



**Application Supplement**

NIHHS Center for Heat Resilience Communities 2025-2026 Cohort Application Guidance

<b>What is the Center for Heat Resilient Communities?</b>	<b>2</b>
<b>What will communities actually do and what support will be provided?</b>	<b>4</b>
<b>Am I eligible?</b>	<b>6</b>
<b>Cohort Application Process</b>	<b>7</b>
<b>Application Form Evaluation Criteria</b>	<b>9</b>
<b>Community Worksheet Purpose &amp; Cohort Selection</b>	<b>11</b>
<b>Appendix A: Community Worksheet</b>	<b>12</b>
<b>Appendix B: Frequently Asked Questions</b>	<b>17</b>

## What is the Center for Heat Resilient Communities?

The National Integrated Heat Health Information System (NIHHIS) Center for Heat Resilient Communities, a National Oceanic and Atmospheric Administration (NOAA)-funded [Center of Excellence](#) dedicated to supporting local governments in determining the best strategies to advance heat resilience in local communities, is seeking applicants for its inaugural cohort. This first-of-its-kind opportunity brings together teams of experts and over 50 cross-sector partners to create a roadmap for equitable community heat resilience across six core areas of preparation and response:

1. **Stress Testing:** Assessing the maturity of existing heat governance institutions and stress testing emergency response.
2. **Indicators:** Selecting locally relevant heat resilience indicators to assess current heat conditions and track progress toward heat resilience goals.
3. **Local Heat Planning:** Heat action planning and coordinating across networks of plans.
4. **Benefit-Cost Analysis:** Conducting benefit-cost analysis to understand the current and projected costs of inaction and the potential net benefits of interventions.
5. **Modeling:** Selecting and tailoring local-to-global climate data and models to assess heat exposure.
6. **Engagement:** Engaging communities, stakeholders, and the media, including developing effective heat warning systems.

Experts within each of these core areas will develop a Heat Resilient Communities Roadmap Workbook (Roadmap Workbook) that brings together diverse expertise and knowledge-sharing hubs. The Roadmap Workbook includes a suite of newly developed heat tools with recommended resources that will help participants make a case for action, assess their capacity to respond, and design a locally tailored blueprint for heat resilience with actionable goals and strategies for achieving them.

Trainings and modules will help participants develop core competencies and facilitate the collection and organization of key data outputs and goals from strategy prioritization activities such as the identification of indicators and exposure settings, benefit-cost analysis, capacity assessments, and assessing policy window opportunities.

Upon completion of the program, participants will have produced a tailored Heat Resilient Community Blueprint (Blueprint) document that includes funding, policy, and planning pathways to support local heat preparedness priorities. The Roadmap Workbook and Blueprint will position communities to maximize existing resources and be highly competitive for state, federal, and philanthropic funding opportunities. Selected communities will receive \$10,000 to cover staff costs or finance strategies identified through engagement with the Roadmap Workbook and guidance from our Center experts.

In exchange, the collaborating communities will provide feedback on the Center at designated junctures so that the tools can be improved, and ultimately deployed as a publicly available heat

resilience guide useful for diverse communities and contexts. This feedback from communities representing diverse experiences preparing for extreme and/or chronic heat will be used to:

- i) Deliver actionable recommendations to NOAA, NIHHS, and federal partners detailing ways that the federal government can support communities as they prepare for a hotter future, and
- ii) Justify the creation of additional programs and funding streams for local communities through the successes and lessons learned in developing their tailored Blueprints.

Data and insights collected through the Center for Heat Resilient Communities' participants are funded by taxpayer dollars and generally expected to be shared with the public, subject to the [Citizen Science Act](#). The NIHHS Centers of Excellence are committed to balancing a commitment to open science and collaboration with respect for the sovereignty of Tribal communities around the gathering of data that involves indigenous knowledge, locations of tribal assets or resources, and tribal practices. If you have concerns about privacy and/or data sovereignty that would affect your ability to participate in the Center, please contact us at [heat@ucla.edu](mailto:heat@ucla.edu) before submitting application materials.

## What will communities actually do and what support will be provided?

### Why participate?

Communities will receive the following benefits through participating with the Center for Heat Resilient Communities:

- Guidance in producing a strategy document with fundable “shovel-ready” actions aligned with local, state, and federal funding sources and priorities.
- Guidance and support from international experts.
- Access and membership to a national network of heat leaders.
- The opportunity to influence federal policy, regulatory, and funding priorities.
- Financial support through a \$10,000 micro-funding award.

The \$10,000 micro-fund award can be used flexibly to cover staff costs or finance strategies identified through engagement with the Center’s Roadmap Workbook. Non-exhaustive eligible expenses may include event costs including food and travel, contracting community organizations or independent consultants to conduct community engagement activities, and acquiring licenses or tools needed to collect and/or analyze data<sup>1</sup>. Ineligible expense categories include alcohol and entertainment. Please consult the Code of Federal Regulations ([CFR](#)) for more details.

Once selected, funding is contingent upon successful onboarding into UCLA’s PaymentWorks system and acceptance of University of California (UC) and NOAA terms and conditions. Once the agreement is fully executed, the recipient can begin invoicing. This process can take 2-4 months.

### What will we do and how?

#### The What

The year-long cohort is structured around completing the Roadmap Workbook. The Roadmap Workbook includes a sequence of suggested activities and pathways to create your Heat Resilient Community Blueprint, a locally-tailored list of “shovel-ready” heat action strategies targeting support from key local, state, and federal resources. Communities that have already completed specific activities in the Roadmap Workbook will have the flexibility to use data and outcomes from previous work but are asked to complete the associated Center worksheets for each activity.

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<sup>1</sup> Inventorial equipment with a cost of \$5K or more per unit is not allowed. Funds may not be used for expendable/consumable materials and supplies that cost more than \$5K per unit.

Community assets gained through Roadmap Workbook activities will empower communities to:

- Determine priorities and locally relevant indicators,
- Identify capacity gaps and opportunities to increase their capacity to address heat resilience,
- Design right-sized approaches to increase heat resilience according to their existing capacity,
- Communicate the problem and potential solutions to decision-makers, residents, and potential funders,
- Make decisions about how to prioritize their next steps and allocate resources.

### The How

Communities will nominate 1 or more representatives (the “nominee(s)”) to participate in the year-long program. These nominees will complete Center trainings and take the lead in developing key program outputs. Trainings will consist of synchronous and asynchronous webinars hosted by our expert teams. Worksheets and templates will facilitate the collection and organization of key data outputs and decisions needed to define the problem, assess the capacity to respond, and produce locally tailored goals with strategies for implementation. Additional tools will be provided at key junctures to facilitate the identification of indicators, exposure settings, relationship-building opportunities, and policy window opportunities. Technical assistance may be provided as needed and capacity allows.

### Required Time Commitment

Communities that come into the program with little or no existing heat work should expect to commit an average of 2-4 hours of staff time per week for the duration of the program. Communities that have already conducted some Center activities or otherwise intend to focus their efforts on specific pieces may find that the time commitment is variable throughout the program.

### When will we do it?

Selected communities will begin working with Center programming in March of 2025. The \$10,000 micro-fund award is intended to support participating communities for the duration of the one-year program. We encourage participating in planned opportunities for continued engagement with the Center beyond the 1-year cohort model, but this is not a requirement.

## Am I eligible?

Eligibility is restricted to non-federal state, local, tribal, and territorial governments (SLTTs) and their departments. Local governments include incorporated towns, cities, counties, special districts, metropolitan planning organizations (MPOs), councils of government (COGs), and other institutions, to be considered on a case-by-case basis. Exceptions may be made for non-governmental organizations that play a leadership role in a community's heat resilience efforts in a formal capacity; see below for details. For questions regarding community eligibility, please contact [heat@ucla.edu](mailto:heat@ucla.edu).

To be eligible, prospective organizations should nominate at least one staff person (the "nominee(s)") in a durable<sup>2</sup> role to participate in Center programming. The nominee does not have to be the person who fills out and submits the application. Supervisor or management approval of the nominee(s)'s participation in the 1-year program is highly encouraged, up to and including a letter of support indicating that the organization can support the staff time needed to participate in Center activities.

In instances where a single applicant is applying on behalf of a coalition of governments addressing an impact area larger than their jurisdiction, letters of support from affiliated jurisdictions at these other scales / jurisdictional boundaries are highly encouraged.

In those instances where a regional organization is applying for an impact area that contains multiple jurisdictional units, letters of support from those localities that will be directly participating are highly encouraged.

While eligibility is restricted to SLTT governments, we recognize that community-engaged work is fundamental to equity-centered heat response. Relationships and intended engagement with community-based or community-serving institutions are highly encouraged. Prompts in the application invite applicants to indicate the strength of these relationships. Applicants may also submit letters of support or evidence of previous engagement, not to exceed one-half page and 2 supporting pieces of evidence, respectively. These can be submitted to [heat@ucla.edu](mailto:heat@ucla.edu). After the first cohort, which will help the Center create a stable base of support options, we intend to expand the role of community organizations in participation with the Center through additional guidance to local governments and possibly dedicated funding.

**Exception:** A nonprofit organization or coalition, collaborative, or association of nonprofit organizations and academic institutions that play a leadership role in a community's heat resilience efforts is eligible to apply so long as they can provide evidence of collaboration with local jurisdictions with policymaking authority. Letters of support are strongly encouraged.

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<sup>2</sup> Refers to staff persons in full-time roles guaranteed by steady funding streams. A "non-durable" staff person would be a contract-employee, fixed-term fellow, or intern, among other positions.

## Cohort Application Process

### General Information

The application to participate in the Center for Heat Resilient Community's inaugural cohort will consist of a single application window with two required parts: the Application Form and the Community Worksheet.

The selection process is designed to facilitate the recruitment of a diverse sample of community types and heat resilience capacities. The Center's goal is to work with communities that demonstrate a lower level of heat readiness alongside communities with higher levels of heat readiness and community assets to make sure that Center deliverables work for ALL community types.

For the inaugural cohort, this scale will skew toward a greater number of communities with a higher level of engagement with heat to help build a stable base of support offerings. Communities that have not taken any heat-specific actions are still encouraged to apply if they can demonstrate their capacity to engage with Center programming through relationships and capacities established in other domains, such as responding to other environmental hazards like flooding or wildfire.

The most competitive applicants will be able to demonstrate the following criteria in their responses to the Application Form:

- 1) How participation would fit into their community's existing heat and general climate resilience efforts,
- 2) Their capacity to work collaboratively across organizational and sectoral boundaries, and
- 3) A clear commitment to investing in the communities and settings most impacted by heat.

These criteria correspond to the Center's goal of supporting evidence-based, whole-of-government approaches to addressing local, equity-centered heat resilience. See the '[Application Evaluation Criteria](#)' section for more details on how these three criteria will be evaluated.

Based on the mix of applicants we receive, responses to the Community Worksheet will be used to select a diverse cohort from competitive applicants. See '[Community Worksheet Purpose & Cohort Selection](#)' for more details.

The Application Form will be considered completed upon submission of the Google Form and the Community Worksheet will be considered completed once emailed to [heat@ucla.edu](mailto:heat@ucla.edu) and confirmation of the receipt has been received by the applicant.

## Application Submission Period

### Application Open

Applications will open Wednesday, November 20th, 2024.

### Deadline

Applicants must submit the Application and Community Worksheet by 5:00 p.m. PST on Friday, January 24th, 2025.

### Notification of Application Decision

Selected communities will be notified by Friday, February 14th, 2025.

## Application Assistance

To support applicants, the Center for Heat Resilient Communities will host virtual application office hours, or ‘workshops’, where interested communities may come to ask application-specific and program-specific questions.

Attendees are asked to register for each workshop and submit a non-exhaustive list of questions to help Center Staff prepare and make these synchronous events more productive. Registration links will be available on our webpage on [heat.gov](https://heat.gov).

The results of these workshops will be used to update a living FAQ’s document, also to be made available on [heat.gov](https://heat.gov).

See below for a list of application workshop dates and times (PST). If you cannot attend any of the following office hours events, please contact [heat@ucla.edu](mailto:heat@ucla.edu).

Friday, November 22: 11-12:30pm

Tuesday, December 3: 12-1:30pm

Thursday, December 12: 3-4:30pm

Tuesday, December 17: 12:30 - 2pm

Thursday, January 9: 2-3:30pm

Monday, January 13: 1-2:30pm

Thursday, January 23: 11-12:30pm



## Application Form Evaluation Criteria

A review panel process will be utilized to prioritize potential participants.

The inaugural cohort will test the robustness of Center offerings and offer recommendations for improvement through its diversity of community characteristics and levels of heat-readiness.

Applicants will be expected to address the following criteria in their application form:

- **Criteria 1:** *What are your goals for participation as a Heat Resilient Community and how would participation fit into your community's existing heat and general climate resilience efforts? Application Form questions: 19, 20, and 21.*

The Center's goal is to complement and advance community heat resilience efforts, not replace them. Communities will have existing engagements, commitments, and concerns. Center offerings will increase the capacity to plan for and implement these goals AND to help communities evaluate the efficacy of these goals. In some instances, however, existing organizational and staff commitments may not permit a community to participate fully in the cohort model.

Communities will be evaluated based on their expressed capacity to engage with Center activities and possible synergies between existing heat-related efforts, commitments, and campaigns & Center offerings.

- **Criteria 2:** *Can you demonstrate how your community has worked together across organizations and scales to manage heat risks together? If not, can you provide other evidence that you can coordinate with other public entities and local non-governmental organizations to plan for heat from other initiatives? Application Form questions: 13, 14, 15, 16, and 17.*

Heat governance encompasses responsibilities, policy settings, and jurisdictions that are usually held by one actor working in isolation. Experience shows that communities with strong coordination capacities can create more effective heat mitigation and management strategies. Participation with the Center for Heat Resilient Communities will require engagement with parties that may not typically work together. For example, does an applying planning department have relationships or otherwise engage the office of emergency management, public health officials, or non-profits in the environmental space through heat-related or non-heat-related work in their ongoing operations?

For the inaugural cohort, communities are highly encouraged to begin building these partnerships before and during the application process. Prior establishment of these relationships will be given less weight in subsequent cohort years.

- **Criteria 3:** *Can you demonstrate a clear commitment to investing in the communities and settings most impacted by heat? How will you determine where need exists in your community and how will you focus your efforts geographically and sectorally through*

*engagement with the Center for Heat Resilient Communities? Application Form questions: 11, 12, 17.*

Building heat resilience in a way that centers equity and the reduction of risk for those most likely to be affected by chronic or extreme heat events requires engagement with impacted communities and the targeting of resources toward those communities. Building these relationships and conducting this engagement takes time and resources. Where and for whom heat risk poses a greater threat will vary from community to community and applicants will not be evaluated based on the use of particular policy tools or metrics.

Communities will be evaluated based on their capacity to engage impacted community members and groups and how they intend to incorporate insights into their heat resilience strategies. These capacities may be demonstrated through existing relationships, the results of previous engagement, or a clear goal for engaging local populations and localities with the greatest need.

## Community Worksheet Purpose & Cohort Selection

The Community Worksheet draws from the work of our expert teams, activities contained within the Roadmap Workbook, and NOAA's ['A Maturity Model for Heat Governance'](#) to non-exhaustively gauge a community's baseline heat governance capacities.

The results of each community's worksheet will be used to ensure diversity in the cohort. Please complete the Community Worksheet to the best of your abilities and please do not spend more than one hour researching and completing this item.

To facilitate a better sample of community types, stages of heat resilience building, and capacities to advance heat resilience, the Community Worksheet will cover:

1. A community's existing, ongoing, and planned heat resilience building actions.
2. A community's capacity to increase local heat resilience including institutional capacity, the strength of partnerships and networks, and community assets, both physical and technical.

Please see Appendix A for guidance on how to complete the Community Worksheet.

## Appendix A: Community Worksheet

One of the key project goals of the Center for Heat Resilient Communities is to co-produce actionable tools and recommended policies to help diverse communities build resilience to heat. Engaged cohorts necessarily must be diverse in baseline capacities and existing heat actions.

The following walks an applicant through each section of the Community Worksheet including defining included terms, contextualizing items with Center goals, and further explaining how to select appropriate responses.

### 1. Completed Actions and Interests

This section will collect baseline information on what data, actions, and policies communities have already used / taken / adopted as well as collect additional contextualizing information on the qualities of these data, actions, and policies.

#### 1.A Heat Data

This subsection asks applicants to identify the degree to which they have engaged with different data types.

Accessing and visualizing heat and impact data is important in the identification of locality-specific indicators for developing a problem definition and, eventually, goals with attached metrics to track progress.

#### Terms:

- **Hazard data:** refers to surface temperatures, air or wet bulb temperatures, radiant temperatures, or other metrics used to capture heat exposure.
- **Health impacts of heat:** refers to heat-health outcome data such as heat-related ambulance call-outs, heat-related injury or morbidity data, or data on excess heat illness during acute events.
- **Economic impacts of heat:** refers to the economic impacts of chronic and acute extreme heat events. Examples include lost productivity through indoor or outdoor exposure for workers, reduced lifespan of transportation infrastructure such as roads and energy infrastructure, and increased electricity costs associated with mechanical cooling. A community may also have quantified the impacts of excess health impacts from chronic or acute extreme heat events.
- **Social vulnerability:** refers to the demographic and socioeconomic factors (such as poverty, lack of access to transportation, and crowded housing) that adversely affect

communities that encounter hazards and other community-level stressors. Some tools may refer to exposure, sensitivity, or adaptive capacities.

- **Sociocultural impacts of heat:** refer to the disruption, loss, or alteration of community events or spaces, social infrastructure, and cultural practices that maintain local lifeways and social cohesion, an important indicator of resilience, in response to chronic or extreme heat.

This can include, but is not limited to, heat-imposed barriers to safely attending cultural events or participating in cultural heritage practices; heat-imposed threats to keystone cultural heritage species or heat-imposed keystone cultural heritage species migrations; and heat-imposed disruptions to connections between place, practice, and identity that are communicated through oral histories of change and lived experience.

### 1.B Assessing Heat Actions

This subsection asks applicants to identify intervention strategies that they have already pursued or intend to pursue to mitigate or manage heat.

Hard interventions refer to the addition, subtraction, or alteration of vegetative or built materials that change the composition and/or configuration of urban morphology.

Soft interventions refer to programmatic or other actions aimed at addressing the cause and/or impacts of heat.

#### Terms:

##### *Hard Interventions*

- **Vegetative infrastructure:** Using vegetation and green space to reduce outdoor and indoor temperatures. Examples include green walls and roofs, provision of outdoor green spaces, and reduction of impervious surfaces (e.g. depaving).
- **Reflective (Cool) surfaces:** Horizontal and vertical surfaces that deliver higher reflectance and absorb lower amounts of solar radiation compared to conventional materials to reduce surface, air, and radiant temperatures i.e. high albedo surfaces.
- **Urban forestry:** The planting, maintenance, care, and protection of tree populations, such as shade trees, in urban settings. Urban forestry can be found in parks, gardens, landscaped boulevards, greenways, and street-side tree boxes.
- **Built shade:** Manufactured shade structure designed for pedestrian use, which can be either attached to a building or freestanding.
- **Heat resilient building codes:** The use of building codes to codify the above strategies

and others into new construction and remodeling subject to local land use policies.

- **Heat resilient landscape codes:** The use of land use codes to codify the above strategies and landscape design in new construction and remodeling subject to local land use policies.
- **Home retrofits / weatherization:** Provision encouraging or requiring new development and/or existing buildings to improve structural resilience to heat through weatherization projects.

#### *Soft Interventions*

- **Cooling centers:** Publicly available air-conditioned or otherwise mechanically cooled facilities that provide spaces for residents to cool off and find protection from heat on very hot days.
- **Indoor cooling subsidies:** Financial incentives to help residents and businesses acquire, maintain, or operate mechanical cooling systems such as air conditioning, heat pumps, or other technologies.
- **Public communication campaigns:** Information campaigns intended to inform the public of extreme heat events and protective actions for both chronic heat and extreme heat events.

### 1.C Assessing Heat Plans

This subsection asks applicants to indicate which authoritative plan types a community has adopted and whether each plan has heat-specific goals or non-heat-specific goals with heat-specific co-benefits. We only ask that you indicate whether or not these plans exist and whether they address heat.

\*We do not expect applicants to exhaustively go through each listed plan type for heat-related material. Please indicate which plans you believe / know to reference heat and heat-related interventions.

## 2. Baseline Capacity

This section will assess a community's readiness to holistically respond to heat. Responses will be used to select a diverse cohort to test the robustness of Center activities and deliverables.

### 2.A Authority

This subsection is modeled after 'A Maturity Model for Heat Governance'. These questions are intended to capture the level of authority given to the applicant and its nominee(s) to enact and implement policies related to reducing heat burden and associated harms.

Please indicate both the applying organization and their nominee(s)' authority to address heat and its impacts according to the following options.

Explanation of selection options:

- **Has formal responsibility to manage heat as documented in an <sup>1</sup>adopted plan or <sup>2</sup>creation of a heat office or heat officer position:**  
<sup>1</sup>A heat action plan has designated me or my office as responsible for heat impacts or  
<sup>2</sup>my position or office was created specifically to address heat impacts
- **Has formal responsibility to manage climate risks as documented in an <sup>1</sup>adopted plan or <sup>2</sup>creation of a climate office or climate officer position:**  
<sup>1</sup>A climate action plan or similar has designated me or my office as responsible for climate impacts including heat or <sup>2</sup>my position or office was created specifically to address climate impacts including heat
- **Has staff / is a staff person with responsibility for heat resilience in job or role description:**  
 "it's in my job title and/or job description"
- **Has an implicit or informal role in leading local heat risk reduction efforts:**  
 "as a resilience/sustainability/emergency management organization or professional, it's in my portfolio"
- **Addresses heat on an ad-hoc basis as part of normal operations:**  
 "when it comes across your desk" e.g. due to an acute extreme heat event or a specific community concern.

## 2.B Partnerships and Coordination

The purpose of this subsection is to map out existing relationships and opportunities for coordination with key community stakeholder types that may play a role in addressing heat resilience in any community. Please indicate the nature of your relationship with the listed organizations and organizational types. These need not be specific to any heat-specific efforts.

Explanation of key terms in selection options:

- **Institutionalized or funded relationship:** the relationship exists through a charter or legal contract. Examples include departments within the same jurisdiction and organizations with which you have open contracts to perform services or otherwise collaborate in some way.
- **Informal relationship:** the relationship exists through personal networks or shared

membership in a coalition or committee that is not funded or otherwise a formal responsibility of both parties under their charter. Examples include shared membership in advisory committees, boards, or working groups.

## 2.C Technical Capacity

This subsection is intended to gauge an applicant's access and training in the use of tools that enable accessing, visualizing, and modeling data.

This data will be used to select a diverse cohort and inform the training and modules developed to help participants identify key indicators and metrics as well as conduct benefit-cost analysis.

### Terms:

- **Benefit-Cost Analysis:** the process of identifying, quantifying, and monetizing expected benefits and costs of investments, actions, or policies to determine which alternative yields the highest net benefits.
- **Geospatial Analysis:** the process of collecting, analyzing, and visualizing geographic or spatial data.
- **Human Subjects Research:** any research or clinical investigation that involves human subjects. The [federal regulations define](#) a human subject as a living individual about whom an investigator conducting research obtains (1) data through intervention or interaction with the individual; or (2) identifiable private information.

Relevant examples of human subjects research include surveys, interviews, and focus groups.



## Appendix B: Frequently Asked Questions

To be maintained and updated throughout the application cycle.

### Eligibility

**We want to apply as a coalition with adjacent jurisdictions to build heat resilience as a region. Are we eligible to apply?**

Yes, coalitions of governments are eligible to apply. We ask that one organization complete the application and include the nominees (as applicable) from those jurisdictions that will be participating. Letters of support from non-lead-applicant organizations are encouraged.

**I am applying as a representative of a department that will be leading our heat resilience efforts, but there are members of other departments who would like to participate. Can they?**

Yes, inter-departmental collaboration is highly encouraged. Please include any representatives from other departments that will be a part of the primary team engaging with the Center in your list of nominees. Letters of support from non-lead departments are encouraged.

**I am applying on behalf of a regional organization that contains multiple distinct jurisdictions. Is my organization eligible to apply on behalf of these nested jurisdictions?**

Yes, regional governmental entities are eligible to apply. It is highly recommended that representatives of nested jurisdictions with policymaking authority be included in Center-related activities and letters of support are recommended.

**The community for which I am applying has not yet taken any heat-specific actions. Can I still be a competitive applicant?**

Communities will be evaluated holistically based on their ability to complete Center programming rather than exclusively on their level of heat-readiness and extent of prior heat-specific actions. Each cohort will intentionally be made up of communities at various stages of preparing for hotter temperatures and with varying levels of baseline capacity.

Communities that have not taken heat-specific actions are still encouraged to apply if they can demonstrate their capacity to engage with Center programming through relationships and capacities established in other domains, such as responding to other environmental hazards like flooding or wildfire.

### Funding

**We would like to apply but are worried about staff time. What resources are available to finance participation in the Center for Heat Resilient Communities?**

Each community will receive \$10,000 to use as they wish, including financing staff time. Since Center activities are designed to support rather than replace ongoing heat-resilience efforts, communities will also be able to “double-dip”, completing Center activities while continuing their ongoing heat work.

**What is a realistic lift expectation for participating communities and their lead representatives? How much time should we expect to dedicate weekly? Monthly? Will the workload be evenly spread throughout the year or come in spurts?**

The estimated time commitment is 2-4 hours per week throughout the 1-year cohort model. Communities that have already conducted some proposed Center activities or otherwise intend to focus their efforts on specific pieces may find that the time commitment is variable throughout the program.

Synchronous whole-cohort webinars and other forms of engagement are intentionally kept to a minimum to allow flexibility in completing Center activities.

Conflicts with existing efforts

**The community for which I am applying has already conducted extensive community-engaged heat planning and completed some of the steps in the Roadmap Workbook. In other words, we have existing commitments and community expectations. Will we have to redo this work?**

Center activities are designed to support rather than replace ongoing heat-resilience efforts. Data and insights collected from previous work and engagement can be used to fill out Center worksheets and support tools. Though communities are highly encouraged to participate fully in all Center activities and the ability to do so is evaluated in the application process, participants may use this data to support their participation in Center activities rather than duplicating previous efforts.

Center-guided activities such as capacity assessments, benefit-cost analysis, and modeling may provide nuance to this previous work or otherwise provide contradictory data. However, all activities are voluntary and support tools are intended to give you the data needed to make informed, equity-centered decisions, rather than be prescriptive. Communities are under no obligation to take action on any insights gained through participation with the Center (though we certainly hope that you do!).

**The community for which I am applying already has an adopted Heat Action Plan, or similar. What would we gain from participating in this program?**

The Roadmap Workbook and other support tools offered by the Center for Heat Resilient Communities are distinct from and would complement a formally adopted plan. In addition to helping you refine the strategies within an existing plan, Center activities are intended to help you identify existing capacity gaps for implementation, the best locally-tailored indicators to track your progress, and identify the most feasible and cost-beneficial actions to take first to protect your communities from the impacts of extreme and/or chronic heat. A community may then decide to create and adopt its first Heat Action Plan or revise an existing plan.

In short, preparing for extreme and/or chronic heat does not stop with the adoption of a plan, and Center deliverables are designed to help participating communities wherever they are in the process of creating more heat-resilient communities.