



**SIERRA NEVADA**  
C O N S E R V A N C Y

**Sierra Nevada Conservancy  
Action Plan  
July 2020–June 2021**

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## INTRODUCTION TO THE 2020–21 ACTION PLAN

The Sierra Nevada Conservancy's (SNC's) 2019–2024 Strategic Plan, *Securing California's Environmental and Economic Future: Protecting and Restoring the Health and Resilience of Sierra Nevada Watersheds and Communities* established the Sierra Nevada Watershed Improvement Program (WIP) as SNC's overarching initiative.

The WIP's innovative and holistic approach to building watershed and community resilience focuses on five Regional Goals, as outlined in the SNC Strategic Plan:

- Healthy Watersheds and Forests
- Resilient Sierra Nevada Communities
- Vibrant Recreation & Tourism
- Strategic Lands Conserved
- Impactful Regional Identity

Since its creation, the SNC has served as a leader and a catalyst in recognizing and addressing threats to the Sierra Nevada. Ensuring that successful stewardship continues and that vital goals are being met requires the ability to adapt as new needs and challenges arise. The five Regional Goals of the Strategic Plan, and the actions identified in this plan, allow for flexibility in SNC activities and focus to meet current or unexpected needs. For example, COVID-19 will certainly have both short- and long-term impacts across California that will affect the Region's economies, workforce, organizational capacity, and ability to manage natural resources. The current Strategic Plan well-positions the SNC to adapt to and accommodate the changing needs of the Region, such as those likely to result from significant events like the current COVID-19 pandemic, while still furthering SNC's goals and mission.

### Structure of the 2020–21 Action Plan

The following activities represent the Action Plan for next Fiscal Year – July 2020 to June 2021. In addition to making progress towards the Strategic Plan's Regional Goals, the actions taken over the next twelve months will be focused through three internal organizational priorities: serving the Region, bringing funding into the Region and to SNC programs, and ensuring that SNC operates efficiently and effectively and continues to be a great place to work.

It is also important to keep in mind that while the following activities are listed by the separate teams at the SNC, active coordination and collaboration between all of them are necessary to achieve agency, Regional, and state objectives. The statute that created the SNC emphasizes the importance of carrying out its mission and goals in an integrated and complementary manner – and that is how the staff plans to accomplish the SNC 2020–2021 Action Plan.

## EXECUTIVE LEADERSHIP

Executive Leadership is responsible for the overall success of the SNC.

All strategic priorities, agency goals, and organizational structure – through support and approval of the Governing Board – are organized and laid out by Executive Leadership. Executive Leadership also enhances the internal efficiency and effectiveness of the agency in order to optimize business opportunities and development.

In addition, Executive Leadership builds and maintains relationships that are core to the success of the SNC, such as positive rapport with the Board; state legislators; key legislative staff; policy decision makers and influencers; state, federal, county, and local governmental agencies; and vital public and private partners. Executive staff members are the face and voice of the SNC at the legislative, state, and local government levels, are responsible for informing state and federal policy and decision makers of the importance of the Sierra Nevada to the state of California, and maximize the role of SNC in decisions that affect the Region’s environmental and economic well-being.

### Executive Leadership Core Functions

- A. **Organizational Leadership and Strategic Program Direction:** Executive Leadership sets direction and priorities for SNC staff and programs, with support and approval of the Board, to optimize internal operations and maximize external impact. This is accomplished by keeping staff members well informed of policy and issues affecting both the Region and the SNC, as well as offering a supportive workplace that empowers employees. Executive Leadership continues to help the SNC set and achieve major milestones.
- B. **Policy Engagement and Development:** Executive Leadership engages on legislation, policies, and programs that fit SNC’s mission and the goals outlined in the Strategic Plan. The staff stays informed on all federal and state actions and trends, as well as work/news of partner involvement, to determine how SNC may support and/or enhance respective efforts. Executive Leadership works to optimize SNC’s role in federal and state measures that affect the environmental and economic well-being of the Sierra Nevada, while offering the Conservancy’s expertise and skills as an ideal partner to ensure that vital and necessary on-the-ground work gets accomplished.
- C. **Policymaker and Partner Relationships:** Developing relationships and strengthening bonds with state policy makers is key to ensuring decision makers are well-informed about the importance of the Sierra Nevada and the SNC. Collaboration with public and private entities at all levels is critical to achieving the goals in the Strategic Plan. Executive Leadership not only establishes the necessary relationships to get Region-wide work accomplished, but also strengthens them. By focusing on building stronger state, federal, and non-

governmental partner relations, both in the Region and at the state level, SNC will be positioned as an effective bridge between the state and the Region.

- D. **State-level Engagement:** Executive Leadership tracks priorities established by the Secretary for the California Natural Resources Agency (CNRA) and state-level policy staff. For example, the Secretary has established four primary priorities for departments within the CNRA: climate resilience; biodiversity; community access to parks, recreation and natural spaces; and how to cut governmental inefficiencies related to completing critical natural resources work. Executive Leadership engages in discussions around these priorities, shares Regional needs and perspectives to inform policymaking, and provides direction to staff on program development and alignment around these priorities as needed.
- E. **Funding Development:** Executive Leadership seeks consistent and complementary revenue sources that keep the SNC on the front lines of protecting and restoring forest, watershed, and economic health to the critical Sierra Nevada. This is accomplished through developing partnerships and projects with other state and federal agencies and programs, elevating funding needs to funding decision makers, and identifying and sharing opportunities for investment in the Region.
- F. **Fiscal Management and Operations:** Executive Leadership safeguards the long-term stability and sustainability of the SNC organization by ensuring that the Conservancy’s budget and resources are well managed, with proper oversight and transparency.

## Executive Leadership Actions

In addition to continuing ongoing core functions of Executive Leadership, the staff plans to focus on actions in the following areas during FY 2020–2021:

1. Pursuant to Board direction, explore the application of a TCSI-like resilience framework across the Sierra Nevada Region to create a Sierra Nevada Roadmap to Resilience.
2. Given the anticipated impacts of COVID-19, focus SNC priorities and operations to ensure 1) health and well-being of staff and the public, 2) fiscal stability of the department, and 3) the economic security and resilience of Regional partners and rural/underserved Sierra Nevada communities.
3. Identify and work to secure additional funding for the SNC Region through SNC programs or via collaboration with partner agencies. Executive Leadership will continue to follow the potential development of the resilience bond, economic stimulus proposals, and/or complementary legislative and budget actions that support work in the Region.

## FIELD OPERATIONS & GRANTS

The primary function of Field Operations & Grants is to serve the needs of the Sierra Nevada Region. Field Operations & Grants is uniquely positioned to understand Regional issues and be a voice for the Sierra Nevada by maintaining positive working relationships with Regional and statewide partners through active leadership and participation in collaborative groups focused on any of the five Regional Goals identified in the Strategic Plan. This effort leads to Field Operations & Grants designing and developing bond-funded SNC grant programs as well as communicating with Executive Leadership and Policy & Outreach to amplify issues of the Region to state policy makers and decision makers. Additionally, Field Operations & Grants administers and supports projects funded through other state and federal programs.

### Field Operations & Grants Core Functions

#### Grants & Reimbursements Core Functions

- A. Grant Program Development and Administration: Grants & Reimbursements develops and administers grant programs focused on achieving SNC's goals outlined in the Strategic Plan. This includes both competitive-grant and directed-grant programs. All programs are organized and coordinated through the application of guidelines, policies, and processes for the distribution and administration of various nonprofit, federal, and state funds. This also involves all aspects of program delivery, such as soliciting requests for proposals, completing application intake and processing, eligibility and California Environmental Quality Act (CEQA) review, project scoring, formal agreement development, and agreement management. Grants & Reimbursements also establishes and maintains long-term monitoring of all closed grants. The staff continuously provides administrative support to Field Operations and Partnerships & Community Support staff engaged in individual project management under these programs.
- B. Reimbursements Program Administration: Grants & Reimbursements administers what are identified as reimbursements: grants and agreements that are supported by funds other than bonds, such as California Climate Investment and Regional Forest and Fire Capacity Program grants. Grants & Reimbursements also assists in the development of the Stewardship Council conservation covenants, administers associated agreements, and supports Field Operations staff conducting annual monitoring. The staff actively builds partnerships within the Sierra Nevada to strategically disperse funds throughout the Region in ways that advance the goals of the funder and SNC's Strategic Plan. Grants & Reimbursements diligently looks to bolster reimbursement grants by seeking additional revenue streams through subgrants, contracts, and general

agreements. Grants & Reimbursements also provides critical administrative support to other SNC departments that implement Reimbursement projects.

## Field Operations Core Functions

- A. Collaborative Planning and Project Development: Field Operations participates in approximately 40 collaborative resource-management groups throughout the Sierra Nevada and staff members lead six of these collaboratives. The purpose of SNC's involvement is to keep track of priorities and trends in the Region to inform state policy and help develop and support the best projects that align with SNC priorities. Field Operations adds expertise and capacity in underserved geographies and supports partners' capacity-building efforts.
- B. Capacity Building and Technical Assistance: Field Operations assists smaller project-focused partnerships as part of their grant-management tasks (see below). In these partnerships, Area Representatives (ARs) are involved in the granular details of accomplishing projects, and this is where much of the on-the-ground troubleshooting and learning occurs.
- C. Grant Management: Field Operations manages SNC's local-support grants, which have historically been SNC's primary grant programs (local-support grants use funds directly allocated to SNC, typically from bond measures). Local-support grants are distinct from reimbursement grants, such as California Climate Investments and Regional Forest and Fire Capacity Program (RFFCP) grants that SNC receives from other agencies and then regrants to partners. Depending on the source/purpose of the funds, reimbursement grants are managed by Grants & Reimbursements or Partnerships & Community Support.
- D. Grant management includes developing agreements that adequately specify deliverables, schedules, and budgets. To ensure grants are on time and on track, it also includes overseeing progress reports, processing invoices and change requests, conducting site visits, and monitoring projects after completion. Area Representatives spend about 50 percent of their time managing grants, although this varies widely because some Subregions have many more grants than others.
- E. Because ARs are deeply involved in numerous projects across the Sierra Nevada, they are uniquely positioned to identify and share best practices. Area Representatives may connect grantees in different geographies that face similar challenges and facilitate information sharing between high-capacity organizations and smaller organizations. They also help partners identify additional funding opportunities, with additional expertise and support provided by Partnerships & Community Support.
- F. Monitoring: Field Operations monitors completed grants for the term specified by underlying bond legislation to ensure state investments and improvements are maintained. Staff members periodically visit sites and maintain monitoring records.

In addition, Field Operations works with the Pacific Forest and Watershed Lands Stewardship Council to monitor lands transferred from PG&E to the USFS.

## Field Operations & Grants Actions

In addition to continuing ongoing core functions of Field Operations & Grants, the staff plans to focus on actions in the following areas during FY 2020–2021:

### Grant Programs

1. Administer the Forest Health, Vibrant Recreation and Tourism, and Resilient Sierra Nevada Communities grant programs under the revised guidelines for FY 2020-2021. Staff anticipates up to \$3 million for Forest Health, \$1 million for Vibrant Recreation, and \$1 million for Tourism and Resilient Communities programs to be appropriated to the SNC from Proposition 68 funds.
2. Work with partners to develop up to \$5 million in projects in three program areas: Forest Health, Resilient Sierra Nevada Communities, and Vibrant Recreation and Tourism. Through negotiations required during the directed-grants process, SNC staff may seek leverage funds (for example, additional contributions from federal land management partners).

### Reimbursement Grants

1. Provide support for currently active reimbursement grants, including:
  - a. Two CAL FIRE Climate Change Initiative (CCI) grants and associated agreements. These CCI grants will be active through March 2022.
  - b. Plumas National Forest Good Neighbor Agreement and associated subgrants. The agreement will be active through 2028.
  - c. A Regional Forest and Fire Capacity Program (RFFCP) grant from the Department of Conservation and associated subgrants. The RFFCP agreement will be active through March 2022.
  - d. A Natural Disaster Resilience (NDR) grant from the Department of Housing and Community Development. The NDR agreement will be active through September 2022.
2. Provide support for the implementation of a grant agreement between the California Natural Resources Agency and SNC for funds to support AB 2551 with subgrants to up to four partners in the Pit and Feather river watersheds.
3. Pursue new opportunities for additional Reimbursement agreements and grants.

## **Regional-Capacity Building**

1. Design and host a series of CEQA Training Workshops for federal partners and other partners to facilitate increased capacity in CEQA and CEQA/NEPA (National Environmental Policy Act) complementary analyses.

## POLICY & OUTREACH

The primary functions of Policy & Outreach are to inform policy development and funding direction in order to serve the needs of the Sierra Nevada Region. This is accomplished through tracking and synthesizing the latest trends and scientific studies on forestry, watershed health, organizational capacity, wood utilization, and other relevant issues; utilizing the recommendations and outcomes of relevant research to inform policy development; and sharing those recommendations and outcomes through communication efforts. Staff members focus on educating key decision makers about the importance of the Sierra Nevada Region and the policy and funding needs of the Region. In addition, Policy & Outreach also educates partners in the Region about state policy and program trends to help in-Region efforts and projects align with state goals.

Policy & Outreach also provides strategic direction to special projects and programs that advance science and technology in the Region, build capacity of partner organizations, and explore innovative governance, planning, and project implementation.

Developing and maintaining relationships with legislators and respective staff, state and federal agencies, local governments, Regional partners, the research community, and traditional and non-traditional media contacts is the key to success. In addition, while Policy & Outreach supports all of the Regional Goals in SNC's Strategic Plan, it focuses heavily on the cultivation of an impactful Regional identity for the Sierra Nevada.

### Policy & Outreach Core Functions

#### Policy Core Functions

- A. **Legislation and Policy Analysis:** Policy focuses on keeping a finger on the pulse of legislation, policies, and programs as well as analyzing the potential impacts to the SNC, its programs, partners, and the Region. Analyses are shared with SNC staff and the Board, policy partners, and the California Natural Resources Agency when appropriate.
- B. **Policy Development:** Policy utilizes SNC's Regional expertise to inform policy and legislation development that will meet the needs of the Region. The staff provides technical assistance and support on legislation and responds to requests for information from legislators, legislative staff, and other agency partners. Staff also engages in statewide policy development through workgroups and direct partner interactions.
- C. **Policy Education:** Policy educates legislators and legislative staff about the value of the SNC, the Region, and the work that SNC and its Regional partners do to help advance state goals. Staff works closely with Communications to develop messaging, strategies, and materials for policy makers and partners.

- D. **Building and Maintaining Relationships:** Policy builds and maintains relationships with legislators, legislative staff, and partners who are key to influencing state policy, including SNC Legislative Liaisons. Staff participates in policy and legislation workgroups, hosts face-to-face meetings, and keeps in regular contact with policy makers in order to stay informed on current and potential future legislation, policies, and programs.

## **Communications Core Functions**

- A. **State Decision Maker Education:** Communications creates and distributes compelling science-based content that shows why the Sierra Nevada is important to California and why the SNC is vital to supporting the Region. Communications creates videos, infographics, factsheets, and reports that highlight Regional challenges and the essential role the SNC plays in implementing solutions with statewide benefits. Content is distributed digitally through SNC’s social media channels, website, and email-distribution lists, and through in-person meetings, presentations, and conferences.
- B. **News Outlet Relationship Management:** Communications is SNC’s primary point of contact with the media. It responds to reporter inquiries and proactively works to publicize SNC’s work by writing and distributing press releases and media advisories about newsworthy events. Communications creates strong, stable working relationships with reporters by consistently providing timely, relevant, and engaging information.
- C. **Amplification of Regional Voices:** Communications supports Regional Agency and NGO partner outreach efforts by providing content development and technical assistance where needed and helping to bolster beneficial messaging. Staff also connects partners to relevant reporters and media outlets and shares selected content from Regional partners via SNC’s distribution channels.

## **Science & GIS (Geographic Information Systems) Core Functions**

- A. **Science & GIS Analysis:** Science & GIS tracks, reviews, and analyzes the latest scientific and Regional data for relevant trends as well as the potential impacts to or integration with SNC programs, partners, and the Region. Analyses are shared with SNC staff and the Board, policy partners, and state partners when appropriate.
- B. **Initiative and Policy Development:** Science & GIS utilizes Regional science and data expertise to inform state and Regional initiatives, policy, and legislation development that supports the needs of the Region. Science & GIS provides technical assistance and support to state, federal, and collaborative partners while also responding to requests for information from legislators, legislative staff, and state and federal agencies.

- C. Science and Data Outreach and Communication: Science & GIS engages in public forums and on technical advisory panels as subject experts to elevate the scientific and technical needs, trends, and importance of the Region in statewide and Regional efforts. Staff works closely with Communications to explore innovative ways to communicate science and data and develop messaging, strategies, and outreach materials for policy makers and partners.
- D. Building and Maintaining Relationships: Science & GIS builds and maintains relationships with Regional and national scientists and subject-matter experts in order to stay on top of the latest research, data, and land management guidance. Science & GIS utilize these relationships to broaden the SNC's understanding of statewide and global trends and how those trends may impact the Region, SNC's partners, and SNC's programs.
- E. Technical Assistance and Support: Science & GIS provides project mapping support, data analysis, and technical assistance to both internal and external programs and initiatives.

## **Partnerships & Community Support Core Functions**

- A. Funding and Capacity Trends Analysis: Partnerships & Community Support tracks and analyzes funding and capacity trends in the Region with a concentration on needs and opportunities around forest health and community protection. Partnerships & Community Support also provides assessments on specific funding and capacity areas, when needed, to inform the development of SNC programs or projects, and coordinates and/or participates in Regional workgroups that help advance SNC's Strategic Goals.
- B. Funding, Capacity-Building, and Technical-Assistance Resources: Staff identifies funding, and capacity-building and technical-assistance resources available for the Region through research and disseminates information about these opportunities through regular, ongoing communications to partners and stakeholders. Partnerships & Community Support also works with SNC staff and partners to identify funding for specific projects and provides free trainings to partners such as grant-writing workshops.
- C. Capacity-Building in the Region: Partnerships & Community Support develops, supports, and implements Region-wide capacity-building programs, including specific capacity-related SNC-funded grant programs, as well as block-grant programs awarded to the SNC by other agencies or organizations.
- D. SNC Tribal Engagement Coordination: Partnerships & Community Support provides guidance and coordination on SNC tribal engagement to help optimize integration of tribal engagement in SNC programs and policies, including legal requirements, such as AB 52, as per direction from the Governor's Tribal Liaison.
- E. Regional Partnerships and Collaboration Support: Partnerships & Community Support assists Regional partnerships and collaboratives, including the TCSI,

with funding strategies, grant-application development, facilitation, advisement, and other related roles to help increase funding for project work and build organizational capacity.

## Policy & Outreach Actions

In addition to continuing ongoing core functions of Policy & Outreach, the staff plans to focus on actions in the following areas during FY 2020-2021:

### Policy

1. Track and engage on relevant new state policy efforts that emerge during the 2020/21 fiscal year.
2. Host field tours and briefings for legislators, their staff, and other policy makers to help improve the understanding of Sierra Nevada issues, opportunities, and the vital work of the SNC.
3. Create and implement an outreach strategy for 2020 Sierra Nevada Watershed Protection Week.
4. Track, analyze, and inform policy and funding decisions, including bond development and COVID-19 response relevant to the Region's needs, through the end of the 2019/2020 legislative session and into the 2021/2022 legislative session.
5. Build relationships with SNC Legislative Liaisons and organize field tours or other educational events that serve their interests and improve understanding of Sierra Nevada needs and opportunities.

### Communications

1. Implement a new email-marketing system that enables Communications to reach more people with specific, targeted educational and promotional materials to ensure recipients, including state decision makers, media outlets, and partners, receive the most relevant information.
2. Complete the build-out of SNC's new website by adding additional functionality, such as the integration of its social-media channels along with more timely and in-depth information regarding Regional science, issues, and policy.
3. Increase SNC's social-media presence in order to increase response rates, raise the numbers of followers, and optimize SNC exposure.

### Science & GIS

1. Explore the application of a TCSI-like resilience framework across the Sierra Nevada Region by reviewing and assessing available processes and

technologies. Assess and test how the data, technologies, and processes utilized can be applied to the development of a resilience dashboard.

2. Develop a wood-utilization strategy for the Region that will help guide financing and identify barriers to facility development, biomass supplies, and distribution needs to meet ecological-restoration goals.
3. Explore innovative planning and contracting tools and partnerships for SNC that can help the Region meet its pace and scale goals, such as the Good Neighbor Authority and Master Stewardship agreements.

## **Partnerships & Community Support**

1. Track and relay capacity and funding trends, impacts, and opportunities for Regional partners due to COVID-19 and expand funding research to include COVID-19 recovery resources.
2. Host grant-writing workshops throughout the Region to support organizations engaged in forest and watershed health and sustainable recreation projects in both in-person and virtual formats.
3. Implement, administer, and leverage currently active capacity-building grants, including:
  - a. The WIP Capacity Program, which is funded by an RFFCP grant and is being implemented through 11 subgrants to organizations within the Region. Ensure regular coordination between the WIP Capacity Program and the Governor’s Forest Management Task Force’s Sierra-Eastside Regional Planning Group to ensure consistency and integration of final deliverables and maximum leveraging of data and resources. The RFFCP agreement will be active through March 2022.
  - b. Timber Regulation and Forest Restoration Program capacity-building grants, which will be active through May 1, 2022.
  - c. A Proposition 68 grant to the California Tahoe Conservancy to advance the development of a resilience framework in the TCSI.
4. Identify opportunities for building capacity related to economic development within the Region, such as biomass utilization and sustainable tourism and recreation. This includes economic-development planning, business development, and access to financing.
5. Review and redesign SNC’s Tribal engagement program to ensure appropriate integration of tribal engagement across the organization.

## ADMINISTRATIVE SERVICES

Administrative Services carries out a broad array of administrative functions that support the effective and efficient implementation and achievement of SNC’s mission and goals, as outlined in the Strategic Plan.

### Administrative Services Core Functions

- A. **Financial Operations:** Provide budgeting and accounting services that are vital to the implementation of the grants program and overall operational activities of the SNC. Financial Operations interacts with the CNRA bond program and various control agencies, including the Department of Finance and State Controllers’ Office, to provide essential resources and ensure fiduciary accountability and transparency in all aspects of SNC’s activities.
- B. **Human Resources:** SNC’s employees are the agency’s most-valuable assets. Human Resources keeps staff healthy, happy, and productive. Human-resource professionals provide and implement guiding policies, ensure staff is paid on time, develop and deliver effective training and cross-training opportunities, and implement health and safety programs.
- C. **Information Technology:** Critical to all SNC programs are the hardware, software, and networks that make up its core technology services. Working with CNRA and the California Department of Technology, staff members develop, monitor, and implement programs that support communications and core operational activities.
- D. **Legal Services and Government Accountability:** Legal provides critical analyses and guidance in the development of legal positions/actions and in the implementation of laws, rules, and regulations, and provides guidance on program and policy development to the SNC Board, Executive Leadership, and staff. Staff also assists in the more-complicated aspects of contract-law compliance, analyses of administrative issues, and legal compliance of developed policies and procedures.
- E. **Business Services:** Business Services keeps the heat and lights on, ensures contractors are paid, and vehicles are in good working condition and available for daily staff activities. Staff makes sure critical contracts and provisions of necessary supplies are provided to carry out the mission of the SNC; that they are handled in compliance with Department of General Services’ laws, rules, and guidelines; and that all related policies are applied appropriately.
- F. **Office Management & Board Support:** Office Management & Board Support is the key communication link between the Board and SNC staff. Staff provides direct administrative support to Boardmembers, oversees board-meeting planning and implementation, manages executive calendars and schedules, and develops department-wide internal operational policies and procedures.

## Administrative Services Actions

In addition to continuing ongoing core functions, Administrative Services plans to focus on actions in the following areas during FY 2020–2021:

### Financial Operations

1. Work with Grants & Reimbursements and Business Services to develop and document reimbursements process including roles, forms/policy updates, document handling and routing, approvals, and signatures.
2. Complete desk manuals for all Financial Operations positions.

### Human Resources

1. Update Succession Planning to recognize new organizational structure. Modify Continuity Plan to incorporate changes, as needed.
2. Develop cross-training plans for key personnel who may retire in the next 12-24 months.
3. Develop staff-training strategy/plan, including assessment of staff strengths and weaknesses to determine focus of training and how to ensure staff receive appropriate/needed training. Add various sessions on implicit bias, diversity, and ADA awareness and compliance to mandatory training.
4. Ensure continued staff retention through development and implementation of employee-recognition programs. Include peer nomination and multi-level (unit, team, branch, departmental) recognition opportunities.
5. Complete desk manuals for all Human Resources positions.

### Information Technology

1. Work with Executive Leadership and Boardmembers to refine remote, public-meeting process, including streamlining document needs and procedures, ordering necessary equipment and materials, communicating proper procedures to staff, and testing the process to ensure successful implementation.
2. Complete desk manuals for all Information Technology positions.

### Legal Services & Government Accountability

1. Update Conflict-of-Interest Code.
2. Work with Office Management & Board Support and Business Services to complete e-file cleanup and update records retention for a quicker and more-efficient response to Public Record Act requests. This includes providing

improved clarity to staff on what is critical to keep, what should be deleted, and when it should be deleted.

3. Complete desk manuals for all Legal Services positions.

## **Business Services**

1. Work with Grants & Reimbursements and Financial Operations to develop and document reimbursements process, including roles, forms/policy updates, document handling and routing, approvals, and signatures.
2. Continue refinement of emergency pandemic planning/response and alignment of Succession Plan with Continuity Plan.
3. Assist Legal Services & Government Accountability and Office Management & Board Support with e-file cleanup, oversee completion of updated records retention schedules and physical record storage and destruction, and update Records Retention Policies and Procedures.
4. Complete desk manuals for all Business Services positions.

## **Office Management & Board Support**

1. Coordinate department-wide e-file cleanup and work with Legal Services & Government Accountability and Information Technology to provide e-file guidance to staff.
2. Work with Business Services to update all records-retention schedules and clean up hard copy records.
3. Update SNC Style Guide.
4. Complete desk manuals for all Office Management & Board Support positions.

The above activities represent the work the SNC plans to focus on over the FY 2020-21 timeframe. However, SNC strives to be responsive to the needs of the Region and will adjust to changes in needs resulting from COVID-19 as appropriate.