## Adapt-CA Checklist
### Leadership & Organizational Culture

<table>
<thead>
<tr>
<th>Maturity Level</th>
<th>Agency Attributes</th>
<th>Value Added</th>
</tr>
</thead>
</table>
| **Level 1:** Initiation | - Executives are identified and informally engaged on climate change risks and the value of investing in adaptation activities  
- Priorities and interests of elected officials are identified and linked to constituency climate change risks and adaptation concerns  
- Existing models of strategic plans and goals in use by other jurisdictions are identified  
- Internal adaptation champions undertake informal efforts on coordination and collaboration across departments  
- Ad hoc programs and organizational opportunities to build internal awareness about climate change and resilience are identified | ✓ Increased awareness of climate risks and adaptation among leadership and staff  
✓ Increased understanding of options for incorporating adaptation into agency plans and goals  
✓ Increase long-term buy-in of leadership for adaptation and climate resilience strategies and goals |
| **Level 2:** Development | - Relationships and lines of communication with executives and adaptation champions are developed to deepen executives’ understanding of climate adaptation and support for adaptation program  
- Elected officials are engaged to demonstrate the need and value of addressing climate vulnerabilities and to share updates on adaptation activities.  
- Areas are identified within existing agency priorities and strategic goals where adaptation should be incorporated  
- Occasional intra-agency coordination with roles of collaborators in adaptation program is defined  
- Opportunities to build internal awareness around climate change and resilience are implemented in collaboration with leadership  
- Voluntary climate change measures that all staff can take to engage and lead by example in the office and at home are identified | ✓ Leadership is willing to help advance adaptation efforts  
✓ Opportunities to incorporate adaptation into agency priorities and goals  
✓ Interdepartmental relationships are established  
✓ Increased awareness within agency about climate change and resilience |
| **Level 3:** Standardization | - Executives are adaptation champions who provide strong leadership and institutional support for climate resilience  
- Elected officials actively participate in adaptation-related activities  
- High-level set of adaptation goals or principles developed for adoption as agency priorities  
- Adaptation goals are integrated into agency projects and programs where possible as starting place for longer term integration  
- Roles of collaborators across agency departments institutionalized  
- Goals, objectives, and best practices for internal collaboration are established through guidance and expectations | ✓ Adaptation is an agency priority; agency leaders and elected officials promote that notion  
✓ Interdepartmental coordination and information sharing occurs consistently and occurs in a goal-oriented manner |
| **Level 4:** Optimization | - Executive support and agency prioritization of adaptation are formalized by embedding adaptation initiatives within agency policies, existing processes, and department-level goals  
- Elected officials are continually engaged and encouraged to become adaptation champions who provide strong leadership for climate resilience  
- Coordination and information sharing systems, and staff responsibilities and relationships in adaptation program are institutionalized  
- Climate change resilience is built into overall employee empowerment and recognition efforts | ✓ Executives and elected officials consistently advance climate resilience and motivate the rest of the agency to do so as well  
✓ Ability to influence internal policy to facilitate adaptation  
✓ Consistent and effective intra-agency coordination that is resilient to staffing changes  
✓ Employees throughout the agency feel empowered to undertake adaptation efforts |