

**Appendix 2.** Interview questions, common response themes, and example participant quotations for each high level code.

USEFULNESS

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**Example interview questions**

- Do you use climate change science in the work that you do? How?
- What makes [climate change science] useful or impedes its usefulness [in the work you do]?

**Common response themes**

- Cursory language about climate change science is used in regional land-use planning documents, environmental impact statements (EISs), and environmental assessments (EAs)
- Scale is an issue; climate change science is not local or site-specific enough to be useful

**Example participant quotes**

- “Generally, we say the link between greenhouse gas emissions and climate change should be discussed, the capacity of a project to adapt to projected climate change effects disclosed, if there are going to be significant emissions, the cumulative emissions, recognizing that it’s a global cumulative effect issue.”
- “The projects that I work on [require] very site-specific analysis. Trying to use the current [climate change] research, which is global in many cases or national, and trying to bring that down to the site-specific level and use it meaningfully in project analysis... there just isn’t any way right now.”

RESPONSE EFFICACY

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**Example interview questions**

- Are you aware of forest management actions that could reduce climate change impacts?

**Common response themes**

- Familiar management actions that meet multiple objectives are more likely to be used to adapt to climate change
- Increasing “resilience” will increase capacity of ecosystems to adapt to climate change
- Management focuses on restoring ecosystems to reference conditions using the historic range of variability (HRV) concept; restored ecosystems will be better able to adapt

**Example participant quotes**

- "Management activities that reduce [tree] density [and] improve resilience to fire and drought are going to be consistent with management activities [to reduce climate change impacts]."
- “[The best management option is to] have a diversity of age classes and species represented on the landscape... [so] there’s something out there that will be resilient in the future.”
- “The thinking [in the USFS]...has been that if we restore things to within the

historical range of variability, we somehow increase resistance and resilience to change.”

## COLLECTIVE EFFICACY

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### **Example interview questions**

- How confident do you feel in the ability of **your organization or agency** to take actions to reduce the potential impacts of climate change? Will they do it?

### **Common response themes**

- Institutional barriers mean that managers are unable to treat enough land to effectively adapt to climate change

### **Example participant quotes**

- “There are social barriers that... limit our ability to manage down to such a small fraction of [the] overall landscape that I don’t think we’re going to [get] to a point that we can [have] any measurable or significant effect.”

## BARRIERS

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### **Example interview questions**

- Are there organizational barriers that impede [the] usefulness [of climate change science]?

### **Common response themes**

- Time, funding, and politics (esp. concerning litigation and public perceptions)
- Informational barriers such as accessibility and applicability limit usefulness
- A lack of organizational capacity, esp. training and/or education about climate change and potential management actions to respond to it
- Inconsistent direction (from line officers, etc.) means climate change is not prioritized in planning efforts
- Bureaucracy makes the process of getting any new ideas/actions implemented incredibly slow

### **Example participant quotes**

- “Without extra resources in terms of capacity or funding, how are [resource managers] supposed to do [anything about climate change].”
- “The hardest thing is having the time to know all the latest, greatest science that’s out there, and to have it readily available at your fingertips. We just don’t have time to sit there and read everything.”
- “[The USFS] still has an education job to do, particularly with folks on the forests and ranger districts, who are out there making these projects go, just to get them... tuned into considering [climate change].”
- “We’re still kind of waiting for more of that top-down type of direction in terms of how we’re supposed to consider and incorporate climate change into our forest planning efforts and effects analysis for projects.”
- “...the Forest Service does not have a history of reacting to change very quickly.”