

# Introduction: Quick Guide

The University of California (UC) is a leader in higher education climate action, as evidenced by its commitment to achieving carbon neutrality by 2025. But as climate change wreaks havoc in communities across California and the world, planning for resilience in the face of climate impacts has become just as important as climate mitigation action. Furthermore, because **climate change disproportionately affects vulnerable communities, including communities of color**, climate resilience planning must work to address inequities so that all communities have an opportunity to survive and thrive.

The UC Office of the President solicited consultant support in designing and facilitating climate resilience planning workshops for each UC campus and medical center. This climate resilience planning effort centers the need for Justice, Equity, Diversity, and Inclusion (J.E.D.I.)<sup>1</sup> in order to address existing inequities that make some communities more vulnerable to the impacts of climate change. The framework also helps to align climate adaptation efforts with the broader definition of resilience in emergency management planning.

The consultant team of Integral Group, Thrive Consulting, and Environmental Justice Solutions has developed this **Framework for J.E.D.I.-Centered Climate Resilience Planning (Framework)** to guide each campus and medical center in understanding the key concepts and steps involved in J.E.D.I.-centered climate resilience planning. The Framework is intended to be accessible to each location regardless of current planning status and includes tools and resources that can be leveraged for future efforts.

## The Framework

The following UC Framework outlines the key elements needed for campus-specific<sup>2</sup> climate resilience planning. Centering J.E.D.I. entails a deliberate focus on the most marginalized and at-risk groups, which in turn shapes every step of the climate resilience planning **process and outcomes**. At its core, the lens provided by use of these terms is extremely helpful for climate resilience planning: a prerequisite for achieving sustainability and resilience is the need to address the underlying causes of vulnerability, including the structural inequalities that create and sustain poverty and constrain access to resources. As such, actions resulting from this process focus on and prioritize the communities who face increased exposure and sensitivity to climate impacts while having **the least capacity to adapt, resist, or recover**.

### Justice

A practice of both **acknowledging and redressing the root causes of historic and present-day disparities**, through collaborative efforts that avoid causing additional harm, repair previous harms, and heal communities.

### Equity

Focusing on, prioritizing, and **allocating significant resources to vulnerable communities** that have experienced injustices and disproportionate harm in ways that eliminate barriers to meeting their needs.

### Diversity

Including a broad range of voices in the planning process to integrate a comprehensive range of experiences, barriers, needs, and strengths, **enabling the creation of robust solutions that solve intersectional issues**.

### Inclusion

Adopting practices, policies, and programs that **create the conditions of belonging** and mutual respect for historically excluded groups or individuals to join in participatory decision making.

**Table 1:** Definition of J.E.D.I. in Climate Resilience Planning

<sup>1</sup> See the Glossary of Terms for working definitions of this and other terms used in this Framework.

<sup>2</sup> Note that the use of “campus” in this document refers to medical centers as well.

## A Different Kind of Planning Process

A J.E.D.I.-centered planning process requires collaborating with members of underserved communities from the beginning of the process to understand their **specific** vulnerabilities to climate impacts, their barriers and needs, and to **co-design innovative and effective resilience solutions**.

Centering J.E.D.I. means prioritizing resilience strategies that enable the campus community to survive and thrive **before, during and after disruptive events**. J.E.D.I.-centered resilience strategies have meaningful and transformational direct benefits and co-benefits that reduce disparities, help dismantle structural barriers to resources, and ensure that campus facilities, infrastructure, and services better serve the entire campus community. Without a J.E.D.I. lens, well-intentioned climate resilience planning efforts can nonetheless overlook certain communities, inadvertently placing them in harm's way and undermining the integrity of the campus community. With a J.E.D.I. lens, equitable climate resilience solutions go far beyond just managing and responding to catastrophic events to consider ways to **maximize everyday resilience**, which requires "eliminating chronic stressors and maximizing the dynamic potential" of community leadership, local economic opportunities, and natural resources.<sup>3</sup> As Second Nature states, "Inclusivity is important to resilience not only because it allows the institution and community to articulate multiple viewpoints, but also to brainstorm many potential solutions that a less diverse approach might not identify."

The **UC Framework for J.E.D.I.-Centered Climate Resilience Planning** provides a roadmap and set of resources for UC locations to draw on as they chart their own climate resilience journey for ongoing equitable action. Following this Framework should ensure that the voices of marginalized, overburdened and vulnerable campus community members meaningfully shape each UC location's climate resilience solutions. The steps in this planning process are iterative by nature; each should be thought of as a starting point to be refined and updated over time as new resources, stakeholders, or information become available. The table on the following pages summarizes the eight-step planning process proposed in this Framework.

## Other Helpful Resources

The material in this guide represents a combination of insights from a variety of sources. Some of the helpful resources and frameworks we utilized that can support the climate resilience planning process include:

- [Climate Vulnerability: An Initial Assessment for the University of California, Berkeley](#)<sup>4</sup>
- [Alliance of Regional Collaboratives for Climate Adaptation](#)
- [How to Conduct a Campus-Community Resilience Assessment](#)<sup>5</sup>
- [Making Equity Real in Climate Adaptation and Resilience Policies and Programs](#)<sup>6</sup>
- [Adaptation Capability Advancement Toolkit \(Adapt-CA\)](#)
- [The Climate Justice Playbook for Business: How to Centre Climate Action in Climate Justice](#)<sup>7</sup>

---

<sup>3</sup> Second Nature, "Resilience Series: Climate Resilience Background," p.4, <https://secondnature.org/wp-content/uploads/Climate-Resilience-Background-Final.pdf>

<sup>4</sup> Anne DeBoer, Lisa McNeilly, Bruce Riordan, "Climate Vulnerability: An Initial Assessment for the University of California, Berkeley," Spring 2017, [https://sustainability.berkeley.edu/sites/default/files/climate\\_vulnerability\\_initial\\_assessment\\_for\\_uc\\_berkeley\\_deboer.pdf](https://sustainability.berkeley.edu/sites/default/files/climate_vulnerability_initial_assessment_for_uc_berkeley_deboer.pdf)






<sup>5</sup> Second Nature, "Resilience Series: How to Conduct a Campus-Community Resilience Assessment," <https://secondnature.org/publications/conduct-campus-community-resilience-assessment/>

<sup>6</sup> Sona Mohnot, Jordyn Bishop, Alvaro Sanchez, "Making Equity Real in Climate Adaptation and Community Resilience Policies and Programs: A Guidebook," The Greenlining Institute, August 2019, <https://secondnature.org/publications/conduct-campus-community-resilience-assessment/>

<sup>7</sup> B Lab et al., "The Climate Justice Playbook for Business: How to centre climate action in Climate Justice," 2021, <https://pardot.bcorporation.net/climate-justice-playbook-for-business-2021>

STEP	KEY OBJECTIVES	TASKS
 <p>1) Establish the team, scope, and baseline</p>	<p>Set the groundwork for a diverse planning team and a successful project.</p>	<ul style="list-style-type: none"> <li>a) Establish a <b>Core Team</b> to lead the planning process and develop a <b>project charter</b> by which the team will operate.</li> <li>b) Determine the project <b>scope</b> (campus boundary and planning horizon).</li> <li>c) Review what work has already been done that the planning process can <b>build on</b> and determine the best kind of planning process for the campus given past efforts.</li> </ul>
 <p>2) Identify vulnerable on-campus populations</p>	<p>Identify the most vulnerable<sup>8</sup> on-campus populations by gathering both quantitative and qualitative data and keep these groups at the forefront of consideration at each step of the planning process.</p>	<ul style="list-style-type: none"> <li>a) Meet with campus departments such as <b>student support services</b>, to move beyond the initial textbook list of potential vulnerable populations toward a detailed understanding of the quantity of those individuals on campus, university-specific needs, existing resources, and existing resource gaps.</li> <li>b) Compile this data into a <b>quantitative</b> assessment of vulnerabilities.</li> <li>c) Augment quantitative data with <b>qualitative data</b>, such as campus surveys or interviews with campus unions, student groups, and representatives of vulnerable campus groups.</li> <li>d) Prioritize groups for support.</li> </ul>
 <p>3) Identify and engage stakeholders</p>	<p>Include diverse voices in the planning process, particularly voices that were previously unheard.</p>	<ul style="list-style-type: none"> <li>a) Identify key stakeholders at different scales (both on and off campus) including representatives of groups identified in Step 2.</li> <li>b) Develop a stakeholder map that identifies which role each stakeholder will play in the planning process.</li> <li>c) Use in-depth outreach and collaboration with on-campus groups to shape your approach to engaging off-campus groups.</li> <li>d) Develop an engagement plan that outlines how each main group of stakeholders will be engaged throughout the planning process.</li> </ul>

<sup>8</sup> "Vulnerable" means particularly exposed, sensitive, or unadaptable to the impacts of climate change.

	<p><b>Develop a shared vision to set the stage and build trust in a set of principles to help guide the planning and ongoing implementation of climate resilience actions.</b></p>	<ul style="list-style-type: none"> <li>a) Develop a shared vision for J.E.D.I.-centered climate resilience planning and implementation.</li> <li>b) Adopt a set of guiding principles that incorporate how to support the prioritized groups identified in Step 2.</li> </ul>
	<p><b>Understand how the changing climate may impact the campus and what equity gaps or blind spots may exist in order to identify solutions to build resilience.</b></p>	<ul style="list-style-type: none"> <li>a) Understand climate change trends and potential local hazards.</li> <li>b) Use climate change projections and hazard information to identify potential impacts.</li> <li>c) Identify campus elements and groups likely to be impacted, including those groups identified in see Step 2.</li> </ul>
	<p><b>Identify which people, assets, or services may be particularly exposed, sensitive, or adaptable to climate change.</b></p>	<ul style="list-style-type: none"> <li>a) Assess vulnerabilities of assets, systems, and services, particularly in the context of those prioritized groups most impacted.</li> <li>b) Prioritize areas for action.</li> </ul>
	<p><b>Maximize available resources by focusing adaptation actions to “bounce back” from the most significant climate impacts and leverage co-benefits to help the campus, and particularly marginalized groups, “bounce forward” in the face of change.</b></p>	<ul style="list-style-type: none"> <li>a) Establish resilience co-benefits including a J.E.D.I. lens that is reflective of the prioritized areas identified in the previous step.</li> <li>b) Select adaptation and resilience actions based on these indicators by identifying the types of resources or services resilient campus buildings can provide to help vulnerable campus community members be more resilient during and after disasters and everyday.</li> <li>c) Evaluate and prioritize actions using the vision and guiding principles developed in Step 4.</li> </ul>
	<p><b>Continue to reflect the equitable vision and guiding principles developed early in the planning process in implementation.</b></p>	<ul style="list-style-type: none"> <li>a) Assign clear responsibilities and timelines for each action.</li> <li>b) Establish performance indicators to monitor successful implementation.</li> <li>c) Determine when the climate resilience goals and actions should be reviewed and updated.</li> <li>d) Define next steps to support ongoing implementation and mainstream climate resilience.</li> </ul>