

A Performance Scorecard for Implementing the Forest Service Climate Change Strategy

USDA's 2010-2015 Strategic Plan contains the following:

Strategic Goal 2 – Ensure our National Forests and private working lands are conserved, restored, and made more resilient to climate change, while enhancing our water resources.

Objective 2.2 –Lead efforts to mitigate and adapt to climate change.

Performance Measure 2.2.3 –Percent of National Forests in compliance with a climate change adaptation and mitigation strategy. Target for 2015: 100 percent.

Organizational Level	Strategic Alignment	Goals, Objectives	Measures
USDA	USDA 2010-1015 Strategic Plan http://www.ocfo.usda.gov/usdasp/sp2010/sp2010.pdf	Strategic Goal 2 – Ensure our national forests and private working lands are conserved, restored, and made more resilient to climate change, while enhancing our water resources	
USDA Forest Service	US Forest Service National Roadmap for Responding to Climate Change (forthcoming) US Forest Service Strategic Framework for Responding to Climate Change USFS Global Change Research Strategy	Objective 2.2 –Lead efforts to mitigate and adapt to climate change	Percent of National Forests with 7 or more of 10 scorecard questions in the affirmative with accomplishment.
Region/Station/Area (R/S/A)	R/S/A Partnerships Landscape Conservation Strategies USFS Regional Strategic and/or Business Plans USFS Research Station Strategic and Business Plans		Percent of National Forests with 7 or more of 10 scorecard questions in the affirmative with accomplishment. For stations, evidence of contribution to accomplishment on scorecard elements.
Unit (National Forest)	Unit strategies Forest plans (Depending on outcome of the Planning Rule Revision and revision schedule)		Climate Change Performance Scorecard (see below)

The Climate Change Performance Scorecard is to be administered annually to each National Forest. The scorecard is a set of ten yes-or-no questions in four dimensions – organizational capacity; partnerships and conservation education; adaptation; and mitigation. At least seven of the questions, with at least one in each dimension, must be answered yes each year to achieve compliance. The reply to each question will also contain evidentiary description of accomplishments and outcomes and/or plans for improvement toward a “yes” answer. In 2010, the scorecard questions will be answered, but few if any forests are expected to be in compliance. Performance will be tracked and improved over the next five years. The national target is 100% compliance by 2015; individual forests and the national forests as an aggregate should show increasing scores yearly. Beyond compliance, the accompanying narratives provide an opportunity to demonstrate excellence.

Although the USDA performance measure is focused on the National Forest System, and the unit completing the scorecard is the national forest, support for regional and agency performance occurs at every institutional level. Much of this support will be organized, implemented, and documented through the Region/Station/Area partnerships. Even though performance is recorded at the national forest level, it is better and more consistently organized at the regional or national level. Employee education, science/management partnerships, vulnerability assessments, monitoring, and carbon assessments may be more effectively developed by Region/Station partnerships and implemented by the forests under a combination of national/regional guidance. Detailed guidance and support for implementing this scorecard system are being developed by the national office.

National programs will develop detailed guidance for the field for each scorecard element.

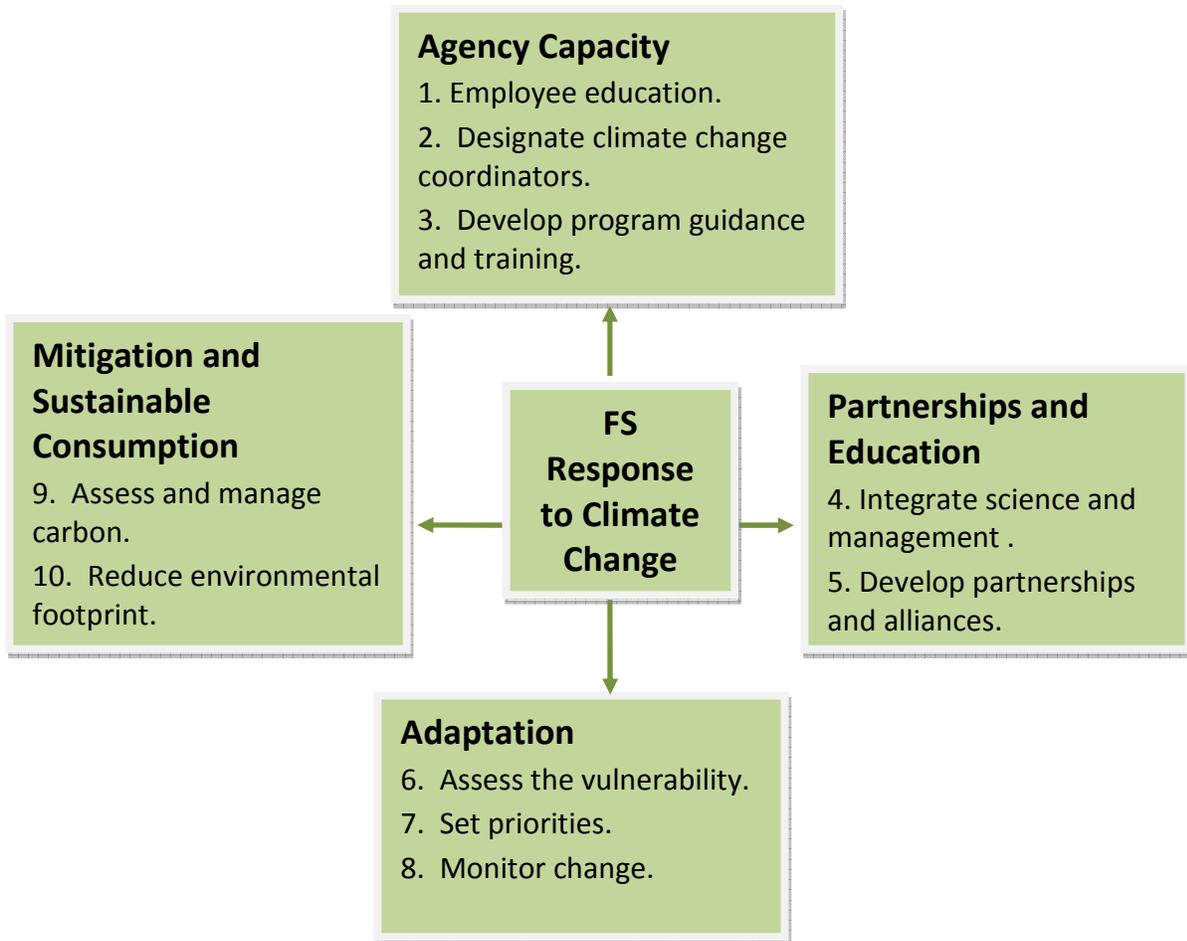
For 2010, the expectation for successfully meeting the Forest Service SES performance measure is supporting the National Forests in conducting an initial scorecard evaluation to be used as a reference condition.

The Forest Service Climate Change Performance Scorecard, 2010

To be completed annually by each National Forest. Regions, Stations, and national programs do not complete the scorecard; however, they must play an essential role in assisting the forests and grasslands.

Scorecard Element		Yes/no	Explain. If no, plan for getting to yes. If yes, describe accomplishments and outcomes.
Organizational Capacity – engage employees through training and integrate climate change into program of work			
1. Employee education	Are all employees provided with training on climate change causes, impacts, role of forests and grasslands, and possible responses? Do employees understand the potential contribution of their own work to climate change response?		
2. Designated climate change coordinators	Is at least one employee assigned to coordinate and be a resource for climate change questions and issues? Is this employee provided with the institutional support to make his/her assignment successful?		
3. Guidance, training, plans of work	Is adaptation, mitigation, and climate change education incorporated into staff program guidance, training, and plans of work?		
Partnerships, Engagement and Education – develop relationships and transfer knowledge			
4. Integrate science and management	Does the unit actively participate in local or regional partnerships with the science community (FS R&D, university, other) to improve its ability to respond to change?		
5. External partnerships	Has adaptation, mitigation, or climate change education been incorporated into existing partnerships? Have new strategic alliances been initiated to respond to climate change?		
Adaptation – assess impacts of climate change and manage change			
6. Vulnerability assessment	Is information about the vulnerability of key resources, ecosystem elements, and human communities to the impacts of climate change being used in unit decisions? (Vulnerability assessment can be done at a regional scale and interpreted for the unit level.)		
7. Adaptation activities	Is an adaptation strategy in place that helps incorporate the vulnerability of resources and places into priority setting and land treatment actions?		
8. Monitoring	Is monitoring being conducted to track changing conditions of species, watershed condition, forest and grassland health, and other measures, and the effectiveness of treatment programs? (Monitoring programs can be conducted at a regional scale and above, and interpreted for the unit level.)		
Mitigation and Sustainable Consumption – assess and manage carbon stocks and flows, and reduce our agency footprint			
9. Carbon assessment and management	Does the unit have a baseline assessment of carbon stocks and flows? Does it have a strategy for integrating carbon and sustainable consumption goals with those of other ecosystem services being provided by the unit? (Carbon assessments can be done at regional or higher scales and interpreted for the unit level.)		
10. Sustainable operations	Have sustainable operations targets been established to reduce energy, emissions, water, and other environmental footprints? Is progress being made toward achieving these targets?		

Climate Change Vision and Strategy Goals



Next Steps

- Finalize the US Forest Service National Roadmap for Responding to Climate Change, integrating the scorecard, and obtaining approval of the ELT, NRE, and OMB. Publish in a form suitable for communicating with stakeholders, legislators, and field units.
- For each scorecard element, develop guidance for field units. For example, scorecard element 8 reads: Is monitoring being conducted to track changing conditions of species, watershed condition, forest and grassland health, and other measures, and the effectiveness of treatment programs? Guidance will be developed to determine the particulars of monitoring that would fulfill the expectations in this element.
- Engage national programs in providing support and direction to field units as they work toward compliance and achieve new levels of excellence with the performance measure.