Adapt-CA Checklist Leadership & Organizational Culture

Maturity Level	Agency Attributes	Value Added
Level 1: Initiation	 Executives are identified and informally engaged on climate change risks Priorities and interests of elected officials are identified and linked to climate change Models of strategic plans and goals related to adaptation are identified Internal adaptation champions undertake informal efforts on coordination and collaboration Ad hoc 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
Level 2: Development	 Some executive support for adaptation program Areas within existing agency priorities and strategic goals where adaptation should be incorporated are identified Occasional intra-agency coordination with roles of collaborators in adaptation program defined Opportunities to build internal awareness around climate change and resilience are implemented in collaboration with leadership 	 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 Roles of collaborators institutionalized Goals, objectives, and best practices for collaboration established Identified voluntary climate change measures that staff can take in the office and at home 	 Adaptation is an agency priority and agency leaders and elected officials promote that notion Interdepartmental coordination and information sharing occurs consistently and occurs in a goal-oriented manner Agency staff feel empowered to undertake adaptation efforts
Level 4: Optimization	 Formalized executive support and agency prioritization of adaptation Elected officials are adaptation champions who provide strong leadership for climate resilience Institutionalized coordination and information sharing systems, and staff responsibilities and relationships in adaptation program Climate change 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