

**CLIMATE  
RESILIENCE  
PLAN | 2021**

**AGNES SCOTT COLLEGE & THE CITY OF DECATUR**

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# INTRODUCTION

**As the world feels the impacts of our changing climate, there is an imperative at the local level to build community resilience. Agnes Scott College and the City of Decatur have joined together to leverage the power of community and collaboration by designing a joint Climate Resilience Plan (CRP). The plan draws on existing commitments and programs of both partners but also sets out new strategies with the most promise for ensuring the resilience of the community for both the college and the city.**

While the uncertainty of the future challenges of climate change surface inevitable feelings of anxiety and concern, there lies a certainty at the heart of this plan: the CRP exists with, for, and alongside our community, ready to adapt and serve in a manner that assures our collective well-being.

Agnes Scott College and the City of Decatur are located within the larger metropolitan Atlanta region. The City of Atlanta borders Decatur on the west. Dekalb County is our shared county government and water utility. Several small incorporated towns exist to the north and east - Clarkston, Avondale Estates and Tucker to name a few. The city has a population of over 25,000 and covers a little over 4 square miles. Agnes Scott's campus is about 100 acres in the center of the city and the campus community of students, faculty and staff numbers about 1,400.

Both the college and the city have a history of addressing environmental concerns and encouraging community activism. However, the limited funding and incentives for climate change response in Georgia and the southeast has resulted in less ability to address the local needs. The CRP is meant to give the college and the city the ability to work together, move beyond these limits, create new solutions, and jointly find funding support when needed.

# AGNES SCOTT COLLEGE

**For Agnes Scott, this joint CRP takes us to a new step in our climate commitment.**

The college has been on the path toward carbon neutrality since 2007, focused primarily on energy conservation and efficiency, but with a more recent focus on renewable energy. Our energy reduction efforts stem from the college's commitment to the American College & University Presidents Climate Commitment (ACUPCC), now called the Presidents' Climate Leadership Commitments. Agnes Scott signed the Commitment as one of the charter signatories in September 2007 with the baseline greenhouse gas (GHG) emissions inventory submitted in September 2008. The college's initial **Climate Action Plan (CAP)** was completed during the summer of 2009 and was submitted by the September 2009 deadline. In the CAP, the deadline of 2037 was set for the college to be climate neutral. As of FY 2017-2018, the college had reduced its carbon footprint by 30% and is on track for a 50% reduction by 2022 and neutrality by 2037. Reaching these goals will be boosted greatly by the partnership with the City of Decatur anticipated in the CRP.

**30%**  
OF AGNES SCOTT COLLEGE'S  
**CARBON FOOTPRINT**  
HAS BEEN REDUCED SINCE  
**2009 LEVELS.**

Agnes Scott now has two renovated, historic buildings with 100% HVAC on geothermal, making more than 10% of the college's square footage covered by the most highly efficient system available. The college has begun implementing a solar master plan which anticipates 1 megawatt of solar on campus. Agnes Scott uses a nationally recognized Green Revolving Fund to replace aging equipment with higher efficiency models. Close to 100% of the college's lighting is now LED and more than 80% of the water fixtures are the highest efficiency choices available.



# THE CITY OF DECATUR

**The City of Decatur has a history of making and following through on plans that center citywide sustainability and quality of life.**

Out of the disinvestment and struggles of the mid- to late-20th century, the City has persevered to create a vibrant, livable community that sets an example for its peers, evidenced by its Platinum Certification in the Atlanta Regional Commission’s Green Communities Program. Today, Decatur is a certified walk-friendly, bike-friendly, child-friendly, and age-friendly city taking strides to prepare for the environmental and societal challenges of tomorrow. A key component of this CRP is the ongoing implementation of plans such as:

- The newly-adopted **Stormwater Master Plan**
- The **2018 Community Transportation Plan**
- The **2030 Strategic Plan**

At the time of this plan’s release, the City is also at work on its 10-year Strategic Plan and a Clean Energy Plan, both of which will be instrumental in charting the city’s path towards a climate-resilient future.

**Of equal importance, City leadership, staff, and residents are engaged in an ongoing conversation about racial equity, social justice, and the preservation of an inclusive Decatur.**



*The above image shows a crowd of people outdoors at a City of Decatur event.*

Convened in 2019, Decatur’s resident-led Affordable Housing Task Force has worked to develop a plan to maintain and expand the housing options in the city and, in turn, retain its racial, economic, and age diversity. Sparked by the nationwide protests to the police killing of George Floyd in Minneapolis, MN, the City launched its Anti-Racism Speaker Series, facilitating community dialogues on the realities of systemic racism and its manifestation in Decatur. Together, with the efforts of the City, Agnes Scott College, and community partners like Georgia Interfaith Power & Light, the Decatur community is working to build the foundation of equity on which climate resilience must rest.

# A SUMMARY OF THE PLAN

## ACCOUNTABILITY & ADAPTABILITY

When the college and the city joined together to complete the Climate Resilience Plan (CRP), both agreed that this plan would be respectful of all the related college and city plans and regulations, ensuring that there was no “reinventing the wheel.” Even as the CRP work was underway the city completed several planning projects and the college completed a campus comprehensive master plan. Staff for the college and the city have ensured and will continue to ensure the coordination among all planning efforts and the CRP. But the CRP also stands alone as guidance for the city and the college to combine efforts to address the impacts caused by local changes in the climate.

The CRP is intended to be accountable to both the residents of the city and the employees and students of the college. From emergency preparedness and response to creative renewable energy solutions - with the CRP - Agnes Scott and Decatur can now plan and implement projects to protect and enhance the community. The CRP is also intended to be adaptable. Just as climate change is uncertain, so is how communities respond to local threats. Therefore, the CRP will need to be revisited on a regular basis, every 6 to 12 months, to ensure success.

## READING GUIDE

As you peruse the Climate Resilience Plan, please bear in mind the following features intended to make reading simpler and more enjoyable.

- All throughout this document and at the end of the CRP, there are links to appendices. Links can be identified as bolded and underlined text (**like so**).
- Certain acronyms are frequently used:
  - **ASC** = Agnes Scott College
  - **COD** = City of Decatur
  - **CRP** = Climate Resilience Plan
  - **CRTF** = Climate Resilience Task Force



The above picture shows three students at Agnes Scott College.

# RESILIENCE FRAMEWORK

## HOW THE PLAN IS STRUCTURED

The Climate Resilience Plan follows **four main goals**, each with its own set of visions, strategies, and actions. Strategies act as broader guides, and actions are specific means for achieving the strategies. On the next page, you'll find an overview of the CRP's four goals, with visions and strategies. A detailed breakdown of actions can be found in the section titled "Implementation Plan."

### GOAL

There are four goals, or **sections**, of the CRP: People, Place, Planet, Partnership.

### VISION

What the CRP aims to accomplish

### STRATEGIES

Broad objectives for reaching each vision

### ACTIONS

Specific means for achieving each strategy

# PEOPLE

**We are a community that is welcoming and financially viable to a wide range of people, where everyone has equal access to resources and opportunity. We are a community that is dynamic and prepared to respond to emergencies, where basic needs are met during calm and crisis.**

- Foster affordability for a growing community.
- Ensure that an adequate quantity and quality of emergency shelters is prepared for a substantial portion of the population.
- Ensure provision of water and power for extended periods of time during natural disasters.
- Create a connected community: person-to-person and people-to-ecological community.

# PLANET

**We are a community that embraces our changing environment and understands our place in it. We will lessen our impact on the planet through the conservation of natural resources, respect for natural infrastructure, and actively work to decrease our carbon footprint.**

- Preserve existing natural features and infrastructure and enhance to avoid, manage, and rebound from natural disasters.
- Create an energy system that is affordable, clean, and can be relied upon by key community functions during emergencies.
- Decrease heat islands and associated health & environmental impacts.
- Decrease the amount of waste created by the community by going “zero” waste.

# PLACE

**We are a community that designs our spaces in a way that connects people with each other and with nature. We are good stewards of our existing infrastructure and will innovate when planning for new infrastructure.**

- Improve and develop a transportation network that has multiple modes for all users, and allows for reductions in carbon impact.
- Ensure that residents & businesses have access to clean and continuous water.
- Improve the resource efficiency (energy, water, materials) of the community’s building stock.

# PARTNERSHIP

**We are a neighborly community of homes, schools, places of worship, and businesses that come together to plan and take action for our future. We have established a foundation of trust and consistent communication that reaches all citizens. We are a place where climate change is understood, but not feared and where challenges become opportunities for us to work together to build a stronger and more resilient community.**

- Foster full community involvement, including students, with sustainability ; establish sustainability as a habit.
- Ensure effective and efficient communication of plans for disruptions and information during emergencies/disasters.
- Build an understanding of our place in the urban context.
- Sustain a well-informed and educated community on sustainability, resilience, and emergency preparedness.
- Create a circular economy supported by a web of connections.



# CREATING THE PLAN

The Climate Resilience Plan was created as a joint effort between Agnes Scott College, the City of Decatur, with input from the Columbia Theological Seminary, and with several other partners taking part throughout the plan's development.

Drawing expertise from various departments and stakeholders, a Climate Resilience Task Force (CRTF) was developed in mid-2018 to plan for the following scope:

- Preparing for weather events and emergencies related to climate change;
- Anticipating possible health effects, especially for vulnerable populations;
- Developing potential joint energy efficiency and renewable energy initiatives;
- Designing possible shared infrastructure for commuting, green space, stormwater management, and local food production; and
- Focusing on equity and inclusion in the CRP and beyond.

The process began with a **Vulnerabilities Assessment**, in which our community's most pressing concerns and climate impacts were identified. A **Visioning Process** followed suit, ultimately leading to a focus on four groups: People, Planet, Place, and Partnership. Then, in an iterative manner, actions were deliberated and finalized. Certain tasks and ideas were captured from existing plans, such as the Agnes Scott College **Climate Action Plan** and the City of Decatur's **2012 Environmental Sustainability Plan**.



The above picture shows people walking in downtown Decatur.

# PROCESS TIMELINE

2018

**AUGUST**

The Climate Resilience Task Force (CRTF) was established. Initial shocks and stressors were identified.

**NOVEMBER**

A **Vulnerabilities Assessment** was performed. The **Visioning Process** began & CRTF members identified key areas the CRP should address.

2019

**JANUARY**

The CRTF selected **Visioning Priorities**.

**OCTOBER**

The CRTF developed four goals and visions by which strategies & actions would fall under: People, Planet, Place, and Partnership.

2020

**FEBRUARY**

A Climate Resilience Town Hall was held at Agnes Scott College (ASC) to gather ASC community input.

**JULY**

**Focus groups**, which included both CRTF members and community members, were held for each goal: People, Planet, Place, & Partnership.

**SEPTEMBER**

Actions for the CRP were finalized by the task force.

**OCTOBER**

First draft of the Climate Resilience Plan completed.

# VULNERABILITY ASSESSMENT

In the fall of 2018, Task Force members identified the climate-related shocks and stressors facing our community in their very first meeting. Shocks are sudden events that impact the vulnerability of a community. Stressors are longer-term trends that also undermine the vulnerability of a community.

After discussing initial shocks and stressors, members participated in a **Vulnerability Assessment**: a survey in which members identified strengths, assets, and areas of improvement as it relates to climate change. Participants provided rankings in regards to **five main indicators: Infrastructure, Economics, Ecosystem Services, Social Equity & Governance, and Health & Wellness**. The survey utilized was based on resources provided by Second Nature, an organization whose focus is to accelerate climate action in, and through, higher education.



**TORNADOES**  
500-YEAR RAIN EVENT & FLOODING  
**EXTREME HEAT**  
POWER GRID FAILURE  
AFFORDABLE HOUSING  
ECONOMIC & SOCIAL DISPARITY  
**RACISM**

From climate refugee resettlement to an emphasis on housing, several shocks and stressors were addressed.

In the graphic to the right, you'll find a preview of some of the most pressing concerns: tornadoes, 500-year rain event flooding, extreme heat, power grid failure (and loss of power), affordable housing, economic & social disparity, and racism.



# IMPLEMENTATION PLAN

The following section contains the bulk of this document: **planning for climate resilience implementation.** Visions, goals, strategies, actions, shocks, and stressors are provided in detail. The Action Plan evolved over the course of two years, starting with our vision and ending with the specific tasks to get us there. In several Climate Resilience Task Force meetings, exercises were facilitated to design new objectives or recall existing ones from partners. In the summer of 2020, focus groups were held to narrow down actions and determine short-term priorities. Projected completion for each task is outlined as follows: short term, mid term, long term, and ongoing (see below).

*Short Term (S): 0-2 years*

*Mid Term (M): 2-4 years*

*Long Term (L): 4-6 years*

*Ongoing (O): Continuous work*





**GOALS:**

We are a community that is welcoming and financially viable to a wide range of people, where everyone has equal access to resources and opportunity.

We are a community that is dynamic and prepared to respond to emergencies, where basic needs are met during calm and crisis.

**Strategy 1. Foster affordability for a growing community.**

- Scale-up MLK Jr. Service Project program; scale-up labor and materials

**M**

**Strategy 2. Ensure that an adequate quantity and quality of emergency shelters is prepared for a substantial portion of the population.**

- Perform asset mapping of emergency shelters in COD & ASC

**S**

**Strategy 3. Ensure provision of water and power for extended periods of time during natural disasters.**

- Develop scenario plans for emergency-related situations (i.e. no power, no satellite connection)

**S**

**Strategy 4. Create a connected community: person-to-person and people-to-ecological community.**

- Incorporate climate resilience into MyAgnes

**S**

- Develop "neutral" spaces

**L**

- Improve accessibility of tours by increasing the number of tours offered and/or bolstering communications and awareness of tours
- Host annual national conferences with subject matter experts (SME); include conferences with opportunities to engage ASC & COD on best sustainability practices
- Copromote Decatur 101 and MyAgnes, a course at ASC
- Conduct research projects within the community; projects should provide benefits to researcher and community; increase the number of citizen science-based projects
- Assess need and options for cultural outreach work outside of City capacity

**O**

**GOALS:**

We are a community that embraces our changing environment and understands our place in it.

We will lessen our impact on the planet through the conservation of natural resources, respect for natural infrastructure, and actively work to decrease our carbon footprint.

## Strategy 1. Preserve existing natural features and infrastructure to avoid, manage, and rebound from natural disasters.

- Continue to develop "trails" on campus **S**
- Initiate a "get outdoors" campaign with focus on health & wellness as part of resiliency
- Review **Campus Master Plan** for watershed analysis; determine if and how the campus should integrate with the City's Stormwater Master Plan
- Complete City of Decatur **Stormwater Master Plan** (adopted 12/7/20)
- Complete City of Decatur **tree ordinance**
- City will complete tree canopy study; work with Agnes Scott as needed

- Analyze competing use of pathways for community bicycle usage **M**
- Connect Agnes Scott College to City's **Stormwater Master Plan**
- Evaluate buildable area via zoning or rule changes
- Map flood plains on campus

- Increase amount of greenspace within the City **L**

- Determine if ASC can assist City with stream monitoring and restoration **O**
- Increase the number of community gardens in the City
- Maintain ASC tree maintenance plan and Memorandum of Understanding (MOU) with COD
- Regularly perform inventory and needs assessment for water bottle filling stations at ASC

## Strategy 2. Create an energy system that is affordable, clean, and can be relied upon by key community functions during emergencies.

- Complete Solar Energy Procurement Agreement (SEPA) process **S**
- Develop Clean Energy/City Climate Action Plan
- Expand outreach and awareness of MLK Jr's Service Project to COD & ASC community; expand to year-round project
- Increase campus community involvement with the City's MLK Day project (plug into volunteering platform; engage with STEM faculty and students)
- Maintain and expand City's public EV chargers (free to charge)
- Promote Solarize campaigns and energy efficiency programs to those in the ASC community who reside in Dekalb, Decatur, & Atlanta
- Develop scenario plans for emergency-related situations (i.e. no power, no satellite connection)
- Develop a new 10-year Environmental Sustainability Plan

**GOALS:**

We are a community that embraces our changing environment and understands our place in it.

We will lessen our impact on the planet through the conservation of natural resources, respect for natural infrastructure, and actively work to decrease our carbon footprint.

- Collect and analyze data with regards to high-performance building standard **M**
- Develop an additional megawatt of solar energy for campus
- Expand solar capacity on municipal buildings and promote solar expansion at City Schools of Decatur
- Scale-up MLK Jr. Service Project program; scale-up labor and materials

- Continue to update **ASC Climate Action Plan** **O**
- Maintain campus EV chargers

### Strategy 3. Decrease heat islands and associated health & environmental impacts.

- Connect with athletics and collect future data on hot weather cancellations & postponements **S**
- Continue to collect data from Decatur High Athletics on practices and competitions that were moved or canceled due to extreme hot weather
- Deploy heat sensors in Decatur and assess data

- Deploy heat sensors on campus and compare cool, warm, and hot "spots" **M**

### Strategy 4. Decrease the amount of waste created by the community by going "zero" waste.

- Perform waste characterization study **S**
- Perform waste audit

- Engage with City's Public Works on recycling glass and hard-to-recycle materials **M**
- Expand composting options to be accessible to the ASC campus community

- Continue periodic waste audits with the goal of zero waste on campus and in the Center for Sustainability **L**
- Develop curbside composting
- Improve recovery rates and decrease contamination rates of recyclables

**GOALS:**

We are a community that designs our spaces in a way that connects people with each other and with nature.

We are good stewards of our existing infrastructure and will innovate when planning for new infrastructure.

## Strategy 1. Improve and develop a transportation network that has multiple modes for all users, and allows for reductions in carbon impact.

- Assess and incorporate feasible improvements recommended by the 2020 Carbon Reduction Challenge project conducted by Zoie Moore '21 **M**
- Perform an assessment of current commuter policy with input from the ASC community
- Develop offsets program for travel and commuting
- Use existing research and perform assessment & cost analysis of offset options
- Utilize the Atlanta Regional Commission (ARC) Trails Study and the [ASC Campus Master Plan](#) to determine points of connection between ASC and COD
- Consider low-cost bicycle options
- Engage with Emory, Agnes, & Decatur about improved integration of Emory busses
- Achieve UNICEF Child-Friendly City Certification

- Maintain and update, as needed, the Clean Commuting Policy **O**
- Assess internet bandwidth and related systems for resilience during pandemics, disaster response, and emergencies; determine capacity and constraints
- Develop more robust programming that supports commuters
- Connect low-mobility residents and community members to emergency planning, scenario planning, communications assessment, etc.

## Strategy 2. Ensure that residents & businesses have access to clean and continuous water.

- Identify areas for opportunities and improvement between Decatur, Dekalb, and other stakeholders; set up meeting with the County and other stakeholders **S**

- Develop policy that mandates or incentivizes showers in newly-built facilities **L**

## Strategy 3. Improve the resource efficiency (energy, water, materials) of the community's building stock.

- Develop guidance for smaller-scale building projects; review report developed by one of the prior ASC Center for Sustainability fellows **M**

- Continue to execute ASC carbon neutral goal for 2037 **L**

- Continue communications between ASC & COD regarding vacant properties **O**

# PARTNERSHIP

## GOALS:

We are a neighborly community of homes, schools, places of worship, and businesses that come together to plan and take action for our future.

We have established a foundation of trust and consistent communication that reaches all citizens.

We are a place where climate change is understood, but not feared and where challenges become opportunities for us to work together to build a stronger and more resilient community.

### Strategy 1. Foster full community involvement (including students) with sustainability – establish sustainability as a habit.

- Set up briefings with Dekalb County Planning, City of Decatur Schools operations team, and the City's Environmental Sustainability Board
- Establish monthly 30-minute meetings between ASC police, COD police, and COD fire

**S**

- Perform an assessment of groups doing sustainability work in Decatur

**M**

### Strategy 2. Ensure effective and efficient communication of plans for disruptions and information during emergencies & disasters.

- Develop a guide for citizen response to emergencies
- Explore accessibility gaps in emergency preparedness and response
- Perform analysis of Smart 911 Subscription
- Incorporate climate resilience into 2020 emergency management In Decatur insert

**S**

### Strategy 3. Build a cognizance of our place in the urban context.

- Set up briefings with Dekalb County Planning, City of Decatur Schools operations team, and the City's Environmental Sustainability Board

**S**

### Strategy 4. Sustain a well-informed and educated community on sustainability, resilience, and emergency preparedness.

- Bolster efforts to reach out to minority communities
- Bolster efforts to reach out to low-income communities
- Bolster efforts to reach out to the working community that does not reside in Decatur
- Develop mobile outreach options to/for residents and neighborhoods

**O**

# LOOKING FORWARD

## CONCLUSION

This Climate Resilience Plan is first and foremost a success story because of the CRP Task Force's work together. The community of staff, students, and residents who will be impacted by climate change locally in the months and years to come are now more organized to face these impacts. Success of the CRP depends on the leadership of the Task Force not only during the planning process but also during the implementation process. This has been a committed group who will, no doubt, stay involved.

Agnes Scott and Decatur are better prepared to meet the challenges ahead with this plan. As mentioned in the introduction, the plan must be reviewed and adapted frequently as these challenges change. There's a southern saying about someone who changes their mind frequently - "she's as unpredictable as the weather." The CRP cannot solve the unpredictability of climate change. In fact, as this plan is finalized the world is heading into a period of more global, national and local climate uncertainty. But the CRP will help Agnes Scott and Decatur to be more prepared to collaborate to meet these challenges.

## MEASURING PROGRESS

The CRP Task Force has repeatedly emphasized the need to have measurable goals in each area of the CRP. Therefore, the plan includes a matrix of areas of concern tied to very specific outcomes with assignments of leadership. The City of Decatur and Agnes Scott staff responsible for managing the CRP will meet on a regular basis to check on progress and record the results in the CRP Progress Tracker. The staff will bring the CRP Task Force together to review progress and plan next steps on a quarterly basis.



# ACKNOWLEDGEMENTS

The 2020 Climate Resilience Plan was made possible by a cohort of facilitators, staff, volunteers, students, and many others. Partners include, in alphabetical order, Agnes Scott College (ASC), Atlanta Regional Commission (ARC), City of Decatur (COD), Columbia Theological Seminary (CTS), and Georgia Interfaith Power and Light (GIPL). We owe the following our deepest thanks:

## **Climate Resilience Task Force**

- Amanda Garlin, ASC
- Amy Patterson, ASC
- Brandon Maxwell, CTS
- Brendan Gardes, COD
- David Marder, ASC
- David Nifong, COD
- Henry Hope, ASC
- Honi Migdol, ASC
- Matt Ruby, ASC
- Gary Menard, COD
- Michael Black, COD
- Vera Morrison, COD
- Codi Norred, GIPL

## **Agnes Scott College, Center for Sustainability**

- Brittany Judson '21
- Emma Dufresne '19
- Karina Leung '18
- Susan Kidd '78

## **Focus Group Members**

- Ashley Orage '16
- Clarke Henderson '18
- Lucero Rodriguez
- Mari Ann Banks
- Renae Madison
- Stacy Dutton
- Viniece Jennings

Special thanks to Crystal Jackson, Principal Planner at the Atlanta Regional Commission, for assisting with the facilitation at every task force meeting. Her time spent before, during and after the meetings helped to make the CRP possible.

We also thank Brittany Judson '21, the Principal Author of the 2021 Climate Resilience Plan. Brittany played an instrumental role for two years throughout the CRP's development coordinating the Climate Resilience Task Force, leading focus groups, managing the writing process, designing the final plan, and much more.





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# Acceleration Fund

The 2021 Climate Resilience Plan was funded in part by the Second Nature Acceleration Fund. We thank **Second Nature** for all the support they give to colleges & universities during their climate action & resilience planning. We give special thanks to Ruby Woodside, formerly with Second Nature, whose guidance greatly assisted this planning process.



# APPENDIX A: LINKS

Please click the following links to access the corresponding documents.

- [Focus Groups](#)
- [Vulnerability Assessment](#)
- [Visioning Priorities](#)
- [Visioning Report](#)

# APPENDIX B: PROJECT TIMELINE

|                  |   |
|------------------|---|
| 2018             |   |
| <b>AUGUST</b>    | The Climate Resilience Task Force (CRTF) was established. Initial shocks and stressors were identified.   |
| <b>NOVEMBER</b>  | A <u>Vulnerabilities Assessment</u> was performed. The <u>Visioning Process</u> began & CRTF members identified key areas the CRP should address. |
| 2019             |   |
| <b>JANUARY</b>   | The CRTF selected <u>Visioning Priorities</u> .   |
| <b>OCTOBER</b>   | The CRTF developed four goals and visions by which strategies & actions would fall under: People, Planet, Place, and Partnership.                 |
| 2020             |   |
| <b>FEBRUARY</b>  | A Climate Resilience Town Hall was held at Agnes Scott College (ASC) to gather ASC community input.   |
| <b>JULY</b>      | <u>Focus groups</u> , which included both CRTF members and community members, were held for each goal: People, Planet, Place, & Partnership.      |
| <b>SEPTEMBER</b> | Actions for the CRP were finalized by the task force.   |
| <b>OCTOBER</b>   | First draft of the Climate Resilience Plan completed.   |

*Timeline up-to-date as of February 2021.*