be changed. You may move fast through some areas and take a lot of time and resources to address another. You might find that the vision and goals you set out with at the start are not what you truly seek to accomplish together.

You can't do this alone. No one person has all the answers

It can be hard for Local Government practitioners who have been trained in specific structures to work on altering their approach and process, especially if it requires a new way of doing things, bringing others along, and shifting power to others. Seek partnerships and guidance from community members and partners who are actively working to dismantle extractive and oppressive systems. It's also critical to acknowledge that communities that have been disenfranchised for decades need even more resources to build relationships and invest in services so bring resources to the table when seeking partnerships and support.

Taking care of the team and the community

This work can be deeply personal and inspiring when you lead with curiosity, humility, and patience. It can also surface uncomfortable realizations, put you into challenging experiences and activate self-learning. It is important to recognize your own capacities, as well as those of the people on your team. Take time to check in with yourself and each other on your team about how things are going.

It is critical to acknowledge deep trauma

People whose daily lives are marked by casual and systemic, institutional racism against themselves, their families and their communities are burdened with deep trauma. The 'slow violence' legacy of intergenerational racism can show itself through a range of climate-related hazards, from increased exposure and death related to heat waves, cold waves, flooding and poor air quality, to increased impact from storm damage or healthcare costs from elevated rates of asthma and heart disease. We are seeking to disrupt this cycle and build relationships and understanding to begin to heal the suffering of individuals and communities.

It is important to make relationships and design environments where people can be comfortable with uncomfortable emotions

This takes time, and is built on listening, transparency, authenticity, and accountability.



Take care of yourself

Be kind to yourself as you work through these issues. Building better self-awareness, self-compassion, self-forgiveness, understanding your own identity, and learning what is good for you - and what is not - can help you in all aspects of your life. Give yourself permission to set healthy boundaries, get adequate rest, take breaks throughout the day, engage in physical activity, connect with your chosen community, spend time with loved ones and limit social media and news intake.



Take care of each other

Take the time to get to know each other on a deeper level. Actively listen to each other. Build empathy, compassion and understanding to help strengthen relationships and develop support for deep emotional work.

Inclusive partners throughout the process

As you embark on the process of transforming climate planning and process within your communities, this guidance focuses on four key stakeholder groups that are essential to involve:



**GROUP 1
Core Local Government**
Representatives from your internal team, planning project or broader Local Government working with you with a shared vision.



**GROUP 3
Local Government Collaborators**
These are Local Government agencies or staff who may join for the entire project or certain parts, but are not part of the Core team. These may be people from other departments within your Local Government, other local jurisdictions, higher-level governments (such as county or state).



**GROUP 2
Core Community Partners**
Individuals from the local community and/or community leaders who stay with the process throughout and also hold the Local Government accountable. These may be people who speak on behalf of a broad constituency, such as religious leaders, social service leaders, teachers, community figureheads, local business leaders, representatives from community-based organizations, etc.



**GROUP 4
Community Partner Collaborators**
These are Community Partners who may come in for different stages, one key stage, or many stages, but are not considered part of the Core team.

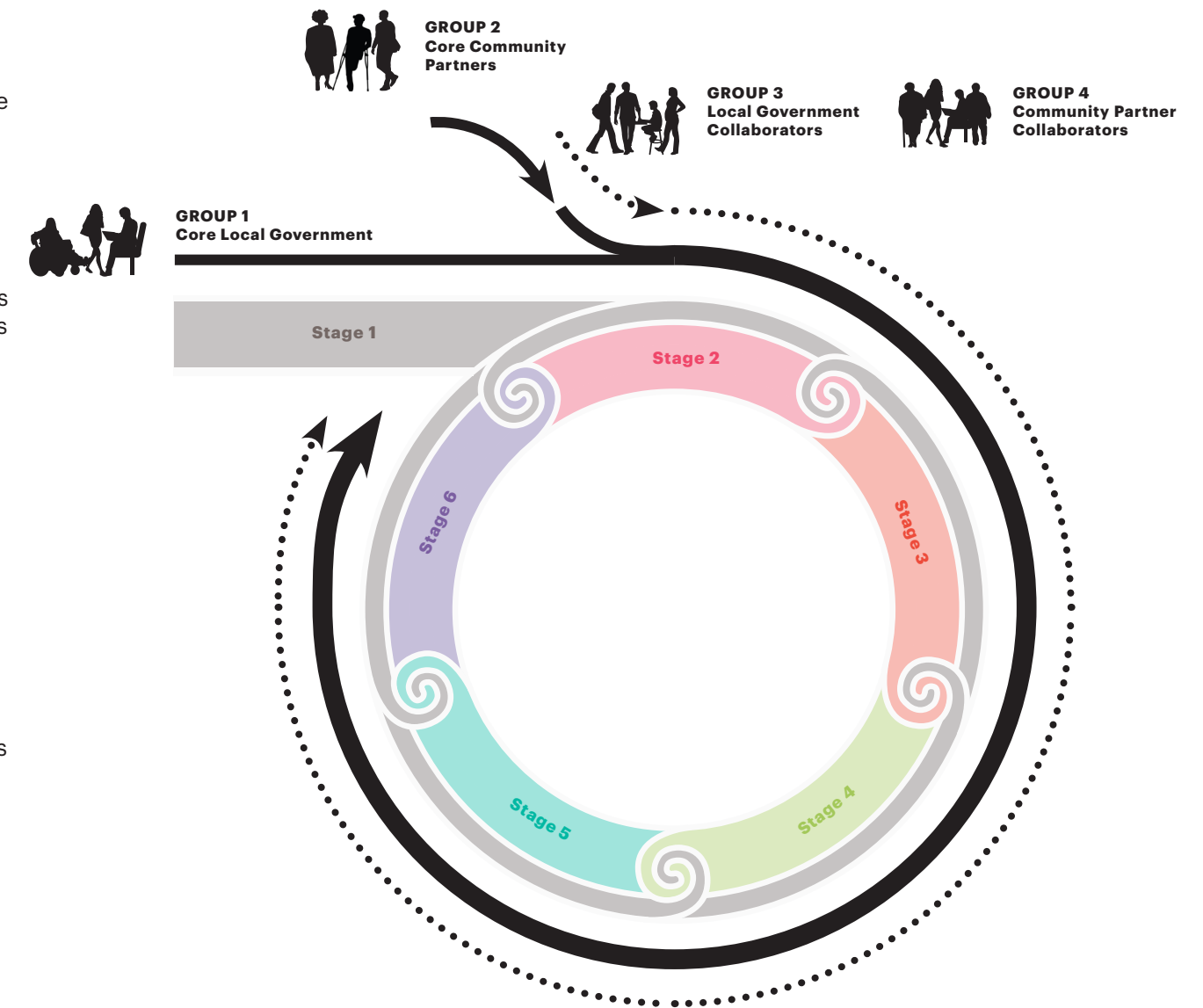
Co-development and collaborative governance

The process of power shifting begins with the Core Local Government Team unlearning inaccurate history, becoming aware of their place in the system, and increasing self-awareness. Work on privilege, power and implicit bias that then moves into organizing as a team.

The Core Local Government team is joined by Core Community Partners in Stage 2, and moving forward, these groups work together as copilots or co-leads.

They are joined by other Local Government and community collaborators as needed to support the effort.

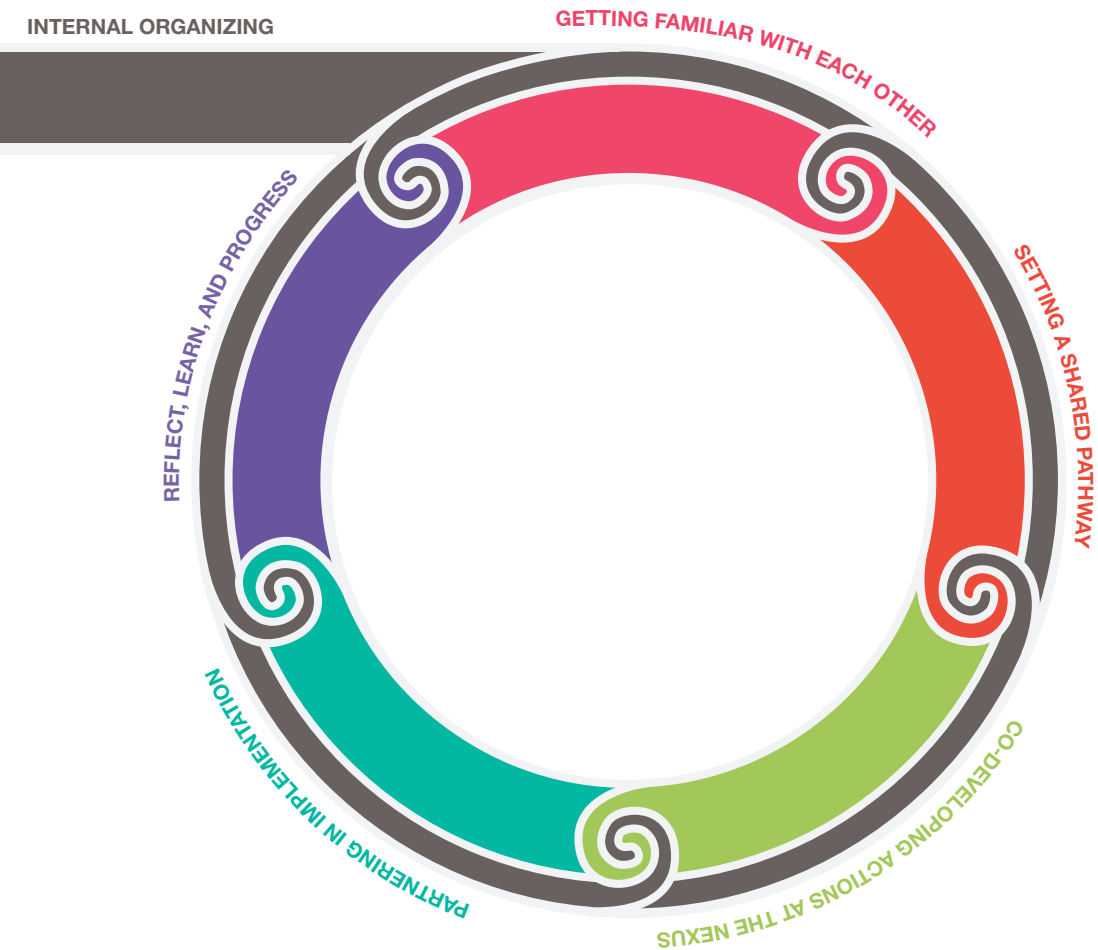
The shifting of power happens through the collaboration of the core partners (illustrated by the solid gray circle surrounding the full process). Accountability happens between the core partners and collaborators at each stage (illustrated by the swirls at each transition in the process).





The Nexus Overview

The components of the Nexus



The Nexus approach is formed of 6 stages:

- **STAGE 1: Internal Organizing** is about getting your project team and internal government partners ready.
- **STAGE 2: Getting Familiar with Each Other** is about understanding how power shows up in your community, hearing from the community what their goals and needs are.
- **STAGE 3: Setting a Shared Pathway** is about creating a vision for the opportunity in partnership with the community.
- **STAGE 4: Co-developing Actions at the Nexus** is about working together with the community to identify and agree on actions, pursuing the Nexus objectives of equity, resilience and mitigation.
- **STAGE 5: Partnering in Implementation** is about working together with the community to undertake the actions.
- **STAGE 6: Reflect, Learn and Progress** is about working together with the community to monitor and measure success, reflecting on lessons learned - good and bad- and continuing to move forward.

Adaptable pathways

The Nexus describes an evolving and preferred process. We acknowledge that life is messy, and no person or community has exactly the same history, experience or situation. There is no one path, and you may have picked up this guide at any point in your work. We embrace the messiness of life. There are some common experiences, however, and the illustrations to the right can help you identify if one of these situations describes your process.

It's okay if you have to **dive deep** in a phase and cycle through a few times if you aren't ready to proceed at the check in.

It's okay to **start where you are**, if you want to apply this framework to an ongoing project

It's okay to **loop back to earlier phases** to re-assess and re-group.

It's okay to **look ahead** to inform where you currently are, and where you want to go.

It's okay to **invest in internal organizing** and readiness before engaging the community.

It's okay if it **doesn't work out perfectly the first time**. This model is a work in progress.

It's okay to **veer away from the framework and veer back**, as is helpful to the conversation development in your community.

It's okay to realize that the **steps you had anticipated** taking aren't actually the ones you need to take.

This framework surfaces necessary complexity, but do not fear – through a **deeply collaborative approach**, you can handle this complexity.

USDN Equity Principles

USDN recognizes that:

- 1. The root causes of climate change, environmental injustice, and racial inequity are the same.** Climate change, environmental injustice, and racial inequity are systemic outcomes of colonization: the exploitative extraction of natural and human resources to generate profit for the few. Solutions that do not directly address these common causes will not succeed.
- 2. Successful solutions prioritize the most marginalized.** We believe that to design better solutions, we must practice targeted universalism, prioritizing those who experience the most vulnerability to climate change, disproportionate exposure to environmental injustice, and the biggest barriers to benefiting from climate solutions. By doing so, we will produce solutions that meet the needs of everyone. By not doing so, we are upholding current disparities.
- 3. Prioritizing marginalized communities means leading with race.** Race is the leading predictor of outcomes across the United States and Canada, yet governments have not systemically acknowledged or addressed disparities by race or their role in creating them. Because of this, racial analysis must be a priority. "Leading with race" does not mean "only race." It is a practice of starting with a racial equity analysis

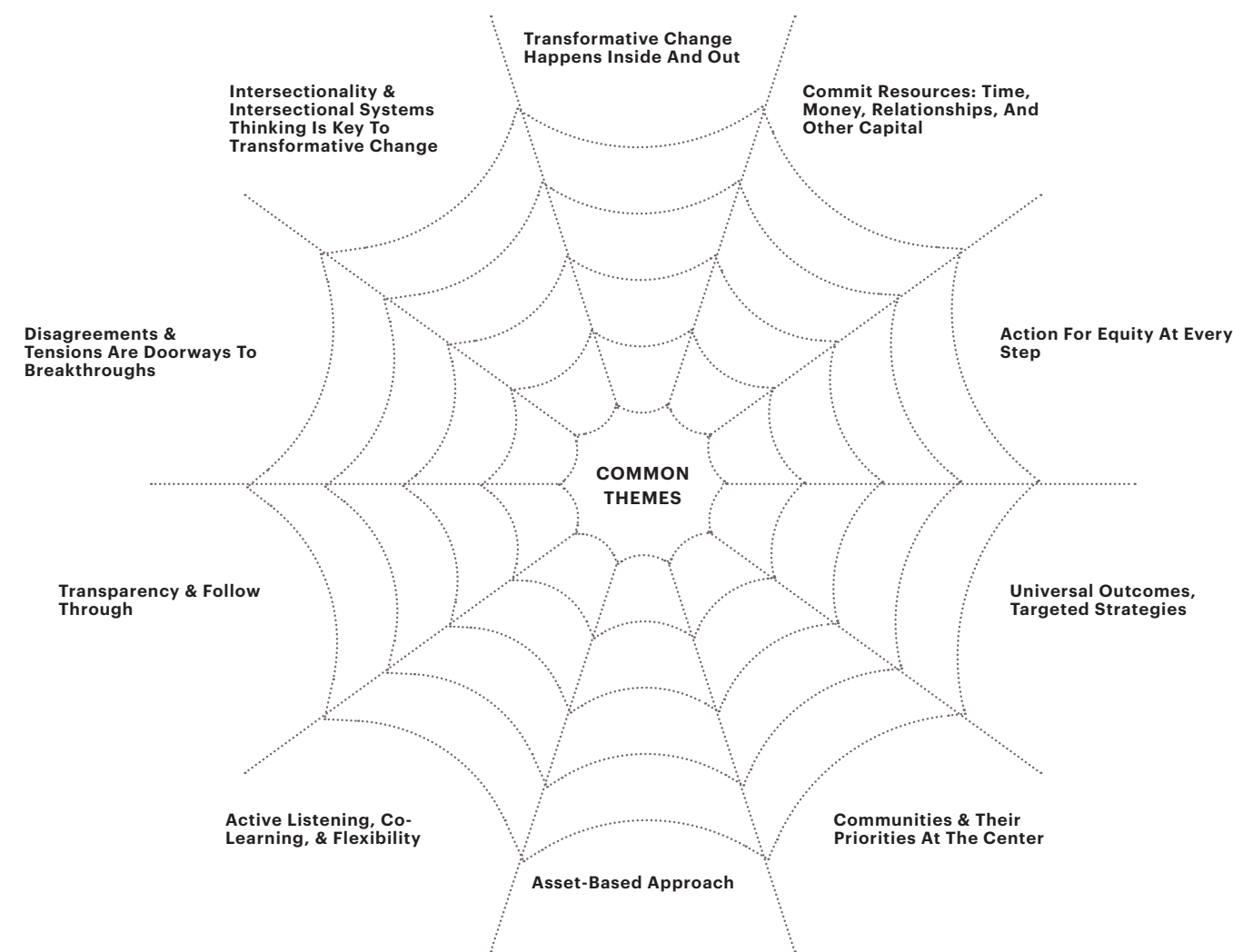
to understand how race impacts outcomes, recognizing how the intersectionality of identities and groups also impacts outcomes.

- 4. Equity is a professional competency.** The skills associated with advancing equity make us better public servants, preparing us to deal with the complex nature of the social, economic, and environmental challenges our communities face.
- 5. Equity is responsible governance.** The government has a fiscal and moral responsibility to address the long-term implications that inequity has on prosperity, health, and safety for residents and stakeholders. Governments can either create or eliminate barriers for better outcomes through their policies, programs, and relationships.
- 6. Diversity is an asset.** Increasing diversity within the sustainability field, and particularly in decision-making positions within government, will increase the long-term relevance and accountability of our work to communities who have been systematically denied influence. Diverse perspectives produce more sophisticated solutions. To diversify successfully, the sustainability field must consciously build an inclusive culture.

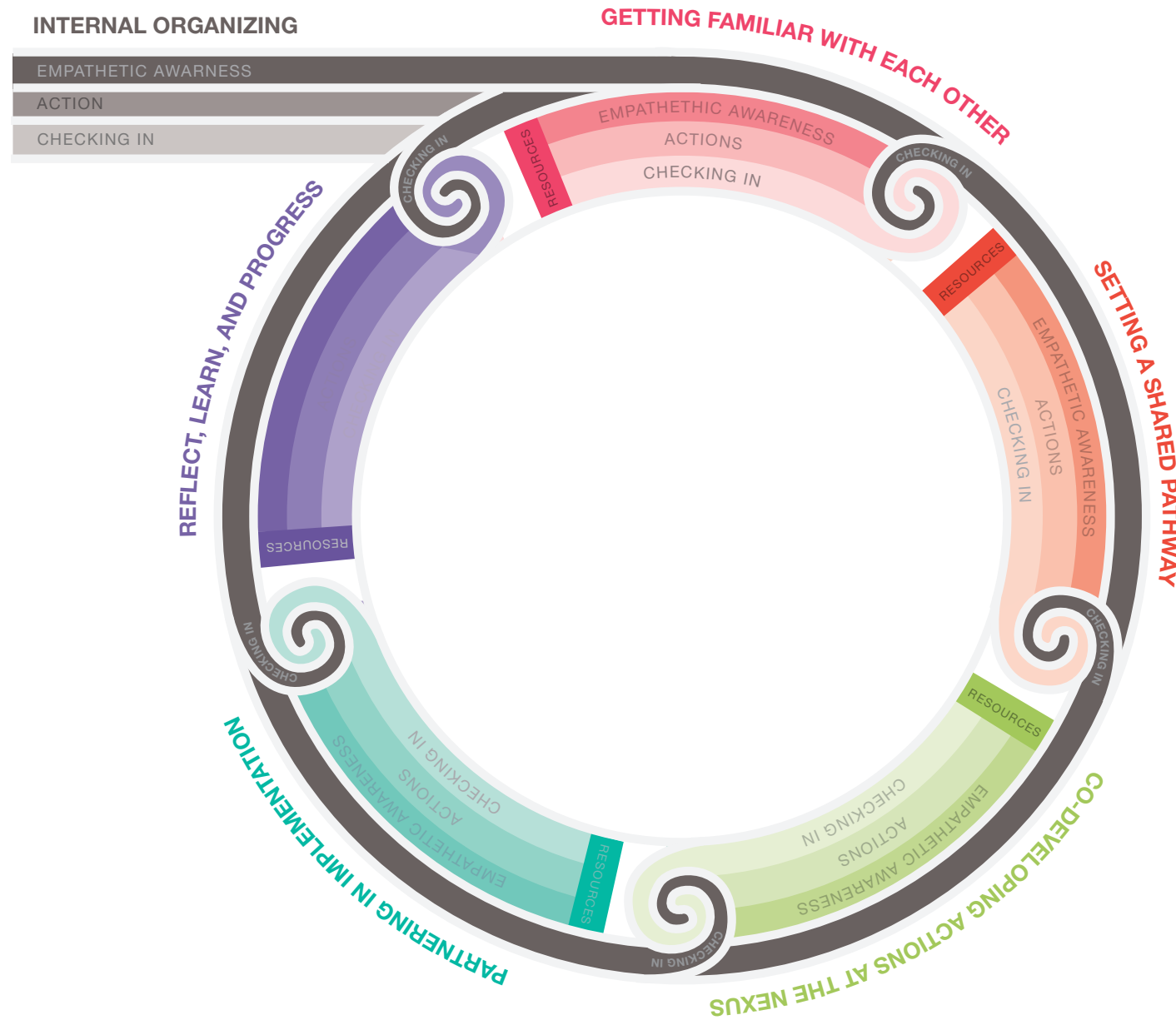
Note: Please access the [USDN Equity Foundations Training](#) for a deeper understanding of these Facts and why this guidance is rooted in racial equity.

Common themes in the guidance

There are common themes and elements that show up throughout the phases of the Nexus approach. These illustrate the integrated aim of the Nexus approach, and also serve as a reminder that power shifting, inclusivity and checking-in is a constant process and does not have an 'finish' point. The themes may show up with different emphasis in each of the phases and are identified in a highlight box for reference, but are all important to keep in mind throughout. Common themes throughout the entire web of work:



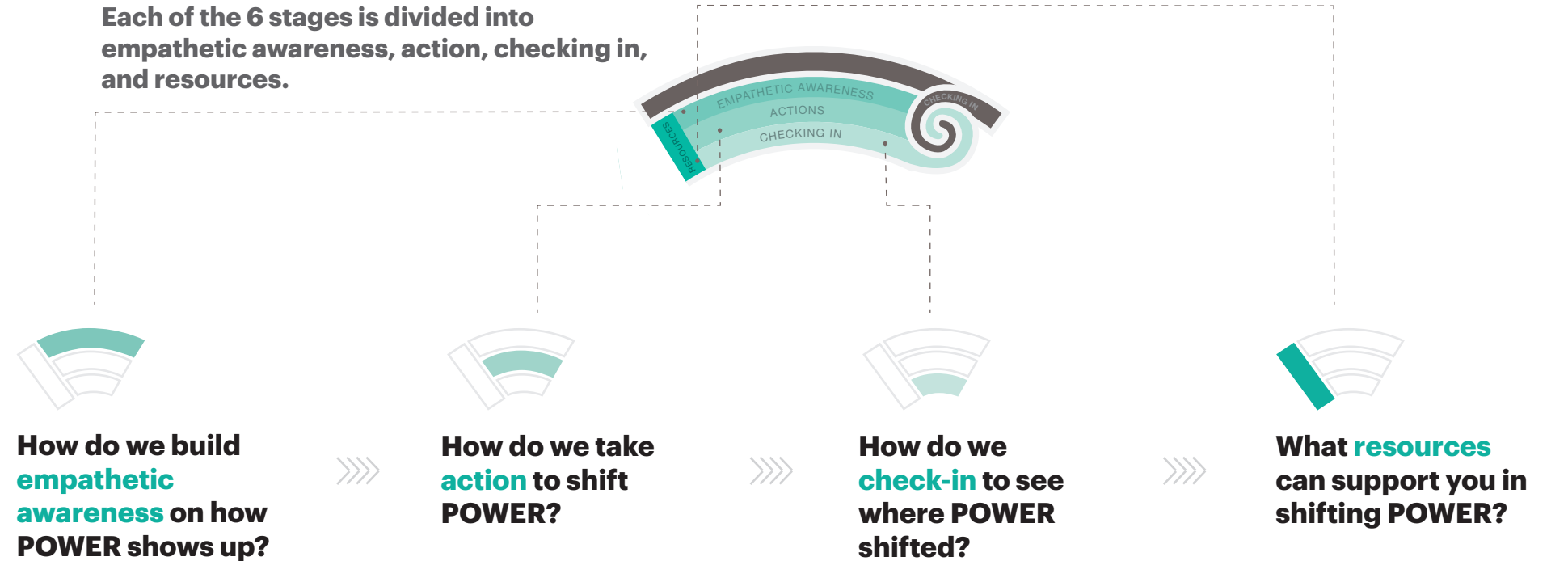
The Nexus diagram



The nexus diagram is cyclical and has 6 stages, beginning with internal organizing.

Introducing the Nexus diagram

Each of the 6 stages is divided into empathetic awareness, action, checking in, and resources.




At the end of each stage, there is a check-in process. This combines stage-specific questions, with general internal organizing questions.

This is a course

The Nexus is a LOT of information to take in. It is intended to shift both the process of climate planning and action, as well as the way content is developed and implemented. This is a multi-month/multi-year course rather than a 'read through once and check the boxes' document. This page lays out the 'course syllabus' and provides an overview of each stage including the framing around the building empathetic awareness and shifting power continuously throughout the process.


STAGE 1: Internal Organizing

This stage is centered on making sure you, your team, and your broader Local Government have the shared analysis and skills necessary for successful work at the Nexus.



EMPATHETIC AWARENESS

- Be Explicit About Racism & White Supremacy
- Learn and Educate on Historical and Current Realities
- Honestly Assess Willingness to Change




ACTION

- Notify Community Partners of Internal Capacity Building & Commitment to Transformative Shift
- Establish a Racial Equity-Centered Culture and Process
- Develop a Draft/Living Racial Equity Framework
- Integrate Equity into Internal Team Work Plans and Evaluations

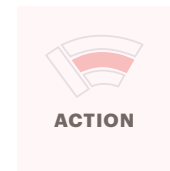
STAGE 2: Getting Familiar with Each Other

This stage focuses on understanding historical relationship dynamics between BIPOC, frontline, and working-class communities and the Local Government.



EMPATHETIC AWARENESS

- Increase Local Government Recognition of Historic and Current Power Dynamics
- Share Knowledge of Local Government with Community




ACTION

- Invest in Community
- Create Shared Analysis of Baseline Conditions

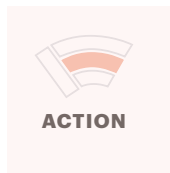
STAGE 3: Setting a Shared Pathway

This stage recognizes the knowledge, expertise and capacity of the community, and provides compensation for the contribution they provide.



EMPATHETIC AWARENESS

- Co-define the Why of the Work
- Co-define the How of the Work




ACTION

- Co Community Leadership Guides Governance and Role Definition
- Identify Necessary Support and Resources Beyond Local Government and Community Partners
- Collaborate on Process, Projects, and Long-Term Systems Change
- Co-Develop an Equity-Centered Communications


STAGE 4: Co-developing Actions at the Nexus

This stage asserts the crucial necessity of putting human needs and the health of the planet before profit in order to develop true climate solutions and provides a structure to ground all actions and solutions in community vision, priorities, goals and needs while enhancing and improving community resilience and reducing GHG emissions.



EMPATHETIC AWARENESS

- Build Capacity to Share Power
- Reflect on Traditional Processes and Support Needed to Transition into Collaborative Approaches
- Ensure Decision-Makers Support Community Leadership
- Transparency in Forward Thinking that's Grounded in Reality
- Learn How to Place the Work in Community Context




ACTION

- Organize and Structure Actions Around Community Priorities
- Support Comprehensive Solutions and a Transparent Process
- Collaborate with Community Partners to Prioritize Actions
- Collectively Create and Evaluate Strategies and Actions


STAGE 5: Partnering in Implementation

This stage maps out what collaborative implementation might look like and outlines ways to re-think funding, interdepartmental team structures, equity bodies and systems change champions towards ensuring the vision and goals developed with Community Partners come to fruition.



EMPATHETIC AWARENESS

- Identify and Reorient Roles and Supports Needed for Equitable and Just Implementation
- Identify Strategies Needed to Collaboratively and Equitably Implement Actions and Solutions
- Assess Legal Openings & Limitations for Local Governments
- Continue to Identify and Alter Traditional Funding Pathways to Support Just Implementation
- Identify and Create Opportunities to Support Local Talent for Priority Implementation Project
- Co-Develop and Provide Leadership Pathways for Community Members and Organizations




ACTION

- Put Community Partners in Formal Positions of Power
- Prioritize Implementation and Funding in BIPOC and Frontline Communities
- Transparency, Accountability and Recognition


STAGE 6: Reflect, Learn and Progress

This stage provides space and focus for collaborative reflection, learning and evaluation overall in order to progress and accelerate operating at the nexus in existing and future work.



EMPATHETIC AWARENESS

- Urgency Benefits the Status Quo
- Collaboratively Hire An Equity-Centered Third-Party Evaluator Cp & Lg Core Work With Evaluator To Identify Structure For Reflection And Learning
- Follow The Lead Of Evaluator And Cp
- Draw On Assessment And Accountability Activities From Previous Stages



ACTION

- Commit All Levels Of Lg To The Equity-Centered Evaluation Process
- Revisit Baseline Reflection Questions In Stage
- Resource All Cps And Cp Collaborators For Their Insights
- Take Care And Time To Do Internal Processing
- Be Flexible And Responsible To Reflection And Evaluation
- Implement Changes Based On Reflection Learnings
- Implement Tangible Accountability Measures
- Collaboratively Identify Third Party To Support Healing As Needed
- Formalize Reflection And Check Ins With Community

Community Journeys

Every community has its own challenges and opportunities. Don't feel like you have to be in a particular place with this type of work. We collaborated with a group of Local Government practitioners to develop and test the Nexus guidance. The examples below highlight common themes shared by these communities as they applied the Nexus to impact real-world change. Their experiences might help you think through how you go forward with yourself, your team and your community. Follow the links for more guidance on how to address key topics.

Relationships at the center

“Everyone in the team comes with their own lived experiences and understanding. You need to take time to recognize not everyone is at the same place. The way you do this, and what it shows you, will look different for every community.”

Find more guidance on these topics:

- Do the individual work
- Build a shared language
- Build internal readiness

Shifting power and dismantling white supremacy at every step

“Being clear on where we would compromise - and where we would not - helped us to be flexible and change our process as we needed, but also helped keep us fixed on the outcomes we wanted to achieve.”

Find more guidance on these topics:

- Establish clear leadership direction and commitment
- Clearly set your intention and ambition
- Build a shared vision

Multi-directional learning throughout

“Being comfortable with being uncomfortable is the only way to learn and change. There is no perfect answer, you have to lean into ambiguity. And you have to do it multiple times to actually understand where you are.”

Find more guidance on these topics:

- Build self awareness and mindfulness
- Authentically embrace uncertainty
- Practice acceptance of uncertainty

Action at every step

“We brought in an outside equity consultant because we wanted someone who would push us in this space and could help us learn what we didn't know, and so we could continuously drive forward change.”

Find more guidance on these topics:

- Hire a racial equity-focused facilitator
- Deep dive into national history
- Investigate community-specific policies/practices
- Repair harm through action

What is in this guidance

Every community has its own challenges and opportunities. Don't feel like you have to be in a particular place with this type of work. We collaborated with a group of Local Government practitioners to develop and test the Nexus guidance. The examples below highlight common themes shared by these communities as they applied the Nexus to impact real-world change. Their experiences might help you think through how you go forward with yourself, your team and your community. Follow the links for more guidance on how to address key topics.

Key points from previous stage:

- We are always internally organizing. Getting familiar with each other takes time, and effort. It's a constant process of checking in with your team, your partners and yourself, reaffirming your goals and objectives, and being proactive and flexible to redesign your process and actions if needed to achieve those goals.

Reflection:

Meaningful partnerships grow from transparent, trusted relationships, and actions that honor those relationships. The Getting Familiar with Each Other Stage begins with understanding historical relationship dynamics between BPOC, residents, and working-class communities and your local government. It's about slowing down, active listening, empathy for personal experiences, and trust building. These are essential steps to address past and current harms and traumas.

Key elements:

- Internal Local Government:** Recognition of history and Current Power Dynamics; Clear knowledge of local government with Community.
- Community:** Awareness in Community; Create Shared History of Baseline Conditions.

Introduction to the stage

Overview of the key points for consideration and action in this stage.

How to Shift Power

Power in Community

- Support coalition building:** Co-develop opportunities for community members and partners to build relationships, identify shared projects and priorities, and generate ideas to direct the process and community desires. Co-develop space for only community partners (without LG participation) to build trust and engage on various community priorities. Identify roles team will play, and identify key questions and asks they have for LG.
- Provide equitable meeting opportunities:** Share equity and community leadership in ways with local leaders and ask what trainings they need/would like (e.g. civics, politics, climate science, policy, navigating bureaucracy trainings, etc.).
- Provide for and just compensation:** Clearly communicate community's expectations and partners for their time and expertise. Understand they are essential and participants should reflect that.
- Consider formats for formalizing community influence:** Discuss with CPs opportunities to formalize their influence and power. Explore establishing in local equity body or engaging BPOC and reactive leaders into existing power holding bodies.
- Create shared analysis of baseline conditions:** Establish an initial decision making structure. Use this structure for all on developed activities in Stage 2 and be prepared for it to evolve as needed.

Resources:

- Read:** Organizational Change Canvas; 2019 - "Connections as Equity Action: Organizational Change, Resilience and Accountability in the Social Enterprise"
- Use Tool:** Power Analysis Tool; Jointchart; USCR for resources
- Watch:** Movement Strategy Center: In a Room with a Stranger; Center for Public Integrity: Power Play
- Listen:** Movement Strategy Center: In a Room with a Stranger; Center for Public Integrity: Power Play

In Depth Guidance

Detailed step-by-step guidance for each stage, highlighting key themes and providing tips or other considerations. Includes a longer list of resources drawn from vetted sources.

Reflections and Interpreting Feedback

Check in with the Core Team:

- XXXXXX?
- XXXXXX?
- XXXXXX?

Accountability in this Nexus stage:

Accountability happens between the core partners and collaborators at each stage (illustrated by the swirls at each transition in the process). We have provided example questions in the following pages to help you check in with your team and collaborators.

STOP! If you heard anything like this:

- Anyone marked "Low" progress on any of the questions.
- "I've not been heard or felt included"
- "I don't understand the goals or objectives of this"
- "We haven't engaged key members of the community"
- "This has been really frustrating"

What did we do well?

What areas need more work on?

Are we ready to move on?

Reflections and Interpreting Feedback

An introduction to an integrated feedback and review process with core team members and collaborators, with a guided worksheet to help teams evaluate if they are ready to move forward with the Nexus stages, or if they should revisit some key topics for more focus.

Checking-In Surveys

Core Local Government team

Community Connections:

- How did you support community building and coordination?
- In what ways did you move back and hold space and structure for community members to build relationships, share stories, take ownership, facilitate (before desired) and set agendas?

Transparency:

- Share what your team was transparent with community partners about. What can be accomplished and what is unlikely to be accomplished based on relationships, shared equity, and funding?
- How has your team fallen short on this transparency?
- What has made it easy and difficult to be transparent?

Accountability and Authentic Participation:

- From your perspective, to what extent were all community members provided with a safe and accessible space to participate in the process?
- To what extent do you feel like their voices and concerns were valued and heard?

Share a Vision and Equity Framework:

- How did developing a shared vision and shared equity framework go?
- Where is the alignment across CP and LG participants the strongest?
- Where are areas that need deeper alignment?

Power Analysis:

- Who did you learn from the power analysis?
- How did you share the power analysis with the community?
- What did you learn from the power analysis?
- How did you share the power analysis with the community?
- What did you learn from the power analysis?
- How did you share the power analysis with the community?

Formalizing Community Influence:

- Was there nomination of and advocating for community leader representation and decision-making power into existing law panels, commissions, boards, etc.?

Community Connections:

- How did you engage with community partners and members about what set expectations like for them?
- How did you work together to meet their needs and you them for their time?

Transparency:

- Share what your team was transparent with community partners about. What can be accomplished and what is unlikely to be accomplished based on relationships, shared equity, and funding?
- How has your team fallen short on this transparency?
- What has made it easy and difficult to be transparent?

Accountability and Authentic Participation:

- From your perspective, to what extent were all community members provided with a safe and accessible space to participate in the process?
- To what extent do you feel like their voices and concerns were valued and heard?

Share a Vision and Equity Framework:

- How did developing a shared vision and shared equity framework go?
- Where is the alignment across CP and LG participants the strongest?
- Where are areas that need deeper alignment?

Power Analysis:

- Who did you learn from the power analysis?
- How did you share the power analysis with the community?
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Formalizing Community Influence:

- Was there nomination of and advocating for community leader representation and decision-making power into existing law panels, commissions, boards, etc.?

Checking-In Surveys

Survey questions for the internal team and external partners within a Local Government to evaluate how they have (or have not) successfully shifted power through this stage.

MOIS MAPPING	Internal	Community	Partnership	Internal	Community	Partnership
Internal	<ul style="list-style-type: none"> Establish an initial decision making structure Use this structure for all on developed activities in Stage 2 and be prepared for it to evolve as needed. 	<ul style="list-style-type: none"> Establish an initial decision making structure Use this structure for all on developed activities in Stage 2 and be prepared for it to evolve as needed. 	<ul style="list-style-type: none"> Establish an initial decision making structure Use this structure for all on developed activities in Stage 2 and be prepared for it to evolve as needed. 	<ul style="list-style-type: none"> Establish an initial decision making structure Use this structure for all on developed activities in Stage 2 and be prepared for it to evolve as needed. 	<ul style="list-style-type: none"> Establish an initial decision making structure Use this structure for all on developed activities in Stage 2 and be prepared for it to evolve as needed. 	<ul style="list-style-type: none"> Establish an initial decision making structure Use this structure for all on developed activities in Stage 2 and be prepared for it to evolve as needed.
Community	<ul style="list-style-type: none"> Establish an initial decision making structure Use this structure for all on developed activities in Stage 2 and be prepared for it to evolve as needed. 	<ul style="list-style-type: none"> Establish an initial decision making structure Use this structure for all on developed activities in Stage 2 and be prepared for it to evolve as needed. 	<ul style="list-style-type: none"> Establish an initial decision making structure Use this structure for all on developed activities in Stage 2 and be prepared for it to evolve as needed. 	<ul style="list-style-type: none"> Establish an initial decision making structure Use this structure for all on developed activities in Stage 2 and be prepared for it to evolve as needed. 	<ul style="list-style-type: none"> Establish an initial decision making structure Use this structure for all on developed activities in Stage 2 and be prepared for it to evolve as needed. 	<ul style="list-style-type: none"> Establish an initial decision making structure Use this structure for all on developed activities in Stage 2 and be prepared for it to evolve as needed.
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Content Support Document

At phase 4 of the Nexus (Co-Developing actions at the Nexus) you will find a link to a document that contains examples of actions for equity-focused work.



The Nexus Guidance

Key points to consider in this stage:

We are always internally organizing

The process of power shifting begins with the Core Local Government team becoming aware of their own power, privilege and bias while getting organized around shifting power. To have real change, we must fundamentally disrupt the status quo and the traditional ways of working. This will require built-in pauses to check in with the Local Government, Community Partners and beyond, focus on accountability, and ensure there is a real shift from engagement to ownership throughout the process. The work of internally organizing as a team and as an individual never stops.

This process is difficult

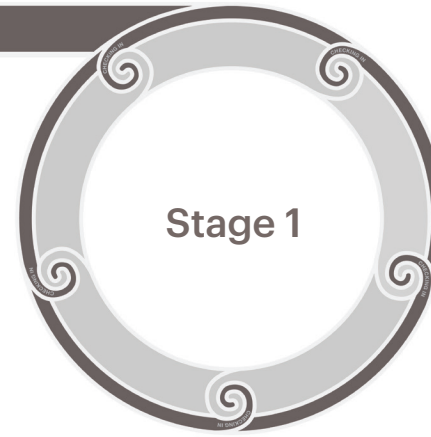
This work takes time, and is built on listening, transparency, authenticity, and accountability. It is important to expect and accept non-closure while committing to the time it takes to do the work respectfully.

You might need to adjust and fit this high level guidance to your own reality

The Nexus presents guidance and resources as well as lessons learned from others. However, each Local Government and community must reflect on and adapt their way forward together in the context of their own needs and shared goals.



Working with our teams and communities is a constant process of checking in and getting organized for the next steps. The topics above help you consider how best to build on what you've done and plan for the next steps.



Internal Organizing

The Internal Organizing stage is centered on making sure you, your team, and your broader Local Government have the shared analysis and skills necessary for successful work at the Nexus.

The foundational work of this stage is building awareness of one's own personal and positional power while also working collectively with a team to better understand the reality of how power has been used and misused in government for centuries. This stage begins with deep personal and professional work that shifts the internal team away from the typical planning approach and toward a human-centered, racial equity driven process. One element to note about this stage is you and your team will always be organizing internally; you will always be coming back to this stage.



Key elements:

- Be Explicit About Racism & White Supremacy
- Learn & Educate on Historical & Current Realities
- Honestly Assess Willingness to Change



Key elements:

- Notify Community Partners of Internal Capacity Building & Commitment to Transformative Shift
- Establish a Racial Equity-Centered Culture & Process
- Develop a Draft/Living Racial Equity Framework
- Integrate Equity Into Internal Team Work Plans And Evaluations Towards Culture Shift Within Local Government



How Power Shows Up

Be Explicit About Racism & White Supremacy

Do the individual work

Recognize your personal and positional power and how that will influence this project.

- Note that this must include both one's "work-self" and "true-self". Recognize the intersections of your identity.
- Considerations for other levels of racism including interpersonal, structural and systemic.

Build a shared language

Identify a shared understanding and definition of power, privilege, praxis, white supremacy, heteropatriarchy, ableism, extractive economy, and positionality.

Learn & Educate on Historical & Current Realities

Deep dive into national history

Take time to research, recognize, and educate all members of the internal team on the history of white supremacy and racism integrated into national, state, and local policies and practices. Investigate community-specific policies/practices.

Investigate community-specific policies/practices

Recognize and understand the community's historical relationships and interactions with government and how white supremacy, heteropatriarchy, ableism, and the extractive economy have influenced who has organizational power and control over time, money, partners, etc.

- Reflect on the success (or not) of past programs, what worked, what didn't, what was implemented and what wasn't, what was the blow back about and why.

Honestly Assess Willingness to Change

Build self awareness and mindfulness

Successful change agents work toward transformation at all levels, from internal to systemic. Self-reflect on what is your unique purpose as a public servant. Who are you accountable to? Take stock on how you feel, interpret, and act when engaging in issues of racism, white supremacy, power, and privilege. Stay curious and practice self-compassion and kindness as you navigate your positionality and ready yourself for the work.



Assess



- Project Implicit. (2011). [Implicit Association Test.](#)

Read



- J.E.D.I.Heart. (2020). [Dear White People: 6 Guidelines for Impactful Actions in Support of the Black Community.](#)
- Saad, L. F. (2020). [Me and White Supremacy.](#)

Use Tool



- USDN. [Equity Foundations Training Series.](#)
- USDN. (2019). [From Community Engagement to Ownership: Tools for the Field with Case Studies of Four Municipal Community-Driven Environmental & Racial Equity Committees.](#)

Connect with frontline community representatives

Set up informational interviews with community members working on racial justice and a Just Transition (e.g. grassroots, base-building organization staff and/or their members). Focus on relationship building and listening. Utilize these conversations as gifts to deepen your awareness and empathy. Lead with curiosity and respect. Go to their space, meet when is convenient for them, and give them appreciation for their time and the significant work they do.

Repair harm through action

Recognize you are working to transform traditional processes and outcomes. Working at the Nexus is centered on recognition that government is a broken system built on white supremacy and heteropatriarchy that dehumanizes those who are oppressed as well as those who benefit. Reconnecting ourselves and our social systems with humanity requires repairing harm by rectifying unjust processes/procedures, inequitable distribution of resources and burdens, and extractive structures and systems. Successful repair will be rooted in community leadership, priorities, and needs.

Conduct a team assessment and identify budget needs

Assess where your team falls on a spectrum of status quo to true collaborative governance (see USDN's Engagement to Ownership spectrum tool in the Resources box to the left) and identify key opportunities to increase your team's capacity to work at the Nexus. Prioritize trainings on implicit bias, structural and institutional racism, and privilege. Take stock of who has power, how it flows, and openings for power shifts. Identify budget needs and where the funding can/could/will come from.

Establish clear leadership direction and commitment

Secure senior-level leadership, including elected officials, commitment to the Nexus objectives of co-creation and shifting power to the community. Ensure leadership understanding, support, endorsement, and collaboration on this effort. This can build trust in the process and signal to the community that the Local Government is committed to delivery and action. Leadership commitment is especially important as outcomes and timelines will be more flexible and emergent than usual, and there will be a need for them to protect and champion the work of the Local Government staff.

Build internal readiness

Undertake an internal government readiness assessment. Provide staff with education, training, and knowledge-building on how to effectively participate in an equitable, community-driven planning process. Inventory government departments, policies, and codes to understand where "business as usual" practices conflict with climate adaptation, sustainability, and racial equity. Connect with staff working in neighborhoods; this can unlock key insights/patterns that senior staff or leadership may not be prioritizing and honors leadership of lower-level staff. Establish a multi-departmental, anti-racist team. Establish racial affinity caucuses to build community and support around the challenges that arise in the work.



How To Shift Power

Notify Community Partners of Internal Capacity Building & Commitment to Transformative Shift

Share with Community Partners the journey you're embarking on

This is an important practice toward building transparency and trust. Offer your intentions, hopes, and a high level overview of where things are at the internal organizing stage. Share that you hope to connect throughout the process and walk through the Nexus Guidance with Community Partners if appropriate. Community Partners may offer resources, community history, and/or other insights to support you, but do not expect this.

Note that all frontline and BIPOC-led grassroots organizations are Community Partners

Working at the Nexus means specifically building relationships with organizations, community members, and groups that are working for justice and systems change in communities that have historically and are currently being marginalized on the basis of race, class, gender, citizenship, religion, etc.

Establish a Racial Equity-Centered Culture & Process

Authentically embrace uncertainty

Work to establish a planning culture and process that embraces uncertainty. Authentically embracing co-creation for shared vision, action, and implementation means undertaking a planning process in which the end output is not known.

Recruit strong allies

Identify strong internal allies and craft a training plan to ensure all team members are working from the same foundation. Project partners need a shared baseline understanding of power dynamics and what it takes to shift power. Bring partners along from the beginning to deepen relationships, trust, and capacity for operating effectively at the Nexus.

- Create a map of stakeholder relationships/interest in getting involved which is useful during the development and consultation phase and to avoid issues at the end where stakeholders may delay/interrupt/feel they have been omitted and say they haven't been involved or represented.



Use Tool



- GARE. (2016). [Racial Equity Toolkit: An Opportunity to Operationalize Equity.](#)
- Kumu. (2020). [Kumu.io mapping.](#)
- Relational Ecosystem Mapping. (n.d.). [Bubble Map Activity](#)
- USDN. (2019). [From Community Engagement to Ownership: Tools for the Field with Case Studies of Four Municipal Community-Driven Environmental & Racial Equity Committees.](#)

Secure funding

Secure budget with commitment to adaptive process and outcomes. Plant seeds as much as possible to build capacity for long term funding. Systems change takes time, developing a plan for sustaining the work is essential.

Develop a Draft/Living Racial Equity Framework

Clearly set team intentions and ambitions

With the core Local Government team, clearly set the intention(s) and/or ambition(s) for this effort. Be clear on what it is you are trying to do to establish internal alignment across departments on what the outcome goals are.

Build a shared vision

Articulate what your agency or department wants to accomplish as a whole. Develop an equity framework, vision, or guiding principles based on current visions frontline communities have articulated. (If you are unaware of localized vision, utilize broader visions from national organizing entities, such as the Climate Justice Alliance.)

Practice acceptance of uncertainty

Embracing the Nexus process is a commitment to develop activities and specific outcomes guided by the community. This includes potentially adjusting the Racial Equity Framework based on what the internal core team learns from community leaders in other phases of the Nexus process.

Integrate Equity into Internal Team Work Plans & Evaluations Towards Culture Shift within Local Government

Use this document to guide work plan development

Assess traditional work plan and evaluation development processes and structures. Adjust them using this document as a guide.

Shift power in internal processes

Shift power through time, language, naming racial and other inequities, fostering allyships, funding, and adopting new approaches, including Collaborative Governance, Community-Based Participatory Research, and Just Transition.

Build the foundation for a racial equity panel/committee/board

Translate culture-shift aspirations to action by allocating funding, establishing internal political will, building pathways, and navigating bureaucratic hoops to establish a racial equity body with resources and decision-making power. Stay open to the form (stand alone, integrated into existing bodies, structure, etc.), as this should be decided with community.



How To Shift Power (Continued)

Provide training opportunities

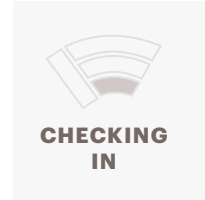
Provide internal grounding and training for individuals, partners, allies, and organization.

Prioritize collaborative action over individual action

Support your team in prioritizing collaborative opportunities and community needs over internal goals. Work with a community-driven planning facilitator, who is vetted by Community Partners, to support the process.

Promote inclusive data

Value qualitative data and information throughout the entire process. Support the community in utilizing quantitative data that elevates realities of community needs and priorities.



Reflections and Interpreting Feedback

Checking in with your Core Team and Collaboration Partners is an essential and key aspect of the Nexus process. It is critical to take time to understand how the team is feeling about how things are going, to center the work around equity and shifting power, and to keep accountable to your partners and collaborators.

Shifting power in this Nexus stage



Check in with the Core Team:

1. What areas of personal and positional and power did you identify for yourself?
2. In your deep dive research, what surprised you the most?
3. Did you already have people in mind for frontline community participation and partnerships?

Accountability in this Nexus stage



Accountability happens between the core partners and collaborators at each stage (illustrated by the swirls at each transition in the process). We have provided example questions in the following pages to help you check in with your team and collaborators.



CHECKING IN

Reflect with the Core Team

Look at the survey responses and feedback and consider as a team how things are going – are you ready to move on as a team to the next stage, or do you need to take more time to address specific issues or do deeper work? If you’re not ready to move on, consider why not and work on a plan to address that. Transformational change takes time, and you might not get it right the first time. Listen to yourself, your team and your partners for transparency and accountability.

STOP if you heard anything like this

- Anyone marked “Low” progress on any of the questions
- “I’ve not been heard or felt included”
- “This is not my job or our role”
- “We haven’t made an impact”



These are red flags that you need to work on

What did we do well?

What areas need more work on?

Are we ready to move on?

Checking-In Surveys



Core Local Government Team

Answer the following check in questions on how you are feeling on shifting power:

Question 1: How have you been explicit about racism and other intersectional oppressions throughout the entire Internal Organizing process?

Your comments here:

Question 2: To what extent do members of your team understand the history of racism in the United States and how that influences structural and institutional racism?

Your comments here:

Question 3: How do members of your team acknowledge past harms, if at all? How do they respond when asked to face these realities and their positionality in them? To what extent have you seen empathy show up in this stage?

Your comments here:

Question 4: In what ways has white fragility (male fragility, etc) shown up? (e.g. defensive responses, avoidance, victimizing, anger denial, or minimizing, etc.) How has your team dealt with it?

Your comments here:

Question 5: How does your project plan embed training and ongoing dialogue about racial equity and other forms of equity and an explicit commitment to leading with race?

Your comments here:



GROUP 1
Core Local Government



GROUP 2
Core Community Partners

Assessment: Level of progress on this topic

Low	Medium	High

Assessment: Level of progress on this topic

Low	Medium	High

Assessment: Level of progress on this topic

Low	Medium	High

Assessment: Level of progress on this topic

Low	Medium	High

Assessment: Level of progress on this topic

Low	Medium	High

Question 6: Have you identified how you will ensure BIPOC voices will be heard during the process?

Your comments here:

Question 7: Have you identified how power shows up amongst the Local Government team across different identities and intersectionalities (e.g. Local Government BIPOC staff vs white staff)? How will labor, including emotional and critical racial and power analysis labor be distributed?

Your comments here:

Question 8: What are some examples of success or what you're proud of from this work?

Your comments here:

Question 9: What are you most excited about moving forward?

Your comments here:

Question 10: What did you find challenging in this stage?

Your comments here:

Assessment: Level of progress on this topic

Low	Medium	High

Assessment: Level of progress on this topic

Low	Medium	High

Assessment: Level of progress on this topic

Low	Medium	High

Assessment: Level of progress on this topic

Low	Medium	High

Assessment: Level of progress on this topic

Low	Medium	High

Checking-In Surveys



Local Government and Community Partner Collaborators

Answer the following check in questions on how you are feeling on shifting power:



Question 1: To what extent do members of your team understand the history of racism in the United States and how that influences structural and institutional racism?

Your comments here:

Assessment: Level of progress on this topic

Progress bar with Low, Medium, and High markers.

Question 6: How does power show up amongst the Local Government team across different identities and intersectionalities (e.g. Local Government BIPOC staff vs white staff)? How will labor, including emotional and critical racial and power analysis labor be distributed?

Your comments here:

Assessment: Level of progress on this topic

Progress bar with Low, Medium, and High markers.

Question 2: How do members of your team acknowledge past harms, if at all? How do they respond when asked to face these realities and their positionality in them? To what extent have you seen empathy show up in this Stage?

Your comments here:

Assessment: Level of progress on this topic

Progress bar with Low, Medium, and High markers.

Question 7: What are some examples of success or what you're proud of from this work?

Your comments here:

Assessment: Level of progress on this topic

Progress bar with Low, Medium, and High markers.

Question 3: What ways has white fragility (male fragility, etc) shown up? (e.g. defensive responses, avoidance, victimizing, anger denial, or minimizing, etc.) How has your team dealt with it?

Your comments here:

Assessment: Level of progress on this topic

Progress bar with Low, Medium, and High markers.

Question 8: What did you find challenging in this stage?

Your comments here:

Assessment: Level of progress on this topic

Progress bar with Low, Medium, and High markers.

Question 4: How does your work plan/project plan embed training and ongoing dialogue about racial equity and other forms of equity and an explicit commitment to leading with race?

Your comments here:

Assessment: Level of progress on this topic

Progress bar with Low, Medium, and High markers.

Question 9: What are you most excited about moving forward?

Your comments here:

Assessment: Level of progress on this topic

Progress bar with Low, Medium, and High markers.

Question 5: How will you ensure BIPOC voices will be heard during the process?

Your comments here:

Assessment: Level of progress on this topic

Progress bar with Low, Medium, and High markers.

Key points from previous the previous stage:

We are always internally organizing

Getting familiar with each other takes time, and effort. It's a constant process of checking in with your team, your partners and yourself, reaffirming your goals and objectives, and being proactive and flexible to realign your process and actions if needed to achieve these goals.

A refresher

The previous Nexus stage, Internal Organizing, focuses on deep personal and professional work that shifts the internal team away from the typical planning approach and toward a human-centered, racial equity driven process. It's about building awareness of one's own personal and positional power while also working collectively with a team to better understand the reality of how power - or the lack of it - affects the lived experience of BIPOC individuals and communities today, and has done so for centuries. It is also about being explicit about racism and other intersectional oppressions throughout the entire planning process.

Are you ready to move forward?

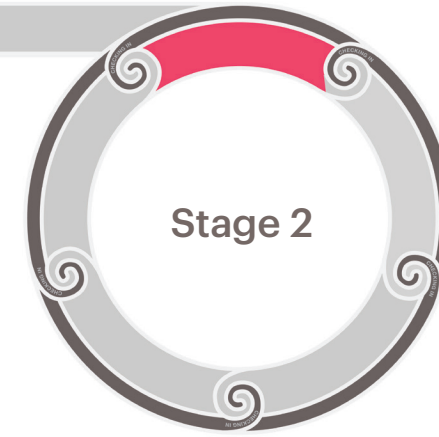
The Nexus presents a vision, but each Local Government and community must reflect on and adapt their way forward together in the context to their own needs and shared goals. This takes time. It might have been a while since you undertook the actions in the previous Nexus stage - and we know that real life is messy; the best plans are the ones that keep true to the goals while adapting to changing circumstances.

Pause and reflect on whether your team and your partners have been as ambitious as possible to shift power so far, and check that you have the understanding and endorsement of all relevant communities (internal to Local Government and external) to move forward.

Go back and return to the guidance in the previous stages as needed to help you consider how best to build on what you've done and plan for the next steps.



Working with our teams and communities is a constant process of checking in and getting organized for the next steps. The topics above help you consider how best to build on what you've done and plan for the next steps.



Getting Familiar with Each Other

Community and Government Mutual Learning

Meaningful partnerships grow from transparent, trusted relationships, and actions that honor those relationships. The Getting Familiar with Each Other Stage begins with understanding historical relationship dynamics between BIPOC, frontline, and working-class communities and your Local Government. It's about slowing down, active listening, empathy for personal experiences, and trust-building. These are essential steps to address past and current harms and traumas.

This Stage focuses on understanding key dynamics within 'the community' (made up of many communities) and sharing Local Government nuances with the community. Ultimately, this Stage establishes a foundation for healing and collaborative solution generation by grounding the work in community priorities and creating shared vision, frameworks, agreements, and participation processes.



Key elements:

- Increase Local Government Recognition of Historic and Current Power Dynamics
- Share Knowledge of Local Government with Community



Key elements:

- Invest in Community
- Create Shared Analysis of Baseline Conditions



How Power Shows Up

Increase Local Government Recognition of Historic and Current Power Dynamics

Build and/or deepen understanding of community dynamics.

Inquire about relationships (historic and current) and power dynamics within the community. Show respect for, and build understanding of complexities in the community ecosystem. Ask how the Local Government and other non-community-based entities are connected and/or have contributed to those intricacies.

Create practice of Local Government listening to past and current community experiences.

Invite community leaders to share their stories of successes and triumphs and create learnings to inform the process (e.g. strategic insights, power building, key principles and values, etc.). How has the community been “engaged” with historically? How has that perpetuated white supremacy and strained relationships with partners and government? How has trust been broken?

Cultivate Awareness of Areas of Conflict and Agreement

Reflect on learnings to identify where community members both align and disagree with each other, with partners, and/or with government agencies.

Identify anchor organizations and partners

Identify who is doing quality organizing and how they are accountable to the communities in the region. Use criteria for identifying anchors developed by the community and from established CBO relationships.

Share Knowledge of Local Government with Community

Explicitly identify and communicate opportunities and constraints

Be honest with yourself and the Local Government team about what is possible and think creatively about how to achieve it. (Revisit Stage 1 as needed.) Be transparent with Community Partners about what community members can expect from Local Government and project partners. Be compassionate and respectful, but also direct. Having a joint understanding of these conditions is necessary to establish respect, prevent harm, and work toward transformation.



Read

- Partners for Collaborative Change (PFCC). (n.d.). [Participatory Action Research Summary Brief: What is Participatory Action Research?](#)
- PolicyLink and the University of California, Berkeley School of Public Health. (2012). [Community-Based Participatory Research: A Strategy for Building Healthy Communities and Promoting Health through Policy Change.](#)

Use Tool

- USDN. (2019). [From Community Engagement to Ownership: Tools for the Field with Case Studies of Four Municipal Community-Driven Environmental & Racial Equity Committees.](#)

Share insights on Local Government culture, systems, and processes

Help Community Partners deepen understanding of Local Government processes, opportunities, and limitations beyond your current joint work. Hold intentional space to equip Community Partners with the tools and language they need to effectively participate. This transparency supports Community Partners efforts in achieving their goals and also increases awareness of opportunities for system change among the Local Government and Community Partners.

Share knowledge of systems of power beyond Local Government

Be transparent about what is outside of Local Government jurisdiction and who controls those issues, including County, State, and Federal restrictions.



How To Shift Power

Invest in Community

Support coalition building

Co-develop opportunities for community members and partners to build relationships, identify shared projects and priorities, and generate ideas to direct the process and/or project. If community desires, create space for only Community Partners (without Local Government participation) to build trust and align on various community priorities, identify roles they want to play, and identify key questions and asks they have for Local Government.

Provide accessible training opportunities

Share equity and community leadership trainings with local leaders and ask what trainings they need/would like (e.g. climate justice, climate science, policy, navigating bureaucracy trainings, etc.).

Provide fair and just compensation

Justly compensate community members and partners for their time and expertise. Understand they are experts and their participation should reflect that.

Consider formats for formalizing community influence

Discuss with Community Partners opportunities to formalize their influence and power. Explore establishing a racial equity body or integrating BIPOC and frontline leaders into existing power-holding bodies.

Create Shared Analysis of Baseline Conditions

Establish an initial decision-making structure

Use this structure for all co-developed activities in Stage 2 and be prepared for it to evolve as needed.

Hire a racial justice, community vetted facilitator rooted in frontline communities

Community-led planning and systems change efforts are most effective with cultural brokers and skilled facilitators who can help bridge gaps and connections across stakeholders and guide them along a process. Facilitators should play a key role in relationship building and management until both the Local Government and Community Partners have capacity to



Read



- Georgetown Climate Center. (2018). [“Convening an Equity Advisory Group on Climate Resilience and Sustainability in the District of Columbia.”](#)

Use Tool



- Power Analysis Tool. [contact USDN for resource]

Watch



- Movement Strategy Center. (n.d.). [Navigating with a Strategic Compass](#). Webinar #5 Practice Guide (English)

facilitate themselves.

Ensure Community Partners are part of the hiring committee, including making nominations, interviewing, and jointly agreeing on the facilitator hire.

Establish clear agreements and co-develop principles

Co-develop key shared principles and values and establish quick progress by developing MOUs or other agreements for how to operate as partners.

Conduct a power analysis

Co-conduct a power analysis with Community Partners to better understand the power dynamics among community members, Local Government, and other organizations.

(Re)assess where the Local Government team falls on a spectrum of community engagement to ownership

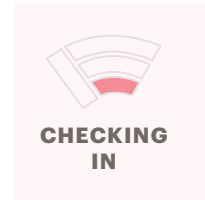
Support Community Partners in doing an assessment of where the Local Government falls on a spectrum of community engagement to ownership and collaboratively compare results from internal assessment in Stage 1.

Support ongoing shared learning

Develop structure to support ongoing multidirectional learning from listening sessions and storytelling initiated in the Empathic Awareness section above.

Build sustainable capacity before advancing

Building relationships, trust, and capacity with community takes significant time. This work should not be rushed. Local Government teams should track application of lessons to ensure significant progress toward equity goals and/or closing key equity gaps.



Reflections and Interpreting Feedback

Checking in with your Core Team and Collaboration Partners is an essential and key aspect of the Nexus process. It is critical to take time to understand how the team is feeling about how things are going, to center the work around equity and shifting power, and to keep accountable to your partners and collaborators.

Shifting power in this Nexus stage



GROUP 1
Core Local Government

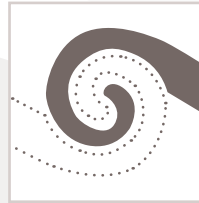


GROUP 2
Core Community Partners

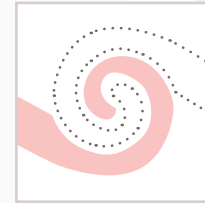
Check in with the Core Team:

1. xxxxxx?
2. xxxxxx?
3. xxxxxx?

Accountability in this Nexus stage



GROUP 3
Local Government Collaborators



GROUP 4
Community Partner Collaborators

Accountability happens between the core partners and collaborators at each stage (illustrated by the swirls at each transition in the process). We have provided example questions in the following pages to help you check in with your team and collaborators.



CHECKING IN

Reflect with the Core Team

Look at the survey responses and feedback and consider as a team how things are going – are you ready to move on as a team to the next stage, or do you need to take more time to address specific issues or do deeper work? If you’re not ready to move on, consider why not and work on a plan to address that. Transformational change takes time, and you might not get it right the first time. Listen to yourself, your team and your partners for transparency and accountability.

STOP if you heard anything like this

- Anyone marked “Low” progress on any of the questions
- “I’ve not been heard or felt included”
- “I don’t understand the goals or objectives of this”
- “We haven’t engaged key members of the community”
- “This has been really frustrating”



These are red flags that you need to work on

What did we do well?

What areas need more work on?

Are we ready to move on?

Checking-In Surveys



Core Local Government team

Answer the following check in questions on how you are feeling on shifting power:

Community Connections:

- How did you support community building and connections?
- In what ways did you move back and hold space and structure for community members to build relationships, share stories, take ownership, facilitate (where desired) and set agendas?

Accessibility and Authentic Participation:

- From your perspective, to what extent were all community members provided with a safe and accessible space to participate in the process?
- To what extent do you feel like their voices and concerns were valued and heard?

Shared Vision and Equity Framework:

- How did developing a shared vision and shared equity framework go?
- Where is the alignment across Community Partners and Local Government participants the strongest?
- Where are areas that need deeper alignment?

Power Analysis:

- What did you learn from the power analysis?
- How did you hold space for community in the analysis?
- Would you say it was truly a community-supported analysis? For example, how did you ground truth all components of the assessment process?

Formalizing Community Influence:

- Was there nomination of and advocating for community leader representation and decision-making power into existing key panels, commissions, boards, etc.?



GROUP 1
Core Local
Government



GROUP 2
Core Community
Partners



GROUP 1
Core Local
Government



GROUP 2
Core Community
Partners

Reflection Questions for Local Government

Community Compensation:

- How did you engage with Community Partners and members about what fair compensation looks like for them?
- How did you work together to meet their needs and pay them for their time?

Community Priorities:

- How clear is your Local Government Core team on the understanding of community projects, priorities, and needs?
- What are they? Reflect this understanding back to Community Partners Core team and ask for feedback.

Internal Hurdles:

- Where are the tensions with this power shifting work within yourself, Local Government Core Team, department(s), and Local Government Collaborators?
- Where are opportunities to navigate through (or around) those tensions?

Reflection Questions for Community Partners

Partnership Building:

- What has this initial step in building partnership been like?
- How respected do you feel?
- What has the Local Government Core team done well?
- How have they fallen short?

Power Check:

- What ways is the process and the team shifting power?
- What more needs to happen?

Capacity and Compensation:

- What is present that makes this work worth your time?
- What is missing?
- What do you need for this work to stay (or become more) aligned with your members' priorities and needs (compensation, training, value alignment, etc.)?

Checking-In Surveys



Local Government and Community Partner Collaborators



GROUP 3
Local Government Collaborators



GROUP 4
Community Partner Collaborators

To what extent do you feel:

Question 1: More connected with other community groups/members?

Your comments here:

Assessment:

Not at all	Somewhat	Moderately	Extremely

Question 2: More connected with Local Government Core team (individuals or as a whole)?

Your comments here:

Assessment:

Not at all	Somewhat	Moderately	Extremely

Question 3: Like there is alignment between your goals and the Local Government Core team’s goals?

Your comments here:

Assessment:

Not at all	Somewhat	Moderately	Extremely

Question 4: There are tension areas?

Your comments here:

Assessment:

Not at all	Somewhat	Moderately	Extremely

Question 5: Like you have had decision making power in the past?

Your comments here:

Assessment:

Not at all	Somewhat	Moderately	Extremely

Question 6: You are being fairly compensated for your work in this process?

Your comments here:

Assessment:

Not at all	Somewhat	Moderately	Extremely

Open Ended Questions:

- How did you learn about this opportunity?
- What community projects are you currently working on?
- Where do you feel like you have the most influence in your efforts towards a more equitable community? What do you see you have power?
- What was it like hearing the Core team reflect back their understanding of community concerns and pains? Was it accurate?
- What does good partnership look like to you? What does a difficult partnership look like to you? How would you rate the quality of this partnership?
- How many activities led or supported by the Core Team were you able to participate in? What did you gain?
- How comfortable do you feel talking about conflict with the Core team?
- Were you part of identifying a facilitator for this work? Who did you recommend?
- What do you hope for the future of this Nexus work?

Key points from the previous stage:

We are always internally organizing

Getting familiar with each other takes time, and effort. It's a constant process of checking in with your team, your partners and yourself, reaffirming your goals and objectives, and being proactive and flexible to realign your process and actions if needed to achieve these goals.

A refresher

The previous Nexus stage, Getting Familiar with Each Other, focuses on building meaningful partnerships through transparent, trusted relationships and actions that honor those relationships. It's about understanding historical relationship dynamics between BIPOC, frontline, and working-class communities and your Local Government. And it's about slowing down, active listening, empathy for personal experiences, and trust-building.

Are you ready to move forward?

The Nexus presents a vision, but each Local Government and community must reflect on and adapt their way forward together in the context to their own needs and shared goals. This takes time.

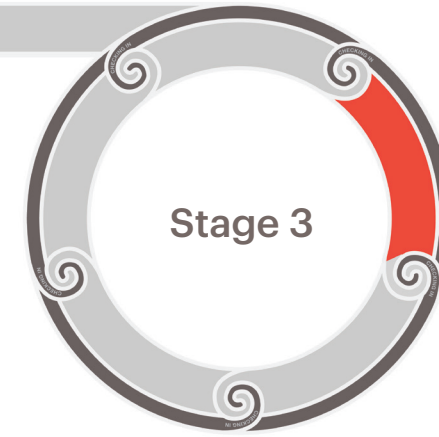
It might have been a while since you undertook the actions in the previous Nexus stage - and we know that real life is messy; the best plans are the ones that keep true to the goals while adapting to changing circumstances.

Pause and reflect on whether your team and your partners have been as ambitious as possible to shift power so far, and check that you have the understanding and endorsement of all relevant communities (internal to Local Government and external) to move forward.

Go back and return to the guidance in the previous stages as needed to help you consider how best to build on what you've done and plan for the next steps.



Working with our teams and communities is a constant process of checking in and getting organized for the next steps. The topics above help you consider how best to build on what you've done and plan for the next steps.



Setting a shared pathway

The Setting a Shared Pathway Stage recognizes the knowledge, expertise and capacity of the community, and provides compensation for the contributions they provide. Community and government create a shared vision for what's important, the outcomes that represent success, and the process for action. Collaborative planning is changing the traditional government-led approach and shifting power to the community so that they can lead on the issues critical to them and your team can support them to achieve those goals.



Key elements:

- Co-define the Why of the Work
- Co-define the How of the Work



Key elements:

- Community Leadership Guides Governance and Role Definition
- Identify Necessary Support and Resources Beyond Local Government and Community Partners
- Collaborate on Process, Projects, and Long-Term Systems Change
- Co-Develop an Equity-Centered Communications Plan



How Power Shows Up

Co-define the Why of the Work

Understand assumptions underlying historic Local Government framing

Reframe “project defining” questions and expand to “systems change” questions. Instead of asking how to reduce GHG within existing structures or how to maximize economic benefit and minimize risk, ask who is most impacted by planning priorities relevant to the Local Government team. What is driving Local Government priorities and how does that show up in processes, resource distribution, and actions? How can the Local Government meet community priorities and needs? What would it take for Local Government priorities to become more aligned with community priorities?

Co-create a living asset map to inform the next stages and solutions

Follow Community Partners' lead in co-developing an asset map to identify organizations, cultural practices, places, structures, and/or institutions that have supported community health and wellbeing and can support action. Map or analyze vulnerability and threats in impacted communities, such as lower-income, BIPOC, Local Government BTQIA, older, and immigrant communities. Assess pre- and post-disaster capacity of the local business community, with a focus on small, women- and BIPOC- owned businesses. Continuously revisit and update these resources to build on strengths to develop solutions at the Nexus.

Co-define the How of the Work

Understand how previous approaches center government over community

- **Money and resources:** have they been shared or denied in local frontline communities and BIPOC communities? The government typically determines where funding will go and in what amounts with limited transparency and community input.
- **Data and information:** Recognize imbalance of information and knowledge. Government traditionally decides what data is valued and does not make it truly accessible to communities, which perpetuates concentration of power in the government. Community has knowledge and information that is often ignored by the government.
- **Agenda setting:** Government typically sets agendas, determines dates and times, and chooses meeting location often without input from the community.
- **Practices, protocols, and procedures:** Government is complex. How often are the rules of how it operates made clear and accessible to BIPOC and other impacted communities?



Read



- USDN. (2017). [Guide to Equitable, Community-Driven Climate Preparedness Planning.](#)

Use Tool



- CVM. (n.d.). [Diverse Certification Process \(resources for certification for diverse types of business enterprises\)](#)
- Gap Analysis. [contact USDN for resource]

How often are the unwritten rules made visible to them?

Understand the opportunities collaborative governance can provide as part of an inside/outside strategy towards systems change

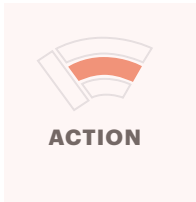
Collaboration between Local Governments and Community Partners is one of many necessary approaches to work towards a just transition. Local Government and Community Partners collaboration creates a middle space for inside and outside strategy development. Inside strategy is working within Local Government systems, while outside strategy is where communities have led the charge for creating positive change. Collaboration between Local Governments and Community Partners should support outside strategies of Community Partners and inside strategies of Local Governments, all towards dismantling oppressive, white supremacist systems and structures upheld by traditional government.

Practice flexibility

Be open to shifts in process, outcomes, and timeline based on community needs and input throughout the entire project or planning process.

Recognize community consultation fatigue and pitfalls of tokenism

Community needs to understand how feedback is being used, what the Local Government is doing in response to their input, and how their feedback impacts the process. Relationships without these feedback loops are extractive and tokenizing.



How To Shift Power

Community Leadership Guides Governance and Role Definition

Co-create a representative and participatory environment

Co-identify potential stakeholder involvement and ensure appropriate representation on the core planning team including the perspectives of different departments, stakeholders, and community groups.

Set up governance protocols and practices

How will decisions be made at this stage? Does the initial decision-making structure need to be updated? What are communication expectations and protocols? How are responsibilities rotated amongst the Core Local Government and Community Partners team? How do human-centered customs and ways of being show up in this governance structure? What other radically democratic practices need to be formalized to shift out of oppressive habits to liberating practices?

Invite Community Partners to establish their roles

Follow the lead of what roles Community Partners want and have capacity to play. If there is a gap in what role they are best suited to play and capacity, Local Governments can help to identify solutions for filling that gap (e.g. funding, other resources, etc.).

Identify the opportunity for Local Government roles in relationship to community partner roles

Ask Community Partners what role they need Local Governments to play and be ready to share roles in this phase from a collaborative governance lens.

Work with Community Partners to set intentions and actions within the Local Government team to move from community engagement to ownership

Compare the learnings from the gap analysis to the results from the Spectrum assessment from Stage 2. Do they align with the assessment? Establish together where the Local Government and Community Partners team can realistically operate on the spectrum. What will it take to get there? Use this as a foundation to return to throughout the process.

Continue work to repair harm and inequities

Refer back to learnings of historical and current transgressions in Stage 1 and 2 and enact restorative practices to repair harm through actively changing behaviors, processes, and ultimately systems.



Read



- PolicyLink and the University of California, Berkeley School of Public Health. (2012). [Community-Based Participatory Research: A Strategy for Building Healthy Communities and Promoting Health through Policy Change.](#)

- Example service agreement as reference / inspiration. [contact USDN for resource]

Use Tool



- Community Engagement Toolkit. [contact USDN for resource]
- Australian Indigenous Governance Institute. (n.d.) [Indigenous Governance Toolkit: 1.1 The Important Parts of Governance.](#)
- Participatory Budgeting Process. [contact USDN for resource]

Identify Necessary Support and Resources Beyond Local Government and Community Partners

Expand delivery partners

Be clear on the Local Governments motivations and the motivations of all partners. Develop a partnership service agreement of desired outcomes for the work, with the community helping to shape selection criteria and outcomes.

Work with equity evaluator

If resourcing allows, engage a third-party evaluator (to be identified in agreement with Community Partners). This can be incredibly useful in supporting the check in and reflection Nexus processes.

Alter procurement structures and other processes

Work with the Local Government Procurement and/or Human Resources team to find the right partners, changing the process of finding applicants to expand diversity and how resources are distributed, if necessary. Identify other areas that can be adjusted towards more equitable practices that center BIPOC and other impacted communities.

Collaborate on Process, Projects, and Long-Term Systems Change

Move back and defer to Community Partners to set the agenda and lead facilitation

Hold space for Community Partners and/or third-party leaders to set agendas and facilitate sessions and forums with community members and entities. If applicable, invite in the community racial equity body established in Stage 2 (Action) to act as an intermediary between the community and Local Government, acknowledging that this body will have its own decision-making process for its priorities.

Co-create a tangible near-term vision and shared purpose

With facilitators and Community Partners leading the way, co-create a Seven Generation (long-term) Vision. Start with and honor existing community documents and resources. Envision an equitable and thriving future for all and use this vision for inspiration. Identify the milestones and key purpose for this work together.

Co-develop and prioritize participatory budgeting

Undergo a participatory budgeting process, where the community decides part of the public budget breakdown. This transparency and decision-making over resources is essential to shifting power. It fosters trust and transparency. Work with the Community Partners to prioritize spending (in all project phases), centering BIPOC and frontline communities.

Participatory budgeting is an example of true shared power with community and government. Yet, if this is not politically feasible, be transparent with about the budget and how you plan to increase ownership over the budget. Map out steps with Community Partners to get to true participatory budgeting. Additionally, identify what percentage of budget is going towards community - be it compensation, programming, other activities. Increase that percentage at every step



How To Shift Power (Continued)

Bring racial equity frameworks together

Center community racial equity documents/plans in updating the Local Government racial equity framework and/or discard Local Government’s framework and adopt community framework(s).

Co-design community-based participatory research process and priorities (CBPR)

Building on the research questions identified above in Stage 3 (Awareness), co-develop a research plan that considers timing to influence decision-makers and community timelines. The plan should include jointly gathering data, interpreting it, disseminating it (especially to communities participating), and identify plans and recommendations for action that will be implemented in Stage 5 (e.g. policy, programs, systems-change initiatives, etc.).

- Community has a key role in research design and data collection as the on-the-ground data and insights from lived experiences are essential in connecting secondary data from Local Governments or technical experts to the realities of the problem(s).

Co-Develop an Equity-Centered Communications Plan

Develop Shared Language

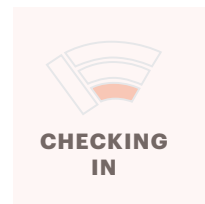
Establish shared definitions of terms like “equity,” “racism,” “sustainable,” “resilient,” “accessibility,” and “inequality.” Incorporate an evaluation protocol before and after workshops to gather feedback from the public.

Use culturally appropriate methods and materials in relevant languages

Work with the hired facilitator and Community Partners to be mindful of local ways of being and doing things to ensure that all community members not only feel, but also are truly welcomed, included, valued, and heard. When hosting public events, acknowledge native lands, go to where the community is, have food and childcare, make meetings engaging and accessible (including language and meeting time), etc.

Expand Communication Approaches

Budget for equity-centered communications contractors, local artists, musicians, and storytellers to help engage people in conversations and to build social cohesion.



Reflections and Interpreting Feedback

Checking in with your Core Team and Collaboration Partners is an essential and key aspect of the Nexus process. It is critical to take time to understand how the team is feeling about how things are going, to center the work around equity and shifting power, and to keep accountable to your partners and collaborators.

Shifting power in this Nexus stage



GROUP 1
Core Local
Government

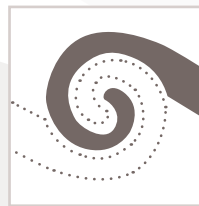


GROUP 2
Core Community
Partners

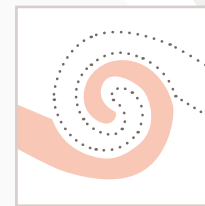
Check in with the Core Team:

1. xxxxxx?
2. xxxxxx?
3. xxxxxx?

Accountability in this Nexus stage



GROUP 3
Local
Government
Collaborators



GROUP 4
Community
Partner
Collaborators

Accountability happens between the core partners and collaborators at each stage (illustrated by the swirls at each transition in the process). We have provided example questions in the following pages to help you check in with your team and collaborators.



CHECKING IN

Reflect with the Core Team

Look at the survey responses and feedback and consider as a team how things are going – are you ready to move on as a team to the next stage, or do you need to take more time to address specific issues or do deeper work? If you’re not ready to move on, consider why not and work on a plan to address that. Transformational change takes time, and you might not get it right the first time. Listen to yourself, your team and your partners for transparency and accountability.

STOP if you heard anything like this

- Anyone marked “Low” progress on any of the questions
- “I’ve not been heard or felt included”
- “We can’t get to a shared vision”
- “The process is not centered on the community’s voice or decision-making”
- “This has been really frustrating”



These are red flags that you need to work on

What did we do well?

What areas need more work on?

Are we ready to move on?

Checking-In Surveys



Core Local Government team

Answer the following check in questions on how you are feeling on shifting power:



GROUP 1
Core Local Government



GROUP 2
Core Community Partners



GROUP 1
Core Local Government



GROUP 2
Core Community Partners

Commitment to Collaborative Governance:

- To what extent is the Local Government and Community Partners core team committed to a collaborative governance model approach? Local Government Department(s)? Local Government Elected Officials? Other Community Partners and/or coalitions?
- Identify examples of how it's practiced at each level and where it is not. What is most important to revisit and/or clarify to make that commitment stronger? Revisit the spectrum tool as needed to assess.

Community Leadership Guides the Pathway:

- What has been the most significant way community leadership has driven the process and goals of the work?
- What has been the most significant way Local Government has shifted its role to support community leadership?
- What is limiting power from continuing to shift towards community?

Community Priorities Guide the Pathway:

- How have goals been defined to center community priorities while also meeting climate resilience and climate mitigation goals?
- What surprised you about the overlap, or lack thereof, of priorities and goals among Local Government and Community Partners?

Community-Based Participation:

- How have you set the groundwork for research that will uncover data and learnings that are needed to develop & implement human-centered solutions in stages 4 and 5?
- Where are you struggling with this aspect of the work? Who can you ask for help?

Delivery Options that Shift Power:

- What is the most significant way delivery options have changed to balance power (e.g. equity facilitator, evaluator, procurement process change, flexibility in pacing, etc.)?
- How is tokenism happening? How is it not happening? If significant shifts have not happened, why? How will you remedy this shortcoming?

Resource Distribution:

- What ways has power been shifted through resource control? Budget transparency? Participatory budgeting? Equitably resourcing Community Partners and other community groups for their expertise and time?
- What issues still need to be addressed related to resources?

Shared Decision-Making:

- How are decisions made? Who makes them? How did the process for making decisions get developed?
- What successes and challenges have come up with developing the decision-making structure?

Coalition Building:

- How have you all navigated supporting coalition building in this inside/outside strategy?
- How is the inside/outside strategy set up to ensure outside efforts

Reflection Questions for Local Government

Scaling Expectations:

- How did you make clear opportunities and limitations of what's possible for Local Government to do/change?
- Are there ways you pushed yourself and your colleagues to be bolder and go farther?
- Are there ways you shied away from risk taking? If so, why?

Navigating Conflicts:

- How are conflicts being resolved?
- What support is needed to address harms that occur along the way of this work?
- What do you need to support yourself in maintaining resilience to receive critical feedback with curiosity and patience?

Nexus Champions:

- What work needs to be done to build more leadership commitment and championing of nexus work for systems change?
- What, if anything, makes this strategy difficult?
- What could support you in prioritizing this more in order to build pathways for sustainable culture and systems change?

Reflection Questions for Community Partners

Roles:

- How do Community Partners and other community groups' roles support your/their own capacity building?
- How would you like your role to shift? What do you need to fulfill your role(s)?

Navigating Conflicts:

- How are conflicts being resolved?
- What support is needed to address harms that occur along the way of this work?
- What do you need to support yourself in maintaining resilience to do this inside/outside strategy work?

Power Assessment:

- How have the words that the Local Government is saying matched and/or mismatched their actions?
- What are the next opportunities and/or your priorities for continuing to shift power towards community ownership?
- Who do you trust most in the Local Government Core?
- If applicable, how supported do you feel by the equity facilitator(s)?

Checking-In Surveys



Local Government and Community Partner Collaborators



GROUP 3
Local
Government
Collaborators



GROUP 4
Community
Partner
Collaborators

Process:

- **Rose:** What did you like/find exciting?
- **Thorn:** What didn't you like about this process?
- **Bud:** What would you like to see moving forward in this work (continued or new ideas)?

Individual:

- **Rose:** What are you proud of?
- **Thorn:** What did you struggle with in the process
- **Bud:** What are you most excited about moving forward?

Key points from previous stages:

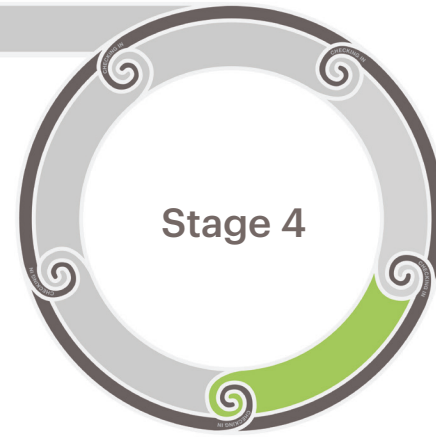
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Working with our teams and communities is a constant process of checking in and getting organized for the next steps. The topics above help you consider how best to build on what you've done and plan for the next steps.

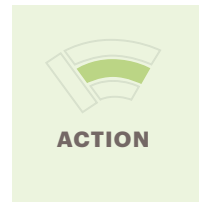


Co-Developing Actions at the Nexus

Co-Developing Actions at the Nexus builds off of Stages 1-3 and focuses on putting human needs and the health of the planet first. It integrates a targeted universalism approach and prioritizes action in disenfranchised and BIPOC communities. This stage provides the structure to ground all actions and solutions in community vision, priorities, goals and needs while enhancing and improving community resilience and reducing GHG emissions. It comes with a supplemental spreadsheet that supports the core team and Community Partners in co-developing actions at the Nexus.



- Key elements:**
- Build Capacity to Share Power
 - Reflect on Traditional Processes and Support Needed to Transition into Collaborative Approaches
 - Ensure Decision-Makers Support Community Leadership
 - Transparency in Forward Thinking that's Grounded in Reality
 - Learn How to Place the Work in Community Context



Content: Examples of taking action at the Nexus

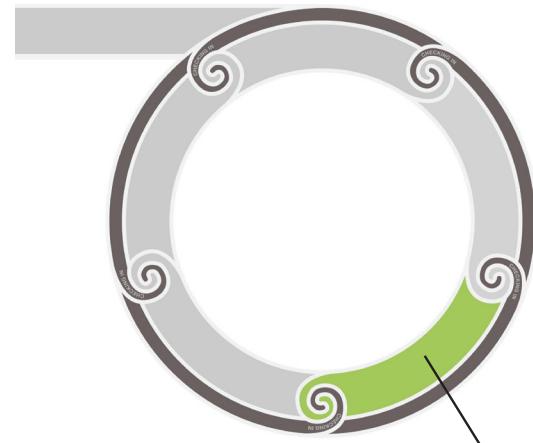
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Sectors

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- Health & wellbeing
- Leadership & economy
- Buildings
- Infrastructure
- Land & natural systems

Nexus themes

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- Equity
- Resilience
- Mitigation

Example actions at the Nexus



Access the **Nexus Content document** here.



How Power Shows Up

Build Capacity to Share Power

Continue to support collaborative process that leverages multi-stakeholder strengths

Engage with Community Partners, other community entities, Local Government departments, contractors, technical support partners, philanthropy, local business, etc. to ensure frontline community members and Community Partners have sufficient capacity to act as genuine partners in the development and design of actions.

Anticipate where the gaps are between Community Partners and Local Government's understanding of capacity

Be proactive in naming areas where training and context sharing is needed for Community Partners and Local Governments. Hold space for Community Partners to name interests and questions they have about departmental and government work plans, budgets, and processes throughout this Stage.

Continue to build shared language across stakeholders

As more stakeholders are brought into the process, provide time, space and support for grounding and learning collectively.

Revisit Community Partners and Local Government roles

Update any roles based on capacity and a potentially expanded team of partners. Strategize on how to continue to compensate and support those roles.

Reflect on Traditional Processes and Support Needed to Transition into Collaborative Approaches

Shift from traditional top-down decision-making to community-centered structure

Recognize that traditionally Local Governments have hired and worked with consultants to lead development and prioritization of actions without community leadership or involvement. Consider ways to shift from that approach and to create space for more collaboration and community leadership.

Assess and determine support structure needed for community engagement and leadership

RESOURCES

Assess

- XXXXXXXX
- XXXXXXXX
- XXXXXXXX
- XXXXXXXX

Read

- XXXXXXXX
- XXXXXXXX
- XXXXXXXX
- XXXXXXXX

Use Tool

- XXXXXXXX
- XXXXXXXX
- XXXXXXXX
- XXXXXXXX

Assess how to bring in Community Partners, ask them about their capacity to either co-create in this step or to be an early check, recognizing their capacity shifts. Adjust contracts with Community Partners accordingly.

Evaluate and integrate alternatives

Understand how alternatives will impact racial equity and assess the equity implications for the preferred alternative(s); ensure that alternatives do not create new inequities or worsen existing ones while integrating the impact of future disruptors.

Ensure Decision-Makers Support Community Leadership

Update inside/outside strategy to build more commitment from elected officials

Identify ways to influence leadership (e.g. elected officials, City Manager, etc.) to champion Nexus implementation efforts. This could include instituting cross-departmental commitments and/or policies that adopt the Nexus approach, racial equity framework, and participation across all relevant departments.

Deepen endorsement by interdepartmental champions and decision-makers

Prepare and invite leadership and interdepartmental champions into the process of development of actions and solutions.

Assess where relationships between various stakeholders need to be strengthened with Community Partners

Identifying strategies & opportunities to connect Community Partners with other stakeholders, such as key decision-makers, partnering departments, contractors, developers, financing institutions, local funders, etc. is foundational for centering community leadership across all involved parties.

Learn from Community Partners organizing strategies to impact higher-level government constraints

While leveraging the Local Governments internal control over priorities and processes is essential, this work may entail navigating local elected leadership, state and/or federal rules, culture, and/or regulations. Look to Community Partners organizing and strategizing expertise on how to influence entities of power.

Transparency in Forward Thinking that's Grounded in Reality

Determine a structure for assessing both near-term and long-term actions

Identify a structure that assesses and values actions that meet immediate community and climate response needs in the



How Power Shows Up (Continued)

short term as well as long-term solutions that require forging pathways for transforming systems. Ensure this structure connects short- and long-term actions so building blocks are set for transformative solutions.

Install Accountability Measures throughout the Action Development Process

Make sure the entire team is aware of historic relationships and neighborhood context. Ready the levers for implementing the solutions while developing them, including funding, interdepartmental commitment, ready gatekeepers, team capacity, etc. Name what is likely to be supported versus aspirations.

Learn How to Place the Work in Community Context

Identify and adapt tools and practices that utilize collaborative governance principles

Collectively discuss pros and cons of existing tools and utilize elements that resonate and respect true partnership and community leadership while removing top-down elements and assumptions. Support approaches that generate societal healing, justice, and equity.

Ensure all participants understand and incorporate the link between community injustices and climate risks

Work with Community Partners to make explicit the linkages between axes of oppression (white supremacy, heteropatriarchy, classism, etc.) and climate risk. Ensure all team members understand these links before co-developing actions.

Put a structure in place that prioritizes people first when identifying actions and solutions

Advocate and strategize to further integrate the priorities, practices and protocols from previous Nexus Stages across Local Government departments and leadership and recognize that solutions that meet all human and health needs also address climate goals and considerations. Solutions that are holistic and intersectional is working at the Nexus.

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How To Shift Power

Organize and Structure Actions Around Community Priorities

Co-develop actions that center frontline human needs and integrate climate considerations
Sustainable human-centered solutions are most likely to align with climate goals. Shift the approach to address inequities, prioritize BIPOC needs, and explore solutions that challenge extractive economic practices and support proactive climate action.

Ensure community priorities are the anchor

Although government goals are important, strive to ensure the community priorities and needs identified in Stage 3 are the foundation for development of shared vision, goals and actions.

Identify and integrate actions with additional community benefits

Learn how community members value the costs and benefits related to specific actions under consideration. Work with community members to prioritize actions with community benefits and co-benefits.

Illustrate how each strategy and action connects to community priorities

Continue building trust and respectful relationships with community members and partners by showing how strategies and actions are either directly or indirectly supporting their overall desires and needs.

Value solutions rooted in ancestral and ecological knowledge

Humans are part of the greater ecosystem and all things are interdependent. Take time to work with community to (re)learn and value indigenous and ecological knowledge. Utilize that knowledge to focus and prioritize solutions that cultivate balance and harmony while using Just Transition principles.

Support Comprehensive Solutions and a Transparent Process

Support a range of proposed actions while being honest and realistic

Remain open to a wide range of community-identified actions while also being transparent about funding, timelines and political will. It's important to allow all ideas to flow freely so Local Governments can understand the true desires of community and then work collectively to identify solutions that work.



Use Tool



- USDN. Spreadsheet of Actions at the Nexus. [contact USDN for resource]

Read



- The Annie. E. Casey Foundation. (2016). [Tools for Thought: Using Racial Equity Impact Assessments for Effective Policymaking.](#)
- City of Austin. (n.d.). [Equity Assessment Tool Pilot 1: Analysis of Department Responses.](#)

Ensure actions integrate realistic timelines

Human needs and social benefits often take longer to materialize yet will also often have cascading benefits. Transition away from traditional benefit-cost analysis and provide space for comprehensive solutions that may have longer timelines.

Consider actions that consider/integrate reparations

Work with Community Partners to identify actions that address historic inequities and have meaningful impact in frontline communities.

Honor Community Partners requests for the data and incorporate community data

Actualize Local Government commitment to data transparency by implementing an analysis plan (tools, criteria, process) that Community Partners lead in deciding. This could be Community Partners analyzing the data, jointly analyzing, and/or Local Government or another partner taking the lead on analyzing, or some combination. It can also include “ground truthing” existing data by comparing with collected and analyzed data from CBPR process.

Collaborate with Community Partners to Prioritize Actions

Use a Targeted Universalism approach

When looking at prioritization for funding, capacity and support, work with Community Partners and bring in data to support prioritization in specific geographic areas and/or frontline communities.

Illustrate where ideas and considered actions came from

Identify how ideas were developed and note when Community Partners and historically underrepresented communities led the development of an idea so it is prioritized more. Ensure Community Partners are able to provide early feedback on how strategies are prioritized. Expect and label tensions, opportunities and tradeoffs.

Support Community Partners and other stakeholders in actualizing the work together

Following guidance of the third-party facilitator, implement processes and plans for each stakeholder that leverages stakeholder assets and adheres to the collaborative process for developing solutions identified in Stage 4 Awareness.

Collectively Create and Evaluate Strategies and Actions

Co-create values with the community that will be used to evaluate performance

If the process is not transformative, the outcomes won't be either. Work with Community Partners to develop values for



How To Shift Power (Continued)

assessing the Action development and implementation process.

Co-conduct a racial equity impact assessment of projected actions

With Community Partners, make sure to identify who is most impacted, what inequities are being addressed, how the action would directly create positive change and potential unintended consequences (positive or negative). Support community leadership to identify if actions at the Nexus may be a catalyst for existing inequities, such as displacement, community asset loss, etc.

Co-create equity criteria, evaluation metrics, indicators, monitoring, and verification process with Community Partners

Support the collaborative process of developing community-specific criteria and metrics that help prioritize and evaluate actions and maintain accountability of all partners.

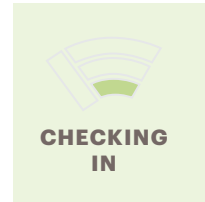
Honor the choices and decisions Community Partners make

Seek to understand what is non-negotiable and how you can address those unmet needs/expectations in the project or in the future.

Work with Community Partners to cultivate climate change and climate justice popular education groups

Work with Community Partners to support/expand existing popular education climate and science programs or co-develop programs together. These programs work to co-create knowledge related to climate change and impacts.

DRAFT



Reflections and Interpreting Feedback

Checking in with your Core Team and Collaboration Partners is an essential and key aspect of the Nexus process. It is critical to take time to understand how the team is feeling about how things are going, to center the work around equity and shifting power, and to keep accountable to your partners and collaborators.

Shifting power in this Nexus stage



GROUP 1
Core Local
Government

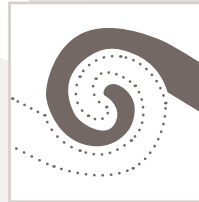


GROUP 2
Core Community
Partners

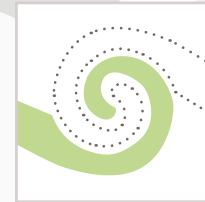
Check in with the Core Team:

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2. xxxxxx?
3. xxxxxx?

Accountability in this Nexus stage



GROUP 3
Local
Government
Collaborators



GROUP 4
Community
Partner
Collaborators

Accountability happens between the core partners and collaborators at each stage (illustrated by the swirls at each transition in the process). We have provided example questions in the following pages to help you check in with your team and collaborators.



CHECKING IN

Reflect with the Core Team

Look at the survey responses and feedback and consider as a team how things are going – are you ready to move on as a team to the next stage, or do you need to take more time to address specific issues or do deeper work? If you're not ready to move on, consider why not and work on a plan to address that. Transformational change takes time, and you might not get it right the first time. Listen to yourself, your team and your partners for transparency and accountability.

STOP if you heard anything like this

- Add
- Add
- Add
- Add



These are red flags that you need to work on

What did we do well?

What areas need more work on?

Are we ready to move on?

Checking-In Surveys



Core Local Government team

Answer the following check in questions on how you are feeling on shifting power:



GROUP 1
Core Local
Government



GROUP 2
Core Community
Partners



GROUP 1
Core Local
Government



GROUP 2
Core Community
Partners

Reflection Questions for Local Government

Reflection Questions for Community Partners

Capacity Building:

- How have you organized roles and developed actions around the CORE team's and other stakeholder strengths and assets? How have you identified and addressed gaps in capacity?
- Has it been done in ways that reinforce shared power across Community Partners and Local Government?

Practice Collaborative Governance:

- How have you practiced collaborative governance?
- How has working collaboratively across Local Government and Community Partners Core helped to build power?
- How has it helped build better solutions and climate actions?

Center BIPOC:

- What concrete outcomes have been implemented as evidence of Community Partners having more power when engaged with Local Government?
- How has understanding increased across stakeholders about the ways economic and political factors have been detrimental to Community Partners communities?

Actions Grounded in Human Needs:

- To what extent are community goals at the center of the actions developed?
- What can your team do in order to continue to shift to center BIPOC and frontline human needs and health instead of GHG emissions reductions?
- What have you learned about how this approach can also address GHG emissions reductions and other climate priorities?

Resourcing:

- To what extent does the budget and distribution of funds reflect the commitment to shared power and centering BIPOC and frontline community expertise?

Accountability:

- What accountability measures and feedback loops have you developed?
- Was it developed collaboratively?
- How are they being implemented?
- What do you need to support them to be truly honored and practiced?

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Checking-In Surveys



Local Government and Community Partner Collaborators



GROUP 3
Local
Government
Collaborators



GROUP 4
Community
Partner
Collaborators

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Open Ended Questions:

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Key points from previous stages:

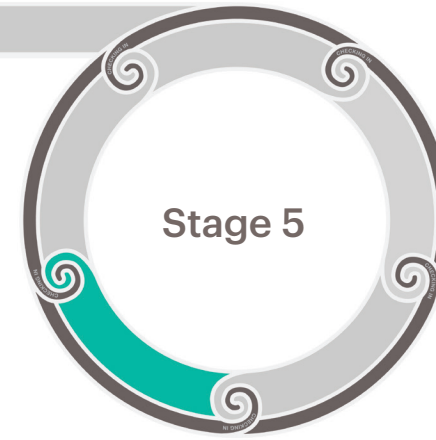
Topic 1
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Topic 3
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Working with our teams and communities is a constant process of checking in and getting organized for the next steps. The topics above help you consider how best to build on what you've done and plan for the next steps.



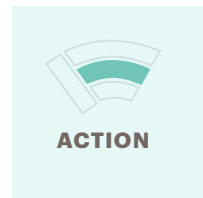
Partnering in Implementation

Partnering in implementation at the Nexus is a territory that not many government and community leaders have experienced together. This is because true collaborative governance - where power is equitably shared between BIPOC and frontline community leaders and local government - is difficult to achieve as policies, protocols, culture all operate from a foundation of white supremacy and heteropatriarchy. This section maps out what collaborative implementation might look like by utilizing work done in previous stages. It also outlines ways to re-think funding, interdepartmental team structures, and systems change champions towards ensuring the vision and goals developed with community partners come to fruition. This can only happen through a true culture shift, which earlier stages seek to cultivate.

If you've made it to this stage, you've already had to face power head on and learned invaluable insights on what works and what doesn't. Each stage lays the groundwork for just and equitable power dynamics to form, yet exactly what that looks like will depend on the context and players in your locality. Trust and rely on the learnings your team (CP leaders included) have gained to begin scaling this work beyond your team/department.



- Key elements:**
- Identify and Reorient Roles and Supports Needed for Equitable and Just Implementation
 - Identify Strategies Needed to Collaboratively and Equitably Implement Actions and Solutions
 - Assess Legal Openings & Limitations for Local Governments
 - Continue to Identify and Alter Traditional Funding Pathways to Support Just Implementation
 - Identify and Create Opportunities to Support Local Talent for Priority Implementation Project
 - Co-Develop and Provide Leadership Pathways for Community Members and Organizations



- Key elements:**
- Put Community Partners in Formal Positions of Power
 - Prioritize Implementation and Funding in BIPOC and Frontline Communities
 - Transparency, Accountability and Recognition



How Power Shows Up

Identify and Reorient Roles and Supports Needed for Equitable and Just Implementation

Reassess implementation roles

Identify what will it take to lead LG staff through a process of transferring power to community leaders and support community needs. Assess how the team can create new pathways to hold cross-departmental colleagues and processes accountable.

Collectively determine what each implementation partner will need to be effective.

Ensure core LG staff and CPs have time allotted in their work plans post-planning phase to support and manage the implementation process. Consider integration of procedures to institutionalize more transparent, equitable implementation processes (e.g. project management templates).

Ready interdepartmental pathways and deepen alignment with leadership.

Re-engage with staff across departments, elected officials, and other leaders to build alignment and energy for implementing actions that center those most impacted by inequities and the climate crisis. Refine the inside/outside strategy with CPs and LG core team.

Co-develop guiding principles for how decisions will be made and addressing conflict points.

Anticipate that tensions will arise when you move from stating actions in a document to moving forward with implementation. Revisit the values created in Stage 4 (see **Co-create values with the community that will be used to evaluate performance**) to ground this work.

Identify Strategies Needed to Collaboratively and Equitably Implement Actions and Solutions

Co-conduct a landscape analysis, such as a SWOT analysis

Use this to identify positive and negative attributes at play for implementing actions at the Nexus. Utilize engagement to ownership assessment, asset map, and racial equity impact assessment from earlier stages to inform analysis and make sure to consider ways to shift power.

RESOURCES

Assess

- XXXXXXXX
- XXXXXXXX
- XXXXXXXX
- XXXXXXXX

Read

- XXXXXXXX
- XXXXXXXX
- XXXXXXXX
- XXXXXXXX

Use Tool

- XXXXXXXX
- XXXXXXXX
- XXXXXXXX
- XXXXXXXX

Anticipate and proactively plan for challenges

Implementation is more challenging than plan development. Anticipate how stakeholders, including privileged communities accustomed to being prioritized, elected officials and implementers, will push back on solutions that substantively challenge the status quo. Revisit power analysis and collectively work to build political will for systems change.

Co-create a structure for implementing actions at the Nexus.

Take landscape analysis a step further to create an implementation structure that leverage strengths, resources, and opportunities and minimize challenges, pitfalls, and threats. For each strategy, map out who is needed to uphold integrity of and effectively implement actions. Be aware of power struggles and need for inside/outside strategy for commitment from elected officials.

Assess Legal Openings & Limitations for Local Governments

Work with legal staff to navigate current policies and limitations.

Connect with legal staff to identify potential roadblocks and develop pathways utilizing legal support structures. Build positive relationships with legal staff so they can be an ally throughout implementation.

Identify policies that impact the current implementation structures.

Proactively identify policies that may hinder implementation of actions at the nexus that will truly shift power. Work to address these issues and to remove roadblocks while collaborating with coalitions involved in this work and CPs so they can do outside organizing to advocate for equity-centered policies.

Connect CPs and advocates to legal and policy resources.

To the extent possible within your role, support systems change via inside/outside strategy. Attempt to connect CPs and other organizers to policy and advocacy training and resources to support capacity building.

Continue to Identify and Alter Traditional Funding Pathways to Support Just Implementation

Develop new funding structures.

Use the engagement to ownership spectrum to assess how much of the budget should be allocated to CPs and frontline communities in implementation. Ensure time, capacity, leadership and implementation dollars are directed to BIPOC, working class, and frontline communities.



How Power Shows Up

Hire local BIPOC and frontline implementation partners.

If you haven't been able to in an earlier stage, LG and CPs should work together to shift culture and practices around budgeting, RFP, bidding, etc. processes towards more inclusive, accessible, and just hiring practices that value community expertise more than technical partners.

Identify and Create Opportunities to Support Local Talent for Priority Implementation Projects

Listen to and prioritize the opportunities CPs have identified that would benefit their communities throughout implementation.

Co-develop or utilize existing training programs for community members to obtain skills and knowledge to support implementation of actions at the Nexus. This will support local job creation while increasing community participation and building power in communities.

Center youth in developing implementation project opportunities.

Work with youth community leaders and CPs to create and/or tap into existing youth training opportunities for implementation of actions at the nexus. Follow lead of CPs to support a platform for youth leadership development on trainings and job opportunities.

Engage with regional and local public workforce systems.

Shift structures towards sustainable, equitable employment opportunities. Engage with elected officials and fellow government agencies overseeing workforce and economic development to advocate for meaningful employer engagement that goes beyond contract-based workforce program partnerships.

Co-Develop and Provide Leadership Pathways for Community Members and Organizations

Identify pathways for community ownership and management of implementation.

Set up inroads for CPs, and/or other community leaders to hold oversight roles in monitoring implementation of actions to ensure resources, services, infrastructure updates, policies, etc. are implemented with fidelity to core vision, values, and goals identified in earlier stages.

Co-create implementation team with CPs.

Ensure that any working groups have solid CP representation and that CPs have power such as formal decision-making power in the working group and representative power (e.g. more CP reps on working groups. Support CP relationship building with officials and other decision-makers to be able to influence outcomes.

Go further in partnering with CPs and key staff, leadership, and contractors.

CPs are organizing and moving many priorities that will not all fall within your department. Support them in expanding their relational ecosystem, including navigating bureaucratic systems, in building meaningful relationships with individuals, agencies and other levers of power, and leveraging your institutional power and reputation to show solidarity and to honor that they have expanded and supported yours.

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How To Shift Power

Put Community Partners in Formal Positions of Power

Ensure the established CPs have power in the implementation process.

Continue meetings with CPs in the implementation phase. Staying in contact will keep power built with LG and CP collaboration strong to support relationships, signal to others the leadership CPs holds in the work, and support fidelity of implementation.

Reinforce and protect CPs role in established committees.

Provide support to CP leaders who may experience more trauma on boards that are not structured to support them. Address power inequities between CP members and other committee members who traditionally hold power. Develop your skillsets to courageously practice calling out microaggressions and racism.

Incentivize implementation partners to center frontline community priorities, projects, and leadership.

Require an equity-centered approach from all hired consultants and include that criteria on RFPs. Provide trainings and multi-stakeholder team alignment sessions to increase buy-in by reframing all issues as relevant to BIPOC values and priorities. Make the links between climate, frontline community priorities, and other stakeholders' priorities clear.

Prioritize Implementation and Funding in BIPOC and Frontline Communities

Turn racial equity-centered strategies into an actionable implementation plan.

Support program implementation that prioritizes the distribution of benefits in communities at the greatest risk to climate change and mitigate any unintended consequences. Provide resources to CPs and local partners including information, funding, tools and connection to additional resources outside of government.

Incorporate participatory budgeting into implementation.

Co-lead a democratic, community decision-making process for allocation of implementation resources. This will require facilitation, training, and tools to support a collaborative budgeting process. Formally document how decisions will be made and build in check-in points to ensure true collaboration.

Assess

- XXXXXXXX
- XXXXXXXX
- XXXXXXXX
- XXXXXXXX

Read

- [Health in All Urban Policy: City Services through the Prism of Health](#) in Richmond, CA.
 - o Learn how Richmond, CA united city departments under the lens of Health and Equity and implemented solutions. Utilize similar strategies using climate, health and equity lens.
- [2019 Diversity Supplier Report Card](#), Greenlining Institute (appendix)
- [Public Law 95-507](#)

Use Tool

Co-develop community-driven financing models.

Bring along local financial institutions and partner to cultivate restorative economic practices and initiatives. Support external funding partners in using the Nexus process and committing to power shifting in implementation efforts.

Seek and secure funding for project implementation in frontline communities.

Secure funding with CPs, and other community-based organizations, and resident leaders with priorities that align with actions at the Nexus. Be thoughtful about who holds the resources and how that influences power among community organizations and members as well as with other implementation stakeholders. If CPs have power related to resourcing, it means they can hold implementers accountable.

Prioritize contracts with local BIPOC businesses and community members.

Work with diverse suppliers which are businesses at least 51% owned and operated by an individual or group that is part of a traditionally underrepresented or underserved group. Develop avenues for community members to become involved as paid implementation partners.

Transparency, Accountability and Recognition

Implement a monitoring and accountability reporting structure.

CPs and equity partners should be involved in implementation and monitoring to the extent they desire and at minimum should receive regular updates at a frequency and depth they determine.

Share data and changes to data in real time.

Ensure frequent communication regarding updates on all actions and the implementation process. Often CPs put in work to collaborate with LGs and then rarely, if at all, hear updates on the implementation of the plan and/or program they helped develop. This reinforces distrust, community consultation fatigue, and perpetuates extraction, rather than mutuality.

Maintain meaningful, transparent “check ins.”

Work with CPs to establish clear communication pathways between key implementation bodies/teams and community members. The equity body or the community advisory implementation committee may be the natural conduit for communications; this also ensures they are kept in the loop.

Slow down and communicate.

Often, information flow is disrupted due to pressures to stay within the planned timeline and meet deadlines. Information channel breakdown is a warning sign for breakdowns in other aspects of a process and process. Slow down to communicate



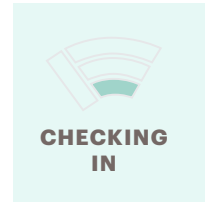
How To Shift Power

with all stakeholders to continue building trust, collaboration, and commitment to the Nexus.

Honor and spotlight CP contributions and community member successes.

It is important to prioritize implementation of pilot projects so communities are able to experience the realization of their priorities as early as possible and celebrate their accomplishments. This also contributes to shifting the narrative around what climate solutions and resiliency looks like.

DRAFT



Reflections and Interpreting Feedback

Checking in with your Core Team and Collaboration Partners is an essential and key aspect of the Nexus process. It is critical to take time to understand how the team is feeling about how things are going, to center the work around equity and shifting power, and to keep accountable to your partners and collaborators.

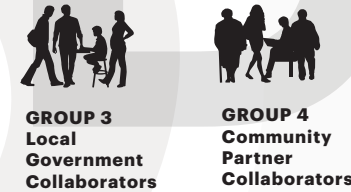
Shifting power in this Nexus stage



Check in with the Core Team:

1. What are you most proud of from this Stage?
2. How did the strategic planning process go? How is implementing it? What ways does the plan need to be updated to ensure implementation matches the intentions behind the actions developed?
3. What ways have you shifted power the most in this Stage? What ways feel the most unlikely to shift? (given context, capacity, politics, resources, and relationships, etc.)
4. What accountability mechanisms have been set up to monitor the implementation process? To communicate the status of implementation to communities?

Accountability in this Nexus stage



Accountability happens between the core partners and collaborators at each stage (illustrated by the swirls at each transition in the process). We have provided example questions in the following pages to help you check in with your team and collaborators.



CHECKING IN

Reflect with the Core Team

Look at the survey responses and feedback and consider as a team how things are going – are you ready to move on as a team to the next stage, or do you need to take more time to address specific issues or do deeper work? If you're not ready to move on, consider why not and work on a plan to address that. Transformational change takes time, and you might not get it right the first time. Listen to yourself, your team and your partners for transparency and accountability.

STOP if you heard anything like this

- XXXXXXXXXXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXXXXXXXXXX

These are red flags that you need to work on

What did we do well?

What areas need more work on?

Are we ready to move on?

Checking-In Surveys



Core Local Government team

Answer the following check in questions on how you are feeling on shifting power:



GROUP 1
Core Local
Government



GROUP 2
Core Community
Partners



GROUP 1
Core Local
Government



GROUP 2
Core Community
Partners

Reflection Questions for Local Government

Reflection Questions for Community Partners

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- What new/alternative funding pathways have you created to ensure frontline communities receive implementation resources and supports? How have you been seeding this funding strategy throughout the Nexus process?
- As an LG team member, where have you noticed you've shied away from risk taking to center CP leadership? What are the consequences (positive and negative) of taking those risks? Would you still ultimately be 'ok' if those negative consequences came to fruition? What might you gain by taking that risk? Who might benefit if you take that risk?
- How have you/your team ensured implementation resources and Action programming were equitably distributed to BIPOC and frontline communities?
- Did you get push back internally? How did you navigate through that?
- Have any internal barriers arisen (in contracting, funding, etc.)?

- How have you navigated any oppositional feedback from community members or other partners about this process, if any? Have youth identified barriers to their participation in this process? What interventions are needed to address feedback and/or barriers?
- How do you feel your skills and expertise are being utilized? What ways, if any would you like your role to better reflect these?
- How has your understanding of the City legal system evolved in this Stage? How can you utilize that information in your organizing efforts?
- Do you feel supported by the LG? Any stories of success or feedback on improvement?

Checking-In Surveys



Local Government and Community Partner Collaborators



GROUP 3
Local Government Collaborators



GROUP 4
Community Partner Collaborators

To what extent do you feel:

Question 1: Duis aute irure dolor in reprehenderit in voluptate velit esse cillum?

Your comments here:

Question 2: Duis aute irure dolor in reprehenderit in voluptate velit esse cillum?

Your comments here:

Question 3: Duis aute irure dolor in reprehenderit in voluptate velit esse cillum?

Your comments here:

Question 4: Duis aute irure dolor in reprehenderit in voluptate velit esse cillum?

Your comments here:

Question 5: Duis aute irure dolor in reprehenderit in voluptate velit esse cillum?

Your comments here:

Question 6: Duis aute irure dolor in reprehenderit in voluptate velit esse cillum?

Your comments here:

Assessment:

Progress bar for Question 1 (Group 3) showing approximately 25% completion.

Assessment:

Progress bar for Question 2 (Group 3) showing approximately 25% completion.

Assessment:

Progress bar for Question 3 (Group 3) showing approximately 25% completion.

Assessment:

Progress bar for Question 4 (Group 3) showing approximately 25% completion.

Assessment:

Progress bar for Question 5 (Group 3) showing approximately 25% completion.

Assessment:

Progress bar for Question 6 (Group 3) showing approximately 25% completion.

Open Ended Questions:

Process check in:

- Rose: What did you like/find exciting in this work?
- Thorn: What didn't you like about this process?
- Bud: What would you like to see moving forward in this work (continued or new ideas)?

Individual check in:

- Rose: What are you proud of?
- Thorn: What did you struggle with in the process?
- Bud: What are you most excited about moving forward?

Key points from previous stages:

Topic 1

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Topic 2

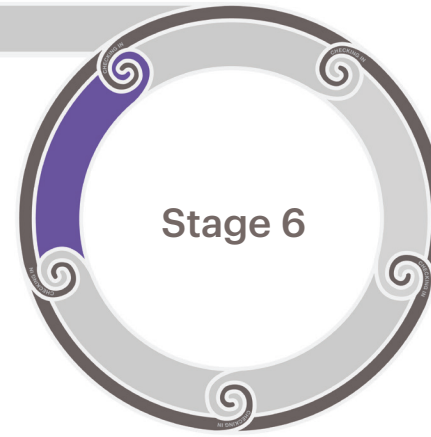
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Topic 3

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Working with our teams and communities is a constant process of checking in and getting organized for the next steps. The topics above help you consider how best to build on what you've done and plan for the next steps.

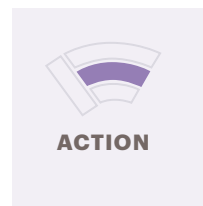


Reflect, Learn and Progress

Throughout this process there are built-in reflection and check-in points with the Local Government and Community Partner Core Team and with Local Government and Community Partners collaborators. The purpose of this stage is to create space at the end of the previous stages where the primary goal is learning and evaluation in and of themselves. This collaborative reflection supports continued and deepening operation at the nexus in current and future work. Similar to Stage 5, we have limited examples of this level of evaluation and learning as a part of a truly collaborative effort between Community Partners and Local Governments. Therefore, this section offers what this might look like and will look different based on context and Community Partners needs.



- Key elements:**
- Urgency Benefits the Status Quo
 - Collaboratively Hire An Equity-Centered Third-Party Evaluator
 - Cp & Lg Core Work With Evaluator To Identify Structure For Reflection And Learning
 - Follow The Lead Of Evaluator And Cp
 - Draw On Assessment And Accountability Activities From Previous Stages



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How Power Shows Up

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Urgency benefits the status quo

Without intentional investment of time in this process, you risk reinforcing existing power dynamics inherent in many evaluation norms and practices. Slow down for initial reflections. Allow for individual, Local Government Core, Community Partners Core, Local Government & Community Partners Core, and Local Government and Community Partners collaborator reflection time as a first step to get clear on the desired evaluation process and products. Review reflection and check in data from earlier stages to inform purpose and priorities for this stage.

Collaboratively hire an equity-centered third-party evaluator

If you have not involved a third-party evaluator in this work yet to support the check in and reflection work along the way of the other stages, do so now. Community Partners should be equal partners in RFP development, the hiring process, and the reporting structure. Utilize initial reflections to inform RFP.

Community Partners & Local Government Core work with Evaluator to identify structure for reflection and learning

The overarching evaluation question, metrics, and parameters of the reflection stage are the standards by which success will be measured. Interrogate traditional Local Government evaluation standards to identify who the empower and disempower. Change them by following the lead of Community Partners and the evaluator. Use your positionality to navigate hurdles related to expanding and shifting measures of success beyond GHG metrics and other narrowly focused metrics.

Follow the lead of evaluator and Community Partners to:

- Take stock of where you are and where you started.
- Take stock of how you got to where you are now.
- Prepare for process and outcome reflections and evaluation processes.
- Identify patterns and key learnings from previous reflection and check in questions and any gaps or missing pieces identified in the nexus process.
- Prioritize reflection of areas of hurt and healing that have transpired.
- Ensure structure is in place to hear voices of community members outside of the

RESOURCES

Assess

- XXXXXXXXX
- XXXXXXXXX
- XXXXXXXXX
- XXXXXXXXX

Read

- XXXXXXXXX
- XXXXXXXXX
- XXXXXXXXX
- XXXXXXXXX

Use Tool

- XXXXXXXXX
- XXXXXXXXX
- XXXXXXXXX
- XXXXXXXXX

- Community Partners Core and to allow what they say to shape the next iteration of the nexus cycle.
- Ensure structure is in place for Local Government collaborators and contracted implementers to give and receive feedback.

Draw on assessment and accountability activities from previous stages

Utilize co-created assessment considerations developed in previous stages (e.g. Stage 4). Work closely with the equity body that monitors implementation progress and other groups involved in implementation accountability (See Stages 4 and 5).

Other activities to consider:

- Identify specific departments, offices, agencies, or organizations responsible for implementation of projects and actions, and create mechanisms for holding them accountable.
- Use “open data” approaches, including an open data online platform, to sharing climate, project implementation, and equity information with community members
- Use data, broadly defined with Community Partners input, to inform plan updates and/or make any needed course corrections. Many communities have not been involved with monitoring and reporting, and data collected is often not connected to people’s lived experience.
- Ensure that lessons learned and outcomes from review and monitoring of implementation are publicly available.
- Assess impact on equity by defining and regularly measuring a series of equity-related indicators.
- Expand from quantitative to qualitative outcomes.



How To Shift Power

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Commit all levels of Local Government to the equity-centered evaluation process

Participate authentically and be open to the feedback received. Use your positionality to garner commitment across departments and from leadership and elected officials.

Revisit Baseline Reflection Questions in Stage 1

Include in the evaluation the questions the Local Government Core and Local Government Collaborators answered and compare and contrast.

- How have you been explicit about racism and other intersections throughout the entire internal readiness process?
- To what extent do members of your team understand the history of racism in the United States and how that influences structural and institutional racism?
- How do members of your team acknowledge past harms, if at all? How do they respond when asked to face these realities and their positionality in them? To what extent have you seen empathy show up in this Stage?
- How does your project plan embed training and ongoing dialogue about racial equity and other forms of equity and an explicit commitment to leading with race?
- Does your project plan embed training and ongoing dialogue about racial equity and an explicit commitment to leading with race?
- Have you identified how you will ensure BIPOC voices will be heard during the process?
- Have you identified how power shows up amongst the Local Government team across different identities and intersectionalities (e.g. Local Government BIPOC staff vs white staff)? How will labor, including emotional and critical racial and power analysis labor be distributed?
- What are some examples of success or what you're proud of from this work?
- What are you most excited about moving forward?
- What did you find challenging in this stage?

Resource all Community Partners and Community Partners Collaborators for their insights

Combat tokenism by continuing to resource community experts for their time. They are critical to making a nexus process successful and should be appropriately compensated.

Take care and time to do internal processing

The work you've done so far should build your capacity to face your individual or departmental

RESOURCES

Assess

- XXXXXXXXX
- XXXXXXXXX
- XXXXXXXXX
- XXXXXXXXX

Read

- XXXXXXXXX
- XXXXXXXXX
- XXXXXXXXX
- XXXXXXXXX

Use Tool

- XXXXXXXXX
- XXXXXXXXX
- XXXXXXXXX
- XXXXXXXXX

biases and the impacts they have. Draw on tools you've learned to be honest and explorative about ways you and your department still uphold oppression. Engage with affinity groups to process.

Be flexible and responsible to reflection and evaluation learnings

As with all previous stages, the needs and outcomes of this process are unknown and require adapting the plan based on what is uncovered. Build flexibility into contracts, timelines, and assessment structures.

Implement changes based on reflection learnings

Given the time everyone is taking to reflect, honor them and yourselves by making concrete changes based on feedback.

Implement Tangible Accountability Measures

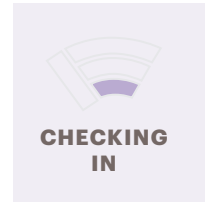
How will the Local Government be held accountable for following through on commitments? This could include establishing performance review, intervention, and healing plans created by the community. Government structures need to shift in significant ways in order for more rigorous accountability measures to be in place.

Collaboratively identify third party to support healing as needed

Hold funding and space to support healing sessions that community may need just for themselves and/or with Local Government.

Formalize Reflection and Check ins with community

Institute constant "feedback loops". For example, convene periodic public meetings that allow for direct feedback and lessons learned.



Reflections and Interpreting Feedback

Checking in with your Core Team and Collaboration Partners is an essential and key aspect of the Nexus process. It is critical to take time to understand how the team is feeling about how things are going, to center the work around equity and shifting power, and to keep accountable to your partners and collaborators.

Shifting power in this Nexus stage



GROUP 1
Core Local
Government

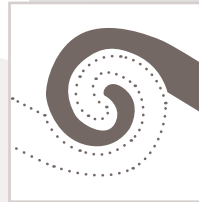


GROUP 2
Core Community
Partners

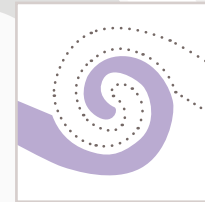
Check in with the Core Team:

1. xxxxxx?
2. xxxxxx?
3. xxxxxx?

Accountability in this Nexus stage



GROUP 3
Local
Government
Collaborators



GROUP 4
Community
Partner
Collaborators

Accountability happens between the core partners and collaborators at each stage (illustrated by the swirls at each transition in the process). We have provided example questions in the following pages to help you check in with your team and collaborators.



CHECKING IN

Reflect with the Core Team

Look at the survey responses and feedback and consider as a team how things are going – are you ready to move on as a team to the next stage, or do you need to take more time to address specific issues or do deeper work? If you're not ready to move on, consider why not and work on a plan to address that. Transformational change takes time, and you might not get it right the first time. Listen to yourself, your team and your partners for transparency and accountability.

STOP if you heard anything like this

- Add
- Add
- Add
- Add



These are red flags that you need to work on

What did we do well?

What areas need more work on?

Are we ready to move on?

Checking-In Surveys



Core Local Government team

Answer the following check in questions on how you are feeling on shifting power:

Individual:

- What do you appreciate about how you showed up for Stage 6 reflection process? What did you struggle with?
- What do you plan to do differently moving forward?

Process:

- What worked well about the reflection and evaluation process and outcomes?
- Where did the process and outcomes fall short?
- What changes need to be made to improve the efficacy of the reflection and evaluation process and outcomes?



GROUP 1
Core Local
Government



GROUP 2
Core Community
Partners



GROUP 1
Core Local
Government



GROUP 2
Core Community
Partners

Reflection Questions for Local Government

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Reflection Questions for Community Partners

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DRAFT

Checking-In Surveys



Local Government and Community Partner Collaborators



GROUP 3
Local Government Collaborators



GROUP 4
Community Partner Collaborators

To what extent do you feel:

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Your comments here:

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Question 5: Duis aute irure dolor in reprehenderit in voluptate velit esse cillum?

Your comments here:

Question 6: Duis aute irure dolor in reprehenderit in voluptate velit esse cillum?

Your comments here:

Assessment:

Not at all	Somewhat	Moderately	Extremely

Assessment:

Not at all	Somewhat	Moderately	Extremely

Assessment:

Not at all	Somewhat	Moderately	Extremely

Assessment:

Not at all	Somewhat	Moderately	Extremely

Assessment:

Not at all	Somewhat	Moderately	Extremely

Assessment:

Not at all	Somewhat	Moderately	Extremely

Open Ended Questions:

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Glossary

KEY CONCEPTS

DESCRIPTION

Asset Based Approach	Approaches based on the principle of identifying and mobilising individual and community ‘assets’, rather than focusing on problems and needs (i.e. 'deficits').and recognize and build on the combination of the human, social and physical capital that exists within local communities.
Ancestral & Indigenous Knowledge	Ancestral, traditional, indigenous and local knowledge generally refer to a network of knowledge systems, beliefs, and traditions intended to preserve, communicate, and contextualize Indigenous relationships with culture and landscape over time.
Anchor Organizations	Vital assets to their neighborhoods, towns, cities and regions, anchor institutions are universities, hospitals and other enduring organizations that play a vital role in their local communities and economies and tend to remain in their geographical settings, even as conditions change around them.
Base Building Organizations	Generally are non-profit mass democratic organizations (independent of any other political organization or NGO) that undertake grassroots political work to build a core group of supporters within the working class around a specific goal and develops individuals not previously engaged in political work as organizers and leaders.
BIPOC	Black, Indigenous, People of Color. This term is an imperfect attempt to capture the U.S.-specific racial dynamics and histories by specifically centering and naming Black and Indigenous peoples who’s communities, lives, and lands were ravaged to found the United States of America. It is imperfect because ‘non-white’ people should not be referred to as an amaLocal Governmentm. When used indiscriminately, it erases differences and therefore can perpetuate linguistic violence as there are many people of color with unique origins, histories, cultures, and experiences: (South, East, and Southeast) Asians, Pacific Islanders, (North and Sub-Saharan) African Immigrants, Latinx, Middle Eastern. Each of these categories also have significant differences within them. This document uses the term BIPOC because it is meant for the entire U.S. context. Please step into your role as a public servant to understand the histories and current realities of the peoples in your locality and take time to name the communities of color your Local Government serves.(Vox, C. G. (2020). Why the term ‘BIPOC’ is so complicated, explained by linguists.)

DESCRIPTION

KEY CONCEPTS

DESCRIPTION

Climate Disruption	Large-scale or extreme fluctuations that can and will occur to our weather patterns as anthropogenic greenhouse gases increase in our atmosphere and change our global climate system (as juxtaposed to climate change or climate crisis).
Citizen Science Program	Program in which scientific research is conducted in whole, or in part, by amatur (nonprofessional) scientists.
Community-Based Organization	A public or private non-profit organization that is representative of a community or significant segments of a community and provides educational or related services to individuals in the community, such as education, vocational education or rehabilitation, job training, or internship services and programs, and includes neighborhood groups and organizations, community action agencies, community development corporations, union related organizations, employer-related organizations, tribal governments, and organizations serving Native Alaskans and Indians.
Community Partners	Community Partners will represent grassroots organizing community-based organizations (CBOs), active community members, loosely organized community groups, and any key organizations that truly support communities most impacted by white supremacy, heteropatriarchy, and the extractive economy. Community Partners may include Community Leaders, Community Based Organizations and Community Members, Direct Service Providers, CBO’s, community members, etc...
False Solutions	Assumptions constructed around the invisible scaffolding that maintains the dominant economic, cultural and political systems, such as the idea that economic growth is both desirable and inevitable; that progress means industrial development; that Western science and technology can solve any problem; that profits will motivate and the markets will innovate (Rising Tide in America, Carbon Trade Watch).
Frontline Communities	Those that experience “first and worst” the consequences of climate change.
Human Centered Design	Is about building a deep empathy with the people you're designing for and an approach to problem solving that develops solutions to problems by involving the human perspective in all steps of the problem-solving process.

Glossary

KEY CONCEPTS

DESCRIPTION

Implicit vs. Explicit Bias

Implicit, or unconscious bias refers to attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious way, and operates outside of the person's awareness and can be in direct contradiction to a person's espoused beliefs and values. In explicit, or conscious bias refers, the person is very clear about his or her feelings and attitudes, and related behaviors are conducted with intent.

Intersectionality

The interconnected nature of social categorizations such as race, class, and gender, regarded as creating overlapping and interdependent systems of discrimination or disadvantage; a theoretical approach based on such a premise. (Oxford Dictionary)

Non-Profit Organization

A group that is group organized for purposes other than generating profit and in which no part of the organization's income is distributed to its members, directors, or officers.

Praxis

"The method and ability to think about the position to which one has been subjected in the unjust system and what one must do in order to change their position and change the system as a whole" (Pedagogy of the Oppressed)

Settler/Colonial Knowledge

Settler colonialism is an ongoing system of power that seeks to replace the original population of a colonized territory with a new society and perpetuates the genocide and repression of indigenous peoples and culture

ACRONYM LIST

BIPOC

Black, Indigenous, People of Color

CBO

Community-Based Organization

CBPR

Community-based participatory research

CD-CRP

Community Development Block Grant - Community Reconstruction Program

GHG

Greenhouse gas

MOU

Memorandum of Understanding

NGO

Non-Governmental Organization

Additional resources



STAGE 1: Internal Organizing

EMPATHETIC AWARENESS

- Listen**
 - Scene On Radio. [Seeing White.](#) (podcast)
- Read**
 - City of Richmond, CA. (2015). [Health in All Policies \(HiAP\) Report.](#)
 - DiAngelo, R. (2018). [White Fragility: Why It's So Hard For White People To Talk About Racism.](#)
 - Kendall, F. (2002). [Understanding White Privilege.](#)
 - Hyde, C. (n.d.). [Challenging Ourselves: Critical Self-Reflection on Power and Privilege.](#)
 - McIntosh, P. (1998). [White Privilege: Unpacking the Invisible Knapsack.](#)
 - Smith, A. (n.d.). [Heteropatriarchy and the Three Pillars of White Supremacy: Rethinking Women of Color Organizing.](#)
 - Western States Center Dismantling Racism Project. (2001). [Assessing Organizational Racism.](#)
- Use Tool**
 - Kapwa Consulting. Equity Readiness Assessment [contact USDN or Kapwa Consulting for resource]
 - Kapwa. Individual Self-Assessment [contact USDN or Kapwa Consulting for resource]
 - Kapwa. Organizational Standards and Practices for White Staff Members: Assessment Tool Relational Ecosystem Analysis [contact USDN or Kapwa Consulting for resource]

- Race Forward and Center for Social Inclusion. (2018). [Ready for Equity in Workforce Development: Racial Equity Readiness Assessment Tool.](#)
- Relational Ecosystem Analysis [contact USDN or Kapwa Consulting for resource]
- DiAngelo, R. (2018). [Deconstructing White Privilege with Dr. Robin DiAngelo.](#)



ACTION

- Read**
 - Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.
- Use Tool**
 - Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.



STAGE 2: Getting Familiar With Each Other

EMPATHETIC AWARENESS

- Listen**
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 - Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.
- Read**
 - Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.
- Use Tool**
 - Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.
- Watch**
 - Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.
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ACTION

- Listen**
 - Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.
- Read**
 - Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.
- Use Tool**
 - Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.
- Watch**
 - Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.


Additional resources (Continued)





STAGE 3: Setting a Shared Pathway


STAGE 4: Co-developing Actions at the Nexus

EMPATHETIC AWARENESS


- Listen**  • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.


- Read**  • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.


- Use Tool**  • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.


- Watch**  • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.

ACTION


- Listen**  • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.


- Read**  • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.


- Use Tool**  • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.


- Watch**  • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.

EMPATHETIC AWARENESS


- Listen**  • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.


- Read**  • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.


- Use Tool**  • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.


- Watch**  • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.

ACTION

- Listen**  • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.

- Read**  • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.

- Use Tool**  • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.


- Watch**  • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.
 • Reference, add. Add Link.


Additional resources (Continued)





STAGE 5: Partnering in Implementation

EMPATHETIC AWARENESS


- Listen**
- Reference, add. Add Link.
 -  • Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.


- Read**
- Reference, add. Add Link.
 -  • Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.


- Use Tool**
- Reference, add. Add Link.
 -  • Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.


- Watch**
- Reference, add. Add Link.
 -  • Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.

ACTION

- Listen**
- Reference, add. Add Link.
 -  • Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.

- Read**
- Reference, add. Add Link.
 -  • Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.


- Use Tool**
- Reference, add. Add Link.
 -  • Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.


- Watch**
- Reference, add. Add Link.
 -  • Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.





STAGE 6: Reflect, Learn and Progress

EMPATHETIC AWARENESS


- Listen**
- Reference, add. Add Link.
 -  • Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.


- Read**
- Reference, add. Add Link.
 -  • Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.


- Use Tool**
- Reference, add. Add Link.
 -  • Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.


- Watch**
- Reference, add. Add Link.
 -  • Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.

ACTION

- Listen**
- Reference, add. Add Link.
 -  • Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.

- Read**
- Reference, add. Add Link.
 -  • Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.

- Use Tool**
- Reference, add. Add Link.
 -  • Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.

- Watch**
- Reference, add. Add Link.
 -  • Reference, add. Add Link.
 - Reference, add. Add Link.
 - Reference, add. Add Link.

