



SIERRA NEVADA
CONSERVANCY

2021–2022 Action Plan

The following activities represent the work the Sierra Nevada Conservancy (SNC) plans to focus on over the Fiscal Year (FY) 2021–22 timeframe. However, SNC strives to be responsive to the needs of the Region and will continue to adjust to changes in needs resulting from COVID-19, post-Covid-19 transition, or other urgent issues, as appropriate.

CONTENTS

| | |
|--|-----------|
| Introduction | 1 |
| Structure | 1 |
| Executive Leadership | 2 |
| Core Functions—Executive Leadership..... | 2 |
| Actions—Executive Leadership..... | 3 |
| Field Operations & Grants | 5 |
| Core Functions—Field Operations & Grants | 5 |
| Actions—Field Operations & Grants..... | 7 |
| Policy & Outreach | 8 |
| Core Functions—Policy & Outreach | 8 |
| Actions—Policy & Outreach..... | 12 |
| Administrative Services..... | 14 |
| Core Functions—Administrative Services..... | 14 |
| Actions—Administrative Services | 15 |

INTRODUCTION

The [Sierra Nevada Conservancy's 2019–2024 Strategic Plan](#) (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

The five Regional Goals of the Strategic Plan, and the actions identified in this plan, continue to build on SNC's work as a funder, supporter, and collaborator around critical capacity-building, planning, and project implementation efforts aimed at improving the environmental, economic, and social well-being of the SNC Region. The Action Plan is designed to focus SNC's work so that it can respond well to Regional needs, as well as align with the goals and priorities of state policymakers. The Action Plan is also written with flexibility in mind, given unanticipated opportunities and challenges that may materialize in the months ahead.

Structure

The following activities represent the Action Plan for next Fiscal Year – July 2021 to June 2022. 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 operations are well managed 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 2021–2022 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.

Core Functions—Executive Leadership

Executive Team

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.

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 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.

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.

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.

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.

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.

Actions—Executive Leadership

In addition to continuing ongoing core functions of Executive Leadership, the staff plans to focus on actions in the following areas during FY 2021–22:

1. Per Board direction, SNC will continue to develop and apply a framework that drives pace and scale of ecological forest management and restoration across the Region. Building on work from the Tahoe-Central Sierra Initiative pilot project, and from recommendations presented in the Spatial Informatics Group's (SIG) report, "*Waypoints on the Road to Resilience: Considerations for the Sierra Nevada Conservancy*," Executive Leadership will explore how SNC's organization, at all levels, can best support resilience on the landscape by looking closely at the components of the work (and how they relate to each other) to identify approaches, tools, or process improvements that will improve SNC's ability to meet the needs of the Region and the state.
2. Given the anticipated impacts of COVID-19, focus SNC priorities and operations to ensure health and well-being of staff and the public, fiscal stability of the department, and a safe transition back to post-COVID-19 operations.
3. Executive Leadership will identify and work to secure additional funding for the SNC Region through SNC programs or via collaboration and reimbursement grants 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.
4. Executive Leadership will foster a welcoming agency culture and will explore and implement ways that support principles of equity, diversity, and inclusion within the organization, such as providing training opportunities to staff, representing SNC to external audiences in an inclusive manner, and updating materials for accessibility, where feasible. In response to the California Natural Resource Agency's priority for "Access for All," Executive Leadership will research and develop a new program concept aimed at broadening access and equity in the Sierra Nevada Region by increasing recreational, educational, and stewardship opportunities for people and communities that may face economic, physical, or societal challenges/barriers with visiting and experiencing the Sierra Nevada Region.
5. Senate Bill 208 (Dahle) would modify SNC's boundaries by adding a portion of Siskiyou County and Trinity County to the Region and increasing the area of Shasta County within the Region. Should the bill be approved through the legislative process, Executive Leadership will lead staff to prepare for the expanded boundary change, identify and request staffing and resource needs, initiate outreach to build relationships with partners in the new area, and develop recommendations to the Legislature regarding organizational changes that may be needed due to the boundary expansion per the legislation's direction.

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.

Core Functions—Field Operations & Grants

Grants & Reimbursements

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 state and federal 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.

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

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 and state and federal funding opportunities. Field Operations adds expertise and capacity in underserved geographies and supports partners' capacity-building efforts. Field Operations also tracks and pursues new opportunities for additional reimbursement agreements and grants that could support the priorities of the Region.

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.

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.

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 can vary widely between Subregions.

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.

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 United States Forest Service.

Actions—Field Operations & Grants

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

1. Continue to 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).
2. In April 2021, SNC was appropriated \$20 million in FY 2020-21 General Fund as part of the governor’s and Legislature’s “early action” wildfire resilience budget package. Staff will implement the SNC’s Immediate Action Forest Health directed grants program under guidelines adopted by the Governing Board at the March 2021 meeting.
3. The governor’s proposed budget for FY 2021-22 included \$50 million in General Fund to the SNC for wildfire resilience local assistance. Upon any final appropriation received as part of the 2021 Budget, staff will develop new programmatic guidelines. With Board direction and approval, staff will begin implementation of the program throughout the Region.
4. In alignment with the California Natural Resources Agency’s priority to “cut green tape,” staff will identify practices and measures under CEQA that can be standardized under existing internal processes, in order to streamline and improve administrative efficiencies while assuring the critical protection of California’s natural resources. Any recommended changes would be brought before the SNC Governing Board for approval.
5. Staff will provide support for seven currently active reimbursement grants, totaling \$27.6 million for work throughout the Region. Reimbursement grants are grants where SNC serves as the grantee and is reimbursed for work from other state and federal programs. SNC currently manages reimbursement grants from the following programs: CAL FIRE Climate Change Investments, Plumas National Forest Good Neighbor Agreement, a Natural Disaster grant from the Department of Housing and Community Development, and grants from the Department of Conservation’s Regional Forest and Fire Capacity Program. Under these programs SNC administers 34 subgrants to partners throughout the Region.

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.

Core Functions—Policy & Outreach

Policy

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.

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.

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.

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

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.

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.

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.

Outreach to SNC Target Audiences

Communications frequently publishes original content aimed at increasing interaction on social media and increasing followers and engagement on SNC’s social media platforms.

Science & GIS (Geographic Information Systems)

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.

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.

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.

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.

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

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.

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.

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.

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.

Regional Partnerships and Collaboration Support

Partnerships & Community Support assists Regional partnerships and collaboratives, including the Tahoe-Central Sierra Initiative (TCSI), with funding strategies, grant application development, facilitation, advisement, and other related roles to help increase funding for project work and build organizational capacity. Partnerships & Community Support also hosts 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.

Actions—Policy & Outreach

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

Policy

1. Track and engage on relevant new state policy efforts that emerge during the 2021/22 fiscal year, such as the state’s climate adaptation strategy update, biodiversity initiative, 2030 Natural and Working Lands Climate Change Strategy, and Wildfire and Forest Resilience Action Plan implementation.
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, conditional on protocols during and post-COVID-19.
3. Track, analyze, and inform policy and funding decisions, including bond development through the end of the 2021/22 legislative session.
4. 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. Develop and implement a communications campaign/strategy focused on the benefits and outcomes of the investments made in the Sierra Nevada Region through the Wildfire and Forest Resilience budget.

Science & GIS

1. 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. Pilot concepts through TCSI Pace & Scale work group.

Partnerships & Community Support

1. Administer currently active capacity-building grants throughout the Region via the WIP Capacity Program. This includes grants funded by the Regional Forest and Fire Capacity Program (RFFCP) and the Timber Regulation and Forest Restoration Fund. The RFFCP provides block grants to regional entities throughout the state (of which SNC is one) to serve as funding administrators for capacity-building and forest management project planning activities. Staff will continue to implement the active RFFCP-funded subgrants, including subgrants that are part of the AB 2551 spatial planning and analysis efforts in the upper watersheds.

2. Prepare for and execute potential new subgrants that may be funded by the next round of the RFFCP, which was included as part of the wildfire resilience budget package.
3. Following the review and redesign of SNC’s Tribal engagement program, staff will begin to implement actions to broaden and more fully integrate 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.

Core Functions—Administrative Services

Administrative Team

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 Controller’s Office, to provide essential resources and ensure fiduciary accountability and transparency in all aspects of SNC’s activities.

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.

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.

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.

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.

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.

Actions—Administrative Services

In addition to continuing ongoing core functions, Administrative Services plans to focus on actions in the following areas:

Cross-cutting across Administrative Services

1. Continue the completion of desk manuals for SNC administrative operations. In 2020-21, the analysis of nine functional administrative areas was completed, and desk manuals were prepared for high-priority areas. Work will continue to complete remaining desk manuals.
2. Staff will execute a Digital Workplace Project to upgrade operational processes. Working from multiple remote locations underscored the need to review the approaches to e-file storage and cleanup, as well as consider tools we provide to the Board and staff as we move into the future. The Digital Workplace Project is already well underway and has been fully scoped, including areas of shared drives cleanup, document retention, SharePoint/Teams upgrades, meeting management, and ongoing technology needs assessment. Many workflow and process upgrades are expected to be completed by the end of FY 2021-22, with all other key areas continuing progress in 2021-22. The Digital Workplace Project is consistent with CNRA's five pillars of workplace transformation to prioritize flexibility and choice, to develop better ways of working, to innovate and take risks, to create purposeful and inclusive workplaces, and to change the future of government.

Human Resources

1. Continue to develop cross-training plans for key personnel who may retire in the next 12-24 months.

2. 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.

Information Technology

1. Continue to fine-tune processes and acquire tools to conduct public meetings, or access to public meetings, virtually, without delays or modifications to SNC priorities. As SNC prepares to transition back to in-person board meetings, staff will explore how to extend virtual participation and board member engagement into the future.

Legal Services & Government Accountability

1. Update SNC policy related to the Conflict-of-Interest Code.

Business Services

1. Focus on “new normal” operations: returning to work, keeping safe, developing new policies around ongoing workplace practices; further developing workspace-sharing concepts; adjusting space to reflect changes; Auburn-office front lobby changes.

Office Management & Board Support

1. Develop specific operational policies and templates relevant to front desk workload and procedures.