



# IRA Participatory Climate Action Planning in the US South: A Playbook for Civic Engagement

Author: Kyla Fullenwider, NCoC

Editor: Sarah Beth Gehl, SEAP

Research Assistant: Evy De La Cruz, SEAP



**NCoC**  
National Conference  
on Citizenship



**OCTOBER 2024**



## **ABOUT SEAP**

Launched in 2019, the Southern Economic Advancement Project ([SEAP](#)) partners with policy thinkers and doers to amplify their efforts and bridge gaps in policy infrastructure. SEAP's goal is to advance policies that improve economic security, healthcare access, and environmental justice for all Southerners—acting as a connector, convener, and policy entrepreneur across issues and states, translating good ideas to the Southern context. SEAP researches policies to achieve stronger outcomes at the state and local level in the South, amplifies the activities of local organizations through technical assistance and grants, and provides a bridge between the best learnings nationally and a regional strategy for implementation and engagement. Embedded in the work of SEAP is a rigorous consideration of race, class and gender, which intersect all social and economic policy in the South.

SEAP's Our Dollars, Our Dreams initiative empowers Southern communities to take ownership of unprecedented levels of federal funding available through the American Rescue Plan (ARP), Bipartisan Infrastructure Law (BIL), Inflation Reduction Act (IRA), and others. Through this initiative, SEAP engages with elected officials and community leaders throughout the region to spread awareness of opportunities, provide support in applying for funds, and share best practices and innovative approaches to equity and engagement.

## **ABOUT NCoC**

The National Conference on Citizenship ([NCoC](#)) was founded in 1946 and chartered by Congress in 1953 to serve as a central hub for America's efforts to make citizenship more effective by developing a field that contributes to a more active, alert, enlightened, conscientious, and progressive citizenry. Today, NCoC achieves that mission through a range of programs that enable communities to measure civic health through public data, empower participants to leverage civic infrastructure to understand our digital civic discourse, and convene the wider community to ensure that our institutions centralize equity in our political representation. In addition to these year-round programs, NCoC hosts an Annual Conference that brings together the organizations and partners we serve with thought leaders, policymakers, and practitioners to further the field of civic engagement.

NCoC is home to the Algorithmic Transparency Institute (ATI), which has several projects focused on the relationship between online communications and civic impact around climate issues. The Climate Discourse Observatory (CDO) is a partnership with the University of Miami to examine the online discourse around climate and sustainability. The Research and Action Hub (RAH) is a pilot project that empowers local communities to understand the climate discourse on issues around sustainability and translate those insights into action. In addition, NCoC is home to the Pathways to Prosperity project that develops reports based on indicators that measure the impact of climate shocks on communities.

# TABLE OF CONTENTS

<b>Executive Summary.....</b>	<b>1</b>
<b>About This Report.....</b>	<b>3</b>
Who is this for?	
A note on our process	
Why the South?	
<b>Best of the South: State, MSA, and Tribal Plans.....</b>	<b>5</b>
<b>Map of Participants.....</b>	<b>6</b>
<b>Quick Guide: Checklist for Participatory Climate Action Planning.....</b>	<b>7</b>
<b>Key Participatory Strategies in IRA Priority Climate Action Plans.....</b>	<b>8</b>
1. Lead with transparency.	
2. Know and engage your most vulnerable communities.	
3. Prioritize partnerships.	
4. Design for accessibility and inclusivity.	
5. Maximize external outreach.	
6. Show community impact and input.	
7. Commit to ongoing engagement.	
8. Iterate and innovate.	
<b>Participants Map.....</b>	<b>18</b>
<b>Participant Word Cloud.....</b>	<b>19</b>
<b>Appendix 1: List of Plans Assessed for the Report.....</b>	<b>20</b>
<b>Appendix 2: Examples to Explore.....</b>	<b>21</b>

## EXECUTIVE SUMMARY

### **Safeguarding the environment is as much a social act as it is a scientific process.**

Today, emerging research is confirming and expanding our understanding that human and natural systems are interconnected and interdependent, that they are “integrated systems characterized by strong connections and feedback within and between social and ecological components.”<sup>i</sup> In other words, we really are all in this together.

As climate change and climate shocks accelerate, this interdependence will only become more apparent. Governments, Tribes, non-profits, businesses, and citizens will need to plan for both the expected and unexpected consequences accompanying these shifts. And yet, many governments and organizations struggle to meaningfully engage their communities and constituents in the planning process.

Many climate change impacts are part of the lived experience of communities in the forms of flooding, heat island effects, energy burdens, and air pollution (among other things). Consequently, the public has critical insights and local, place-based knowledge that can benefit the planning process. And many greenhouse gas reduction strategies and policies require or benefit from public support and buy-in that participation can help engender. But ultimately participation is an equity issue: those communities that are most vulnerable to climate change are the same communities often left out of the planning and policymaking process.

The participatory climate action planning work featured in this report was in response to the Inflation Reduction Act’s (IRA) Climate Pollution Reduction Grant (CPRG) funding, an unprecedented and first-of-its-kind investment in clean energy and climate action in the U.S. The IRA allocates \$369 billion for clean energy and climate change mitigation initiatives, including \$250 million for non-competitive planning grants and \$4.6 billion for competitive implementation grants for state, local, and Tribal governments through CPRG. And while this funding was the impetus for the community engagement work featured here, it is part of the groundwork laid by so many Americans who understand either intuitively or empirically that environmental and social concerns do not exist in isolation, that technical solutions alone are not enough, and that the most impacted communities are often the same ones left out of the decision-making process.

<sup>i</sup> What are social-ecological systems and social-ecological systems research?, (Biggs, et. al, 2021), <https://www.taylorfrancis.com/chapters/oa-edit/10.4324/9781003021339-2/social-ecological-systems-social-ecological-systems-research-reinette-biggs-hayley-clements-alta-de-vos-carl-folke-amanda-manyani-kristine-maciejewski-berta-martin-lopez-rika-preiser-odirilwe-selomane-maja-schluter>.

In assessing the community engagement components of Priority Climate Action Plans, we found that successful plans:

- **Made climate change personal.** Practitioners talked about energy burdens, heat, and other impacts on the daily lives of individuals.
- **Met people where they were.** Practitioners that prioritized engaging people where they already were—the physical places, digital spaces, and organizations—were able to make inroads faster and reach more diverse populations.
- **Let the community lead.** Practitioners that worked with local organizations and trusted messengers already doing the work were able to more effectively build trust in communities and deepen their engagement.
- **Talked about local impacts.** Practitioners who were able to demonstrate local impacts—both positive impacts like job creation and negative impacts such as severe weather events—were able to get more direct feedback on what communities want and need.

The key participatory strategies featured in this report are more than just best practices. They are the result of the hard work of hundreds of state, county, municipal, and Tribal governments alongside universities, community-based organizations, faith-based institutions, and others who have engaged their communities as partners in planning for a more equitable and sustainable future. And in many ways this work is just getting started. Over 200 Priority Climate Action Plans were developed and the work on developing the Comprehensive Climate Action Plans continues. These plans are an essential first step in an ongoing process that others will carry forward in the decades ahead, as people and the environment become even more inextricably linked.

- Kyla Fullenwider  
Senior Fellow, National Conference on Citizenship

## ABOUT THIS REPORT

### WHO IS THIS REPORT FOR?

Are you working to connect your community with the critical climate issues in your region? Are you a state, county, city, or Tribe that received federal funding and is seeking to develop a more robust public engagement strategy? Or are you a non-profit leader with expertise in climate action planning looking for ways to engage more participants in the process? In any of these cases, you will find something here that makes the *practice* of participatory climate action planning more effective. This report is primarily intended to help practitioners on the ground by providing “road-tested” strategies that other practitioners have successfully implemented.

### A NOTE ON OUR PROCESS

This report is exclusively focused on an assessment of the **civic engagement components** outlined in the plans of states, MSAs\* and Tribes who submitted plans as part of the Climate Pollution Reduction Grant (CPRG) program<sup>1</sup>. Our research and assessment process for the report took place in the four phases outlined below. All key insights and best practices featured in this report are based on the reported field work of states, counties, cities, and Tribes across the US South in the development of their Priority Climate Action Plans. For more information on their research process please see the individual plans linked in the appendix.

- **Review and assess**

- Reviewed 45 state plans to identify best practices across the country
- Assessed all state, MSA, and Tribal submissions from the US South

- **Code and cluster**

- Coded and processed qualitative data from assessed reports
- Clustered and mapped key insights

- **Conduct interviews**

- Conducted in depth interviews with practitioners to provide additional nuance and insights to initial findings

- **Distill insights**

- Integrated report and interview data to distill the eight key participatory strategies featured in the report

\* Note: A Metropolitan Statistical Area (MSA) is a Census Bureau designation for areas that have at least one urbanized area with a minimum population of 50,000 and one or more counties.

<sup>1</sup> <https://www.epa.gov/inflation-reduction-act/climate-pollution-reduction-grants>.

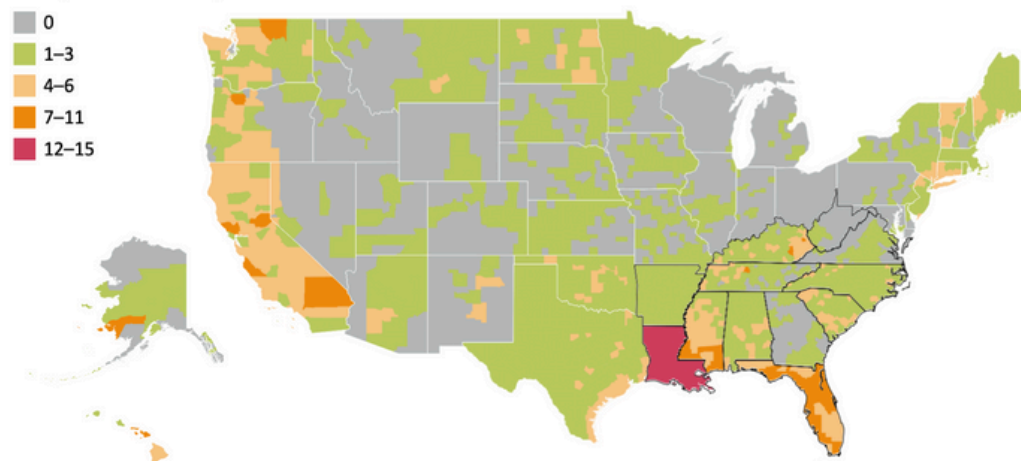
## WHY THE SOUTH?

Category 5 hurricanes, months long wildfires, and record temperatures cannot be contained by borders. Flooding from hurricanes rushes through inland mountain rivers, smoke from Canadian forest fires darkens the skies of the Mid-Atlantic, and record temperatures in the Southwest send those who can leave to cooler mountain towns. In short: no place is left untouched. And yet, the US South is experiencing compounding issues that make it especially vulnerable to the devastating impacts of climate change. Persistent population growth, aging infrastructure, and social inequality are not unique to the South, but they are uniquely and increasingly exacerbated there in ways not found in other regions of the US. At the same time the South has experienced record population growth,<sup>2</sup> it hosts the majority of the most at-risk regions in the U.S.<sup>3</sup> More than half (54.9%) of people living in persistent poverty in the US and over 80% of counties identified as being in persistent poverty are in the South.<sup>4</sup> Five of the top 10 most vulnerable counties in the U.S. are in Louisiana, three are in Kentucky, and one each in Texas and South Carolina.<sup>5</sup> These factors create both immense vulnerability but also opportunity for change. Our hope is that the work outlined in this report can serve as a catalyst for more climate action in the South and in ways that center the voices and needs of the people that call it home.

### 81% of Southerners (and 71% of non-Southerners) live in counties that have experienced at least one FEMA-declared disaster since 2020.

#### Number of FEMA disaster declarations by county

Jan 1, 2020 - Jan 13, 2024



**Source:** Pathways to Prosperity report using FEMA data. Notes: Includes all county-level disaster declarations (except Covid). For example: Dam/levee breaks, droughts, earthquakes, fires, floods, hurricanes, mudslides, severe storms, tornadoes, and water crises.

<sup>2</sup> <https://www.census.gov/newsroom/press-releases/2023/population-trends-return-to-pre-pandemic-norms.html>

<sup>3</sup> <https://www.sciencedirect.com/science/article/pii/S0160412023000454?via%3Dihub>

<sup>4</sup> <https://www.census.gov/library/stories/2023/05/persistent-poverty-areas-with-long-term-high-poverty.html>

<sup>5</sup> <https://climatevulnerabilityindex.org/>

## BEST OF THE SOUTH: STATE, MSA, AND TRIBAL PLANS

We conducted a detailed review and assessment of the **civic engagement components** outlined in the Priority Climate Action Plans (PCAP) submitted by states, MSAs, and Tribes across the South as part of the Environmental Protection Agency's Climate Pollution Reduction Grant (CPRG) program. Priority Climate Action Plans are preliminary documents prepared in advance of a final Comprehensive Climate Action Plan and represent for many the start of what will be a years-long, continuous process of improvement. The work outlined in these plans was the first time many of them had created a climate action plan, and we commend them for their efforts. And while no process or plan is perfect, the plans highlighted here were exemplary in their integration of community input throughout their process by prioritizing low income and disadvantaged communities (LIDAC) and implementing many of the key strategies for participatory climate action planning outlined in this report. Please see the individual plans for more detailed information.

### STATES:

Congratulations to the states of North Carolina, Tennessee, and Louisiana for their outstanding work.

- [North Carolina plan](#)
- [Tennessee plan](#)
- [Louisiana plan](#)

### MSAs:

Congratulations to the Richmond MSA, Charlotte MSA, Louisville MSA, and Sarasota MSA for their outstanding work.

- [Richmond, VA MSA plan](#)
- [Charlotte-Concord-Gastonia NC/SC MSA plan](#)
- [Louisville KY-IN MSA plan](#)
- [NorthPort-Sarasota-Bradenton MSA plan](#)

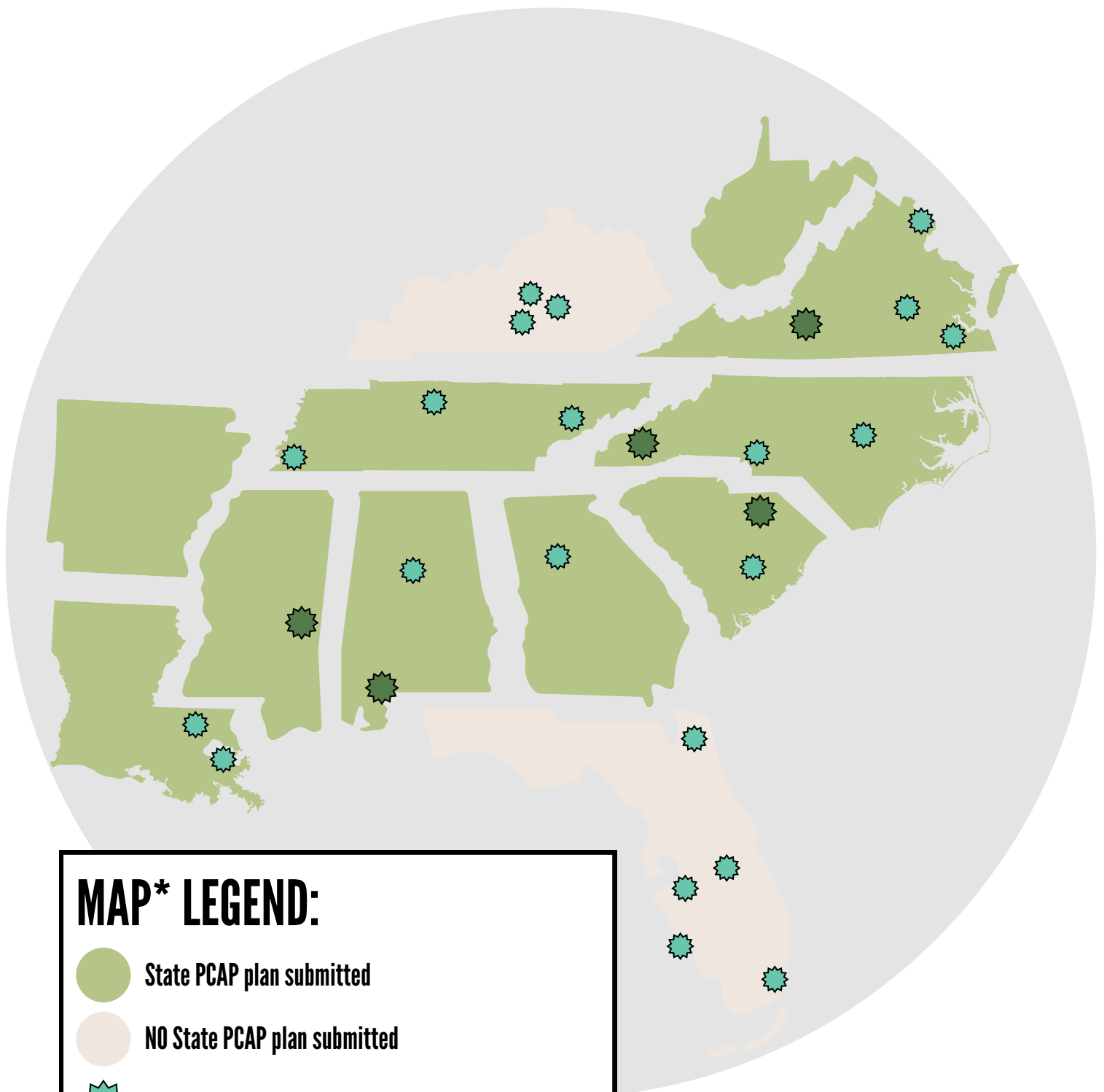
### TRIBES:

Congratulations to the Eastern Band of Cherokee Indians and the Mississippi Band of Choctaw Indians for their outstanding work.





- [Eastern Band of Cherokee Indians plan](#)
- [Mississippi Band of Choctaw Indians plan](#)



## MAP OF PARTICIPANTS



### MAP\* LEGEND:

-  State PCAP plan submitted
-  NO State PCAP plan submitted
-  City PCAP plan submitted
-  Tribe PCAP plan submitted

\* This map is interactive.

Click on a state or star to link to individual PCAP plans.

## QUICK GUIDE: CHECKLIST FOR PARTICIPATORY CLIMATE ACTION PLANNING

Below is a quick guide of the top ten “must dos” from IRA Priority Climate Action Plans across the South. For additional information and strategies please see the corresponding participatory strategies section.

- ☐ **Prioritize information transparency:** Provide public resources—including an accessible, mobile-friendly website—to share updates about the progress of work and provide access to recorded meetings, a calendar of events, and opportunities for feedback.
- ☐ **Take a mixed-methods research approach:** Employ both qualitative and quantitative methods to have a full understanding of your communities, particularly disadvantaged communities, and deploy methods such as semi-structured interviews, focus groups, listening sessions, co-design workshops, visioning sessions, surveys, and polls.
- ☐ **Address structural barriers to participation:** Understand and address what your community's barriers to participation are (e.g. cultural, linguistic, geographic) and ask those communities for feedback on how to address them.
- ☐ **Map your participants:** Start your process with a thorough and thoughtful participant mapping exercise that includes a range of voices and perspectives about 1) who to engage and 2) how to engage them in the planning process.
- ☐ **Offer hybrid-flex engagement:** Offer hybrid modes of participating both online and offline, ideally offering both options for all forms of public engagement. Hybrid engagement options should also allow for participation “after hours” or asynchronously for those who may not be able to attend due to work commitments or family obligations.
- ☐ **Develop an outreach plan:** Develop a plan that includes state, local, and tribal outreach coordination to avoid duplication or mixed messaging. Plans can also integrate partnership and participants engagement strategies, including how to leverage subject matter experts and work with local media.
- ☐ **Demonstrate the impact of community input:** Show and tell how community input is integrated into climate actions plans so that the public can see how their contributions impacted outcomes.
- ☐ **Build a team:** Create at least one position whose sole duties are focused on community engagement for climate planning and resilience. This position is a critical component of making this work a priority over the long term, allows for relationships to be built and nurtured, and creates an opportunity for the public to see a long term commitment to prioritizing their input and needs. If budget constraints don't allow for a full-time staff member consider “buying out” an existing staff person's time to focus here.
- ☐ **Form Community Action Committees:** Invest in community leadership boards and acknowledge where citizen-led efforts can provide ongoing resources and support for the continuation of the work.
- ☐ **“Open source” outreach and engagement:** Provide tools and resources for trusted messengers within communities to engage with the public directly such as facilitator's guides, workshop agendas, and other resources that allow a farther reach than what your team could do on its own.

# KEY PARTICIPATORY STRATEGIES IN IRA PRIORITY CLIMATE ACTION PLANS

## 1. LEAD WITH TRANSPARENCY.

How openly and clearly you share information about goals, limitations, processes, and progress with the public is a critical part of leading with transparency and building trust with your participants. States, local governments, and Tribes across the South prioritized transparency in engagement with their communities. These included a range of approaches that are high-tech and low-tech, top-down and bottom-up. For example, the City of Louisville posted all of their meetings on a public website,<sup>6</sup> and the City of Sarasota provided a mobile-friendly website that included meeting times, presentations, and notes from all of their meetings.<sup>7</sup> What is clear in all the plans that prioritized transparency is that it benefits all participants by baking in accountability, increasing opportunities for shared learning, and raising awareness of critical policies and programs.

### Participatory Strategies

- **Provide information transparency:** Provide public resources—including an accessible, mobile-friendly website—to share updates about the progress of work and provide access to recorded meetings, a calendar of events, and opportunities for feedback.
  - **Participant Transparency:** Provide the public with information about what participants are being engaged, including industry and others who may have vested interests.
  - **Process Transparency:** Provide the public with a project timeline of the input and feedback process. When working with sub-grantees, sub-contractors, and local community-based organizations make details about your application and selection process publically available.
  - **Financial Transparency:** Provide the public with updates on how budgets and grants are allocated and used, including instances where there are budget surpluses and deficits.
- **Participate in peer learning:** Share what you know and collaborate with other states, local governments, Tribes and organizations working on climate action planning, especially when that collaboration stems from overlapping or shared infrastructure.
- **Raise awareness:** Broadly share funding assistance programs for individuals and organizations to participate in programs aligned with your climate action plan such as energy audits and EV rebates.

See plans  
for examples  
in Appendix 2.

<sup>6</sup> Louisville Priority Climate Action Plan, (Environmental Protection Agency, 2024), 10, <https://www.epa.gov/system/files/documents/2024-03/louisville-ky-in-msa-pcap.pdf>.

<sup>7</sup> Sarasota Priority Climate Action Plan, (Environmental Protection Agency, 2024), 31-32, <https://www.epa.gov/system/files/documents/2024-03/north-port-sarasota-bradenton-msa-pcap.pdf>.

## 2. KNOW AND ENGAGE YOUR MOST VULNERABLE COMMUNITIES.

Engaging vulnerable communities can be challenging not only because of the systemic barriers and burdens they face, but also because of the lack of transparency around where those communities are and what specific challenges they are dealing with. This lack of transparency exists at the federal, state, and local levels and can stymie efforts to get resources to the people and places that most need them. In 2021, the Biden Administration sought to ameliorate this issue when they issued an Executive Order directing the Council on Environmental Quality (CEQ) to “create a geospatial Climate and Economic Justice Screening Tool,” an interactive map that would highlight disadvantaged communities and the specific burdens those communities experience.<sup>8</sup> The interactive tool uses datasets that are indicators of burdens across eight categories: climate change, energy, health, housing, legacy pollution, transportation, water and wastewater, and workforce development.<sup>9</sup>

PCAP teams leveraged the Climate and Economic Justice Screening Tool as a foundational starting point for identifying and mapping their most burdened communities. But identifying and mapping the communities is just the starting point. For example, the city of Bowling Green, KY did an extensive and robust analysis of climate vulnerabilities among their LIDAC communities and clearly articulated both the potential benefits and potential dis-benefits associated with priority measure implementation for those populations.<sup>10</sup> Many states, local governments, and Tribes deployed intensive efforts to engage their low income and disproportionately impacted communities not just for identification purposes, but to engage them as partners in planning for the region’s future.

### Participatory Strategies

- **Take a mixed-methods research approach:** Employ both qualitative and quantitative methods to have a full understanding of your disadvantaged communities and deploy methods such as semi-structured interviews, focus groups, listening sessions, co-design workshops, visioning sessions, surveys, and polls.
- **Identify benefits and dis-benefits:** Be able to articulate both the positive outcomes from the proposed changes in the climate action plan as well as potential dis-benefits for discussion, consideration, and feedback from impacted communities.
- **Recognize the differences among disadvantaged communities:** Low income and disadvantaged communities are not a monolith. Understand how different populations are impacted differently and thus may have different points of view or concerns.
- **Address structural barriers to participation:** Understand and address what your community's barriers to participation are (e.g. cultural, linguistic, geographic) and ask those communities for feedback on how to address them.
- **Understand motivations:** Understand the issues unique to the US South and to your constituents that will motivate them to participate (e.g. energy costs, transportation).

<sup>8</sup> <https://www.federalregister.gov/documents/2021/02/01/2021-02177/tackling-the-climate-crisis-at-home-and-abroad#:~:text=Sec.%202023.%20Justice40,40-percent%20goal>

<sup>9</sup> <https://screeningtool.geoplatform.gov/en/about>

<sup>10</sup> City of Bowling Green, Bowling Green Priority Climate Action Plan, Environmental Protection Agency, 2024, <https://www.epa.gov/system/files/documents/2024-03/bowling-green-msa-pcap.pdf>, pp. 34–37, 46.

See plans  
for examples  
in Appendix 2.



## PARTICIPATORY CLIMATE ACTION PLAN SPOTLIGHTS

### SPOTLIGHT | Tennessee

The state of Tennessee took a pragmatic and deliberate approach to the community engagement they conducted as part of developing their Priority Climate Action Plan (PCAP). After spending almost two months planning, the team began their outreach in earnest across the state and in partnership with MSAs. The state also prioritized counties that were outside the major metropolitan areas and regions with high populations of low income and disadvantaged (LIDAC) communities. Over the four months of engagement, the core team held bi-weekly meetings where they debriefed and were able to make changes and adjustments to their plans as needed. Early on the team identified a persistent challenge around the timing and location of meetings and workshops, particularly for LIDAC communities. In response, they focused on identifying existing events and venues where the communities they were trying to reach already gathered and found this “going to where people already are” approach worked well. Additionally, the state made efforts to increase the accessibility of their outreach by translating their materials into the most commonly spoken non-English languages in Tennessee and recording and posting meetings for those who couldn’t attend. Reaching people also meant personalizing the issues for them, as state employee Nikki Thompson notes. “We approached it from a personal aspect. How does something like this affect you personally? Why is this important to you?”

### SPOTLIGHT | Richmond, VA MSA:

Like many MSAs engaged in the priority climate action planning process, the Richmond team leading the region’s PCAP work felt they didn’t have the time to do the level of outreach they would have liked to do. The Richmond area MSA (ranked 44th in size among MSAs) is made up of eighteen localities and five Tribes, and the planning team wanted to reach as many of the residents as possible in a very short time frame. While many MSAs hired outside groups to help on the analytical components of the work, Richmond made the decision to hire an outside group with expertise in community development to help lead the work, which they saw as an opportunity to learn and build capacity within their organization. Their decision paid off. Over 800 people responded to their initial call to help guide their process and priorities.

But in their accelerated attempts to reach local organizations and CBOS the team felt they “struggled to articulate the why” for people. This was an important lesson learned for the group in how important it is to ground the work in a clear understanding of why the work is important and what the ask is. They also found this grounded approach was needed when directly engaging with the public. For example, asking community members to, “tell us about transportation waste and airborne pollution in your neighborhood” versus the impacts of climate change yielded very different responses. “When we started to talk about the human impact people had a lot to say,” noted John Sarvay of Floricane. “When we talked about their personal experiences people paid attention...when we talked about the macro people checked out. Our biggest challenge was to meet people where they were and then translate it up.”

### 3. PRIORITIZE PARTNERSHIPS.

Identifying and engaging partners from the start who bring experience, expertise, or relationships to your climate action planning process is critical to the success and long term sustainability of the work. Every plan reviewed for this report did the important work of engaging partners, and in many cases let them take the lead on those areas they were most equipped to address. In some cases, this meant enlisting academic institutions for help with research, asking local community-based organizations to collaborate on outreach to LIDAC communities, or partnering with environmentally focused non-profits to build on their work in vulnerable regions. For example, the city of Charlotte developed a strategy that prioritized impacted, invested, interested, and influential partners and asked them for letters of commitment.<sup>11</sup> Across the PCAPs there was a clear understanding that this work cannot be done alone and that partnership engagement is not just a nice to have, but a must have in climate action planning.

#### Participatory Strategies

- **Map your participants:** Start your process with a thorough and thoughtful participant mapping exercise that includes a range of voices and perspectives about 1) who to engage and 2) how to engage them in the planning process.
- **Create a partnership strategy:** Be clear about what partners you need to reach (all who are impacted, invested, interested, and influential) including those that have a shared interest in the potential co-benefits of the climate action planning priorities, such as public health or transportation access.
- **Get buy-in up front:** Consider asking for letters of commitment from partners and consider other means of establishing a working relationship with CBOS, NGOS, faith-based, educational, and professional organizations. Providing grant support, particularly to community-based organizations, can help ensure sustainable partnerships.
- **Build off existing partnerships and work:** Identify organizations already working with the populations you want to reach as part of your climate action planning process and build off their existing work and relationships when and where appropriate.
- **Partner with local Tribes:** Working with local Tribes brings a deep wealth of expertise including Traditional Ecological Knowledge (TEK) that can greatly strengthen both the planning and implementation process.
- **Establish a regional task force:** A regional task force or advisory board allows for a diverse set of perspectives and for more outreach to different groups and individuals.
- **Collaborate across sectors for climate action:** Work with partners across sectors to find shared interests and create alliances that can ultimately strengthen outcomes.

See plans  
for examples  
in Appendix 2.

<sup>11</sup> Centralina Regional Council, Charlotte-Gastonia-Concord Priority Climate Action Plan, Environmental Protection Agency, 2024, <https://www.epa.gov/system/files/documents/2024-03/charlotte-gastonia-concord-nc-sc-msa-pcap.pdf>, p. 22.

## 4. DESIGN FOR ACCESSIBILITY AND INCLUSIVITY.

Designing for accessibility and inclusivity is critical in reducing or eliminating the barriers that enable people of all backgrounds and abilities to participate in climate action planning. Providing a variety of participation methods and modalities, including actively seeking out and including diverse perspectives, will help insulate against bias and blind spots in your climate action planning process. Including a variety of voices can strengthen the planning process by shedding light on and bringing visibility to perspectives that might not otherwise be at the forefront. For example, the Eastern Band of Cherokee team worked closely with native speakers to translate “climate change” into a Cherokee phrase “with cultural value and importance, which better reflects and honors the relationship to the land.”<sup>12</sup> The phrase is E-lo-hi-a(d)-ste-da-li-sgv-i. Through conversations with the Principal Chief, EBCI Tribal government officials, and enrolled Tribal citizens, the team learned that,

“there was a desire to describe the term ‘climate change’ using the Cherokee language in order to reflect the traditional knowledge of a people who have lived with the land for a very long time. Because language is a direct representation of a peoples’ perception, knowledge, and relationship to the land, it became a priority to find meaning for this concept in the Cherokee language.”

Taking the time to invest in reaching those who have not had access to or participated in civic engagement efforts can create a more whole picture of both the problem and the solution space under consideration. In turn, climate action plans that prioritize accessibility and inclusivity are more nuanced, and ultimately more effective.

### Participatory Strategies

- **Prioritize hybrid-flex engagement:** Offer hybrid modes of participating both online and offline, ideally offering both options for all forms of public engagement. Hybrid engagement options should also allow participation “after hours” or asynchronously for those who may not be able to attend due to work commitments or family obligations.
- **Provide non-English language options:** Identify those languages other than English that are most commonly spoken in your region and produce materials and engagement opportunities in as many languages as practical.
- **Meet people where they are:** Host hyper-local events, neighborhood town halls, road shows, and “intercepts” at local libraries, markets, and other public spaces where communities congregate. Meeting people where they are also means meeting them in the digital spaces they frequent and use regularly.
- **Integrate Tribal modalities:** Identify local Tribes and include them from the start of your planning process. Inquire about traditional forms of feedback and consensus building that integrate Indigenous practices where appropriate.
- **Identify, engage, and compensate:** Prioritize engaging populations that are hard to reach or underrepresented and consider compensating them for their time, especially if activities occur during work hours.
- **Set up office hours:** Office hours can go a long way in telling the community you are here to serve and value their perspective. Be sure to make contact information accessible and visible, and if possible schedule office hours outside of regular working hours.

See plans  
for examples  
in Appendix 2.

<sup>12</sup> Eastern Band Cherokee PCAP. (2024). <https://www.epa.gov/system/files/documents/2024-04/eastern-band-of-choerokee-indians-pcap.pdf>.

## PARTICIPATORY CLIMATE ACTION PLAN SPOTLIGHTS

### **SPOTLIGHT | Tampa Bay-St. Pete-Clearwater MSA:**

Courtney Wright started the planning process for building the Tampa-St. Pete-Clearwater MSA's community engagement strategy for their Priority Climate Action Plan about a month before the work was to begin. As she and her team built out the plan they had one primary goal in mind: "How do we make this work sustainable over the long term?" The question of long term sustainability was at the heart of the Tampa Bay Regional Planning Council's planning process and ultimately meant centering organizations in the area who were already doing the work and building partnerships with them. The outcome is what Wright describes as a "community network" that will include dozens of nonprofit and community based organizations in the area. The network will serve as a peer-to-peer forum that will allow these organizations to collaborate on various community-serving programs. It will also build local capacity for future partnerships that support the region's climate and resiliency planning process and provide feedback on what community members want, need, and care about. Wright noted, "This will allow us to have the community at the table in a way we haven't been able to before."

### **SPOTLIGHT | Columbia, SC MSA:**

When Jory Fleming joined the Central Midlands Council of Governments in Columbia, South Carolina in December 2023 to oversee their CPRG process he had to hit the ground running. The grant application was due in March and so he had just over three months to formalize a draft climate action plan. A former climate scientist at the University of South Carolina, Fleming prioritized working in partnership with Columbia Climate Protection Action (a group that had been involved with securing the CPRG grant) and performing a series of interviews with leaders of local climate non-profit organizations. Because of the compressed timeline, Fleming's team needed to quickly identify ways of engaging their low income and disadvantaged (LIDAC) communities around issues they care about. The team focused on two key strategies: meeting people where they are and engaging people around their goals and dreams. For Fleming's team, this meant working with local groups on issues of "energy justice" and connecting climate issues to the energy burden LIDAC communities disproportionately face due to inefficient energy infrastructure. It also meant recognizing that, "it can sometimes be hard to have a climate conversation" when communities are already facing what often feel like more urgent problems. Talking to people about both their everyday needs but also their goals and dreams, Fleming notes, can help identify areas where there is overlap with what the science says and what the community needs.



## 5. MAXIMIZE EXTERNAL OUTREACH.

The extent to which opportunities such as webinars, workshops, and meetings are promoted externally for public input and involvement can greatly increase public awareness and thus participation in climate action planning. Engagement with the public often starts with one-way communications such as posting meeting announcements on social media, websites, and through traditional media. But it shouldn't end there. The states, local governments, and Tribes that were able to convert outreach into meaningful engagement were both strategic and creative in their outreach strategies. For example, community outreach in Tennessee included sending almost 400 personalized emails to participants, including the opportunity to request a speaker for their neighborhood, community, affinity, cultural, or environmental organization.<sup>13</sup> Maximizing external outreach can also benefit from strong partnerships with local media outlets and other groups who are already speaking to your target audiences, in particular the LIDAC populations. By maximizing the existing outreach channels in your community you can go farther faster and focus sooner on the climate actions you are seeking to implement.

### Participatory Strategies

- **Develop an outreach plan:** Develop a plan that includes state, local, and Tribal outreach coordination to avoid duplication or mixed messaging. Plans can also integrate partnership and participants engagement strategies, including how to leverage subject matter experts.
- **Work with local media:** Local media, in particular media outlets in languages other than English, can be important channels for reaching LIDAC communities. Share opportunities for participation, pitch a story about the process, or extend invitations to public convenings to ensure you are maximizing your reach.
- **Post opportunities on social media:** Share regular and consistent notifications of upcoming sessions and opportunities for input through social handles and websites. Leverage media relationships and participant partnerships to help spread awareness through their channels as well.
- **Personalize outreach (e.g. emails) to higher learning, cultural, and other community institutions:** Target outreach to keystone institutions such as faith-based organizations, cultural heritage organizations, affinity groups, Historically Black Colleges and Universities (HBCU) leadership and professors, community and neighborhood groups, and environmental nonprofits. Personalized outreach in the form of emails or letters can go far in connecting with diverse groups and deepen your engagement.
- **Offer speakers for events or webinars:** Provide representatives who can speak directly to the importance of participating in the climate action planning process for community events, both in person and online. Many people are unfamiliar with the participatory climate action planning process. Providing a speaker can help to address questions and concerns they might have and also make clear what the opportunities are for their community.

See plans  
for examples  
in Appendix 2.

<sup>13</sup> Tennessee Department of Environment and Conservation, Tennessee Priority Climate Action Plan, Environmental Protection Agency, 2024, <https://www.epa.gov/system/files/documents/2024-02/tn-pcap.pdf>, pp. 61–63.

## 6. SHOW COMMUNITY IMPACT AND INPUT.

Topics related to climate change can at times seem abstract and technocratic. Both telling and showing people how climate action planning can positively impact their daily lives and how their input is influencing outcomes can mean the difference between a room packed with participants or an audience of one. For example, in the city of Columbia, South Carolina, leaders there talk about energy equity and the rising costs of energy associated with climate change and differential impact and burden on LIDAC communities.<sup>14</sup> Those plans that analyzed and integrated participant feedback throughout their plans demonstrated their commitment to both community engagement and community impact, which serves to strengthen the long-term climate resilience of those communities.

See plans  
for examples  
in Appendix 2.

### Participatory Strategies

- **Acknowledge potential dis-benefits:** When changes have the potential to bring dis-benefits to communities be sure to acknowledge and discuss these as part of your climate action planning process. By acknowledging up front the potential costs to a community it's possible to get ahead of concerns and address anything that may be particularly burdensome.
- **Demonstrate the impact of community input:** Show and tell how community input is integrated into climate actions plans so that the public can see how their contributions impacted outcomes. See below for examples of community impacted policy outcomes.

### Community Impacted Policy Outcomes

**Partnered with utilities for clean energy affordability:** Work with utility groups to develop more affordable clean energy for LIDAC communities. Clean energy affordability ensures that community members, particularly in underserved areas, can access essential services without financial strain and promotes equitable clean energy access.

**Proposed energy efficiency in schools and public buildings:** Propose state or city-wide programs to increase energy efficiency in school buildings and public buildings. Public spaces can provide early wins as well as a platform to talk about the importance of these changes with constituents.

**Supported electric or zero-emission public vehicle infrastructure:** Provide grants and rebates to replace existing heavy-duty vehicles (HDVs) with zero-emission vehicles (ZEVs), alongside funds for infrastructure and workforce development. These changes can directly impact LIDAC communities, who often rely on public transportation, by reducing vehicle

emissions and noise pollution from public vehicles. Targeting areas with elevated noise and particulate pollution from cars addresses both environmental and health concerns, enhancing the quality of life for students and residents and ensuring proposed changes are seen and felt by the community.

**Integrated workforce development and training:** Collaborate with vocational schools and community colleges to establish training programs for organic waste collection, composting, and EV infrastructure to equip residents, particularly in LIDAC communities, with the skills needed for green jobs.

**Prioritized building weatherization and insulation:** The implementation of building envelope weatherization and insulation improvements in homes reduces energy consumption for heating and cooling, leading to lower utility bills and enhanced living conditions for residents, especially in LIDAC communities.

<sup>14</sup> Central Midlands Council of Governments, Columbia Priority Climate Action Plan, Environmental Protection Agency, 2024, <https://www.epa.gov/system/files/documents/2024-03/columbia-sc-pcap.pdf>, pp. 31–32.

## 7. DEMONSTRATE AN ONGOING COMMITMENT TO ENGAGEMENT AND IMPACT.

The unpredictability of climate change and accompanying climate shocks necessitates that planning for it will involve an ongoing commitment to working with those communities most impacted. This commitment can take many forms as so many of the states, local governments, and Tribes demonstrated in their PCAP plans. For example, in Louisiana, a climate action planning task force made up of government, private sector, academic, environmental, and community justice voices is supported by six emissions-based sector committees and four cross-sector advisory groups.<sup>15</sup> This diverse group of participants will not only help ensure different voices and perspectives are represented, but that the work can sustain over the long term. A commitment to continued community engagement and impact is not just a way to tell but show the public that climate action and resilience building can be a positive experience. It can provide opportunities for young people, workforce development, and connection to community.

### Participatory Strategies

- **Build a team:** Create at least one position whose sole duties are focused on community engagement for climate planning and resilience. This position is a critical component of making this work a priority over the long term, allows for relationships to be built and nurtured, and creates an opportunity for the public to see a long term commitment to prioritizing their input and needs. And if budget constraints don't allow for a full-time staff member then consider "buying out" an existing staff person's time to focus here.
- **Form Community Action Committees:** Invest in community leadership boards and acknowledge where citizen-led work can provide ongoing resources and support for the continuation of the work.
- **Create opportunities for youth participation:** Work with schools, youth groups, and after school programs to engage youth in climate action planning. Creating a youth council or dedicated program for youth outreach can ensure younger voices are included in addressing the climate issues that will play out in the decades to come.
- **Seek external funding for adjacent initiatives:** Identify additional funding sources that can help support critical work that may not have been funded through primary grants. These resources may come from other federal agencies with shared interests, national philanthropic organizations, community foundations, public/private partnerships, or low-interest loans.
- **Partner for ongoing engagement:** Work with established community-based organizations (CBOs) to help ensure the benefits reach the communities they are intended to reach and that they sustain. Continue to host community workshops, focus groups, and distribute surveys as a way of keeping communities engaged but also to stay abreast of changes in support and concerns of the public.

See plans  
for examples  
in Appendix 2.

<sup>15</sup> Louisiana Division of Administration, Louisiana Priority Climate Action Plan, Environmental Protection Agency, 2024, <https://www.epa.gov/system/files/documents/2024-02/louisiana-5d-02f36401-0-pcap-final-with-appendices.pdf>, pp. 5–7, 13–16.

## 8. ITERATE AND INNOVATE.

At the same time the unpredictability of climate change necessitates ongoing commitment, it also requires an agility in planning and the ability to iterate and innovate in engaging the public. Impacted communities in particular have place-based knowledge that can inform ongoing mitigation and adaptation efforts. And changing demographics mean that the make-up of the most vulnerable and impacted communities could change year to year. Communities are increasingly fluid, transient, and demographically complex. To address these factors, states, local governments, and Tribes have leveraged many methods of engagement. For example, the city of Richmond created a novel data set by layering in heat equity data. The city was able to identify a subset of the population in their community that is particularly vulnerable to climate shocks and prioritize engagement with them.<sup>16</sup> Climate action planning is a continuous and fluid process that will need to be revisited regularly. How states, local governments, and Tribes respond to and adapt to these changes will in no small measure be determined by the ability to engage the communities they serve.

### Participatory Strategies

- **“Open source” outreach and engagement:** Provide tools and resources for trusted messengers within communities to engage with the public directly such as facilitator’s guides, workshop agendas, and other resources that allow a farther reach than what your team could do on its own.
- **Deploy novel data sets:** Identify data sets that can provide unique insights into the communities you are working with and the unique ways climate shocks may have on them. Data sharing agreements between cities and states can help improve this process.
- **Measure what matters:** Identify the metrics that will tell you not just how many people you reach, but the quality and impact of the outreach on the project goals and the community. Avoid “vanity metrics” and instead include thick, qualitative data that prioritizes nuance and depth.
- **Build consensus:** Explore methodologies and best practices for building consensus among diverse participant groups, such as the “Delphi method” or other forms of Native/Indigenous consensus building.
- **Integrate engagement with education:** Use engagement and outreach as an opportunity to educate the public on the impacts of climate change in the region as well as critical actions and solutions that can build and sustain community resilience.

See plans  
for examples  
in Appendix 2.

<sup>16</sup> Richmond Regional Planning District Commission, Richmond Priority Climate Action Plan, Environmental Protection Agency, 2024, <https://www.epa.gov/system/files/documents/2024-03/richmond-msa-priority-climate-action-plan.pdf>, pp. 23, 26–30.



## PARTICIPATORY CLIMATE ACTION PLANNING (PCAP) PARTICIPANTS MAP



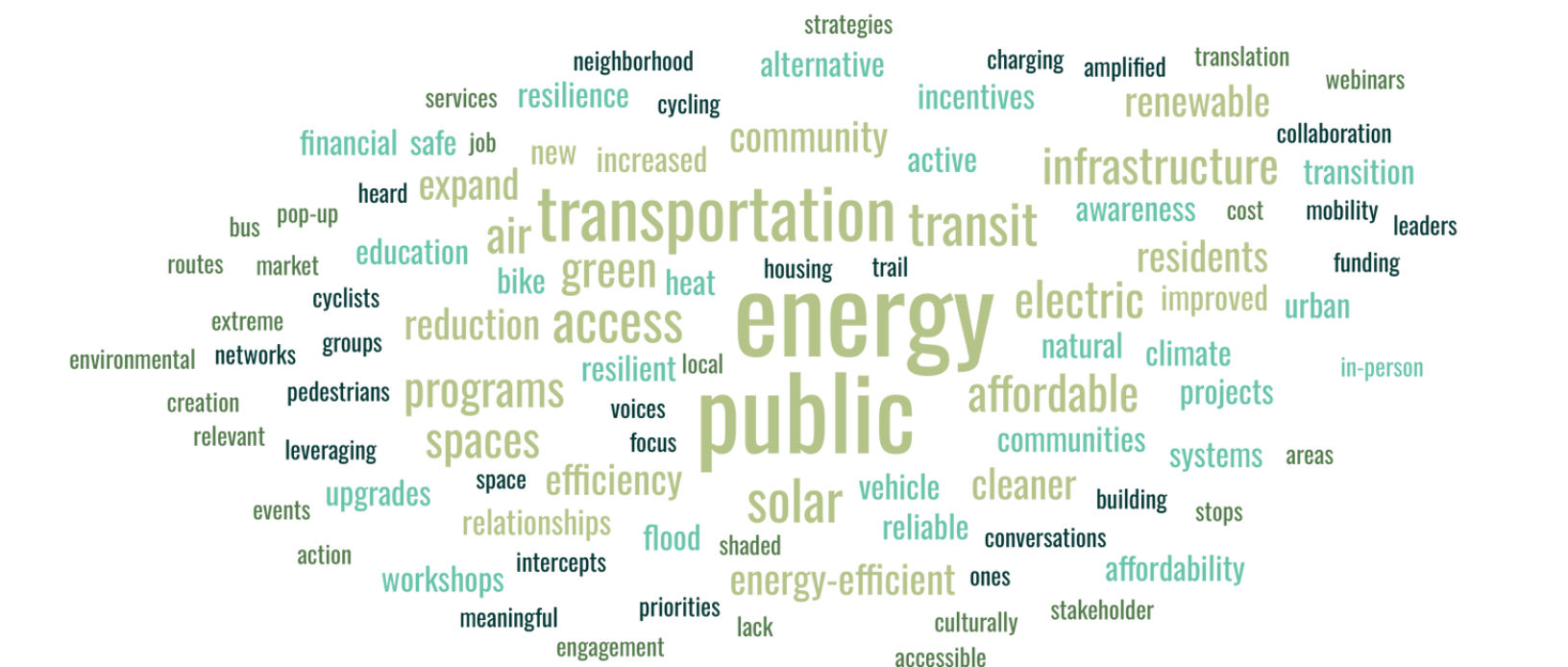
\* The participants included in this map are representative of some of the most commonly engaged participants found in the PCAP processes reviewed for this report. This is not an exhaustive list. For a full and comprehensive list of participants for each PCAP, please refer to any of the plans linked in this document.

## PARTICIPANT WORD CLOUDS\*

## STATE THEMES



## MSA THEMES



\* These images represent the most commonly used words and phrases among public participants included in the qualitative data from State and MSA Priority Climate Action Plans.

## APPENDIX 1: PLANS ASSESSED FOR THIS REPORT

### STATE PLANS ASSESSED

- Alabama: [Alabama PCAP](#)
- Arkansas: [Arkansas PCAP](#)
- Georgia: [Georgia PCAP](#)
- Louisiana: [Louisiana PCAP](#)
- Mississippi: [Mississippi PCAP](#)
- North Carolina: [North Carolina PCAP](#)
- South Carolina: [South Carolina PCAP](#)
- Tennessee: [Tennessee PCAP](#)
- Virginia: [Virginia PCAP](#)
- West Virginia: [West Virginia PCAP](#)

### MSA PLANS ASSESSED

- Richmond, VA Metro Area Metropolitan Statistical Area: [MSA Plan](#)
- Birmingham-Hoover Metropolitan Statistical Area: [MSA Plan](#)
- Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area: [MSA Plan](#)
- Washington-Arlington-Alexandria DC-VA-MD-WV Metropolitan Statistical Area: [MSA Plan](#)
- Jacksonville, FL Metropolitan Statistical Area: [MSA Plan](#)
- Miami-Fort Lauderdale-West Palm Beach, FL Metropolitan Statistical Area: [MSA Plan](#)
- Orlando-Kissimmee-Sanford Metropolitan Statistical Area: [MSA Plan](#)
- NorthPort-Sarasota-Bradenton Metropolitan Statistical Area: [MSA Plan](#)
- Tampa-St. Petersburg-Clearwater, FL Metropolitan Statistical Area: [MSA Plan](#)
- Atlanta-Sandy Springs-Roswell, GA Metropolitan Statistical Area: [MSA Plan](#)
- Bowling Green Metropolitan Statistical Area: [MSA Plan](#)
- Lexington-Fayette Metropolitan Statistical Area: [MSA Plan](#)
- Louisville KY-IN Metropolitan Statistical Area: [MSA Plan](#)
- Charlotte-Concord-Gastonia NC/SC Metropolitan Statistical Area: [MSA Plan](#)
- Raleigh Cary and Durham-Chapel Hill Metropolitan Statistical Area: [MSA Plan](#)
- Columbia-Newberry, SC Metropolitan Statistical Area: [MSA Plan](#)
- Knoxville, TN Metropolitan Statistical Area: [MSA Plan](#)
- Memphis, TN-MS-AR Metropolitan Statistical Area: [MSA Plan](#)
- Nashville-Davidson-Murfreesboro-Franklin, TN Metropolitan Statistical Area: [MSA Plan](#)
- Baton Rouge, LA Metropolitan Statistical Area: [MSA Plan](#)
- Southeastern Louisiana (New Orleans-Metairie) Metropolitan Statistical Area: [MSA Plan](#)

### TRIBAL PLANS ASSESSED

- Poarch Band of Creek Indians: [Poarch Band PCAP](#)
- Catawba Nation: [Catawba Nation PCAP](#)
- Mississippi Band of Choctaw Indians: [Choctaw PCAP](#)
- Eastern Band of Cherokee Indians: [Eastern Band Cherokee PCAP](#)
- Monacan Indian Nation: [Monacan Indian Nation PCAP](#)

## APPENDIX 2: EXAMPLES TO EXPLORE

### 1. LEAD WITH TRANSPARENCY.

- [Arkansas PCAP EEI Plan](#). (see page 190)
- [Virginia PCAP](#). (see page 14, 74)
- [Alabama PCAP](#). (see page 16)
- [Mississippi PCAP](#). (see page 33)
- [Sarasota PCAP](#). (see page 31)
- [Atlanta PCAP](#). (see page 44)
- [Lexington PCAP](#). (see page 43)
- [Louisville PCAP](#). (see page 10)
- [Richmond PCAP](#). (see page 6)
- [Choctaw PCAP](#). (see pages 9, 19, 20, 21)

### 2. KNOW AND ENGAGE YOUR MOST VULNERABLE COMMUNITIES.

- [Miami PCAP](#). (pages 53, 58, 60)
- [Sarasota PCAP](#). (page 27)
- [Tampa PCAP](#). (page 38)
- [Atlanta PCAP](#). (pages 41, 52)
- [Bowling Green PCAP](#). (pages 16, 34–42, 47, 49)
- [Louisville PCAP](#). (pages 32, 56)
- [Charlotte PCAP](#). (page 14)
- [Columbia PCAP](#). (page 31)
- [Knoxville PCAP](#). (page 14)
- [Baton Rouge PCAP](#). (page 46)
- [Hampton Roads PCAP](#). (pages 7, 15–19)
- [New Orleans PCAP](#). (page 22)
- [Jacksonville PCAP](#). (page 64)
- [DC/NVA Metro PCAP](#). (page 26)
- [Louisiana PCAP](#). (pages 17, 38, 5)
- [Arkansas PCAP EEI Plan](#). (pages 30, 52, 72, 105, 125)
- [Virginia PCAP](#). (pages 14, 17, 38, 375)
- [Georgia PSVERP](#). (page 20)
- [North Carolina PCAP](#). (pages 17, 47, 51)
- [Tennessee PCAP](#). (pages 27, 62)
- [Alabama PCAP](#). (page 40)
- [South Carolina PCAP](#). (page 39)

### 3. PRIORITIZE PARTNERSHIPS.

- [Sarasota PCAP](#). (pages 8, 33)
- [Orlando PCAP](#). (pages 10–11)
- [Louisville PCAP](#). (page 35)
- [Charlotte PCAP](#). (pages 11, 122)
- [Raleigh PCAP](#). (page 19)
- [Richmond PCAP](#). (pages 3, 6)
- [DC/NVA Metro PCAP](#). (page 17)
- [Louisiana PCAP](#). (pages 5, 13, 16, 17)
- [Arkansas PCAP EEI Plan](#). (pages 30, 105)
- [Virginia PCAP](#). (pages 14, 17, 193, 375)
- [West Virginia PCAP](#). (page 45)
- [Tennessee PCAP](#). (pages 27, 62)
- [Alabama PCAP](#). (page 16)
- [Mississippi PCAP](#). (page 15)
- [North Carolina PCAP](#). (pages 17, 18)
- [South Carolina PCAP](#). (page 39)

### 4. DESIGN FOR ACCESSIBILITY AND INCLUSIVITY.

- [Alabama PCAP](#). (pages 16, 18)
- [Tennessee PCAP](#). (pages 59, 62)
- [Mississippi PCAP](#). (pages 15, 16, 30)
- [Georgia PSVERP](#). (page 16)
- [North Carolina PCAP](#). (pages 15, 17, 18)
- [South Carolina PCAP](#). (page 123)
- [Louisiana PCAP](#). (pages 13, 16)
- [Miami PCAP](#). (pages 54, 55)
- [Atlanta PCAP](#). (pages 50, 53)
- [Louisville PCAP](#). (pages 56, 57)
- [Charlotte PCAP](#). (pages 18, 116)
- [Richmond PCAP](#). (pages 6, 7)
- [DC/NVA Metro PCAP](#). (page 18)
- [Bowling Green PCAP](#). (page 16)
- [Virginia PCAP](#). (pages 17, 193)
- [West Virginia PCAP](#). (page 45)
- [Choctaw PCAP](#). (page 21)
- [Eastern Band Cherokee PCAP](#). (page 12)



## 5. MAXIMIZE EXTERNAL OUTREACH.

- [Louisiana PCAP](#). (pages 13, 16, 17, 38)
- [Arkansas PCAP EEI Plan](#). (page 30)
- [Virginia PCAP](#). (pages 14, 17, 193)
- [Georgia PSVERP](#). (page 20)
- [North Carolina PCAP](#). (pages 17, 18)
- [Mississippi PCAP](#). (pages 15, 30)
- [West Virginia PCAP](#). (page 45)
- [Tennessee PCAP](#). (page 62)
- [Alabama PCAP](#). (page 16)
- [Choctaw PCAP](#). (page 30)

## 6. SHOW COMMUNITY IMPACT AND INPUT.

- [Louisiana PCAP](#). (page 38)
- [Arkansas PCAP EEI Plan](#). (pages 52, 72, 125)
- [Virginia PCAP](#). (pages 17, 38)
- [Tennessee PCAP](#). (page 27)
- [Alabama PCAP](#). (page 40)
- [North Carolina PCAP](#). (pages 47, 51)
- [Central Midlands PCAP](#). (pages 15-20)
- [Sarasota PCAP](#). (pages 48, 49, 52, 61)
- [Bowling Green PCAP](#). (pages 45–46)
- [Lexington PCAP](#). (pages 17, 23, 33, 38)
- [Louisville PCAP](#). (page 35)
- [Charlotte PCAP](#). (pages 16, 118)

## 7. DEMONSTRATE AN ONGOING COMMITMENT TO ENGAGEMENT AND IMPACT.

- [Louisiana PCAP](#). (pages 5, 38)
- [Arkansas PCAP EEI Plan](#). (pages 30, 105)
- [Virginia PCAP](#). (page 375)
- [Tennessee PCAP](#). (page 62)
- [South Carolina PCAP](#). (page 39)
- [Sarasota PCAP](#). (page 33)
- [Tampa PCAP](#). (page 6)
- [Louisville PCAP](#). (page 56)
- [Charlotte PCAP](#). (pages 2–27, 40)
- [Raleigh PCAP](#). (page 16)
- [Columbia PCAP](#). (page 17)
- [Baton Rouge PCAP](#). (pages 23–24)
- [Richmond PCAP](#). (page 7)
- [Mississippi PCAP](#). (page 23)
- [Georgia PSVERP](#). (page 30)
- [North Carolina PCAP](#). (page 52)
- [Catawba Nation PCAP](#). (pages 7, 14)
- [Eastern Band Cherokee PCAP](#). (page 11)

## 8. ITERATE AND INNOVATE.

- [Louisiana PCAP](#). (page 38)
- [Arkansas PCAP EEI Plan](#). (page 30)
- [Mississippi PCAP](#). (page 23)
- [Georgia PSVERP](#). (page 30)
- [North Carolina PCAP](#). (page 52)
- [Lexington PCAP](#). (page 134)
- [Charlotte PCAP](#). (pages 3, 10, 12, 15, 17, 18)
- [Knoxville PCAP](#). (page 116)
- [Richmond PCAP](#). (page 17)
- [New Orleans PCAP](#). (page 23)