



SIERRA NEVADA
CONSERVANCY

2022–2023 Action Plan

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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 SNC is committed to carrying out activities in support of these goals, recognizing there are a number of factors that can affect the level of activity undertaken by the SNC in each of the goal areas year to year, such as availability of funding, staffing changes, and state policy priorities. Each goal area in the Strategic Plan presents specific strategies designed to guide SNC in identifying actions to present each year in its Action Plan. Using the approach outlined in the Strategic Plan, SNC takes actions in assessing needs, developing partnerships, addressing policy barriers, pursuing funding, and testing out new ways of doing business for each goal area in the Strategic Plan.

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, while also helping to advance the WIP goals of the Strategic Plan, as well as the broader goals 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 and Focus

The following activities represent the Action Plan for July 2022 through June 2023. As described above, these actions, alongside the core work that staff produces each day, move forward the strategies identified in the Strategic Plan. In addition, this Action Plan includes organizational and administrative activities, which are foundational to ensuring operations are well managed and that the SNC continues to be a great place to work.

The statute that created the SNC emphasizes the importance of carrying out its mission and goals in an integrated and complementary manner. To that end, the following activities are assigned by team within the SNC organization, but work is completed through active coordination and collaboration across divisions.

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. Furthermore, Executive Leadership fosters a welcoming agency culture and explores and implements ways that support principles of equity, diversity, and inclusion within the organization.

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: building climate resiliency; protecting biodiversity; expanding community access to parks, recreation, and natural spaces; and expanding nature-based solutions. 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 and the ability of the organization to efficiently and effectively serve the people of the State of California by ensuring that the Conservancy's budget and resources are well managed, with proper oversight and transparency.

Actions—Executive Leadership

In addition to these core functions that move progress forward on the five WIP goals, Executive Leadership will focus on the following actions during Fiscal Year (FY) 2022-23.

1. Over the past year, Executive Leadership has explored how SNC's organization, at all levels, best supports resilience on the landscape by looking closely at the approaches, tools, and processes that are being used and developed by SNC and its partners to drive pace and scale of ecological forest management and

restoration across the Region. During this same period, state and federal leadership has been organizing and implementing work that meets the responsibilities under the agreement for shared stewardship, and that supports the actions set forth in the Governor’s Wildfire and Forest Resilience Action Plan. In its capacity as a regional entity, the SNC plays a key role in supporting local collaboration to identify, prioritize, plan, and implement projects that advance resilience goals. Executive Leadership will 1) continue to connect SNC’s work with the state and federal activities in progress, 2) develop and present a Sierra Nevada-focused Regional framework to the Governor’s Wildfire and Forest Resilience Task Force, and 3) continue to refine ways to assess and communicate project outcomes to better understand resilience across the landscape.

These actions will implement various strategies in the following Regional Goals of the 2019-23 SNC Strategic Plan:

- Healthy Watersheds and Forests
- Resilient Sierra Nevada Communities
- Impactful Regional Identity

2. As the state is moving into a post-COVID working environment, Executive Leadership, via SNC’s administrative division, will continue to track, implement, and communicate state direction and SNC policies related to remote work, employee health and safety, and related issues. Executive Leadership will also continue to track closely and respond appropriately to potential changes to the Bagley-Keene Open Meeting Act, which seeks to modernize how public meetings are held, but which could present logistical impacts to SNC’s ability to hold Board meetings and tours in rural locations.

This action supports the organization’s ability to carry out all Regional Goals of the 2019-23 SNC Strategic Plan.

3. Building on work from the previous year and in alignment with California Natural Resource Agency priorities, Executive Leadership will develop a work plan to identify ways to broaden access and equity into recreational, educational, and workforce development activities for people and communities that may face economic, physical, or societal challenges/barriers with visiting and experiencing the Sierra Nevada Region.

These actions will implement various strategies in the following Regional Goals of the 2019-23 SNC Strategic Plan:

- Vibrant Recreation and Tourism
- Impactful Regional Identity

4. On January 1, 2022, Public Resources Code Chapter 182, Statutes of 2021 (Senate Bill 208) added just over 1.3 million acres to SNC’s boundary. The statute

also requires SNC to submit recommendations for legislation to the Legislature to “change the name of the conservancy and board, and to change the structure of the regions, subregions, and board, to align the conservancy with its recent expansion into the Counties of Shasta, Siskiyou, and Trinity.” Working with the advisory committee of the SNC Governing Board, Executive Leadership will guide staff to develop the recommendations as required, in the months ahead, while keeping the Board and stakeholders informed of decisions and steps that may be taken related to the expansion.

This action supports expanding the 2019-23 SNC Strategic Plan and WIP goals into the new service area.

5. The current SNC Strategic Plan sets the priorities for the organization through 2024. Although the bulk of the work for planning, outreach, and development of the SNC’s next five-year strategic plan will need to happen in FY 2023-24, Executive Leadership will begin this year to prepare for that effort and will develop a work plan to ensure time for Board and stakeholder engagement.

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 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.

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, 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 outside of those directly appropriated to the SNC's own budget, 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 or the General Fund). 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 that move forward the five WIP goals, the Field Operations & Grants team will focus on actions in the following areas:

1. The Budget Act of 2021 included \$50 million in General Fund to the SNC for wildfire resilience local assistance grants. With Board direction and approval, staff will continue to implement the program throughout the Region, which is being carried out in two grant rounds.

This action will implement various strategies in the following Regional Goal of the 2019-23 SNC Strategic Plan: Healthy Watersheds and Forests.

2. At the March 2022 meeting, the Governing Board approved guidelines for the Strategic Land Conservation Directed Grant Program. This Program will award funds appropriated to the SNC from the multi-year climate package included in the Budget Act of 2021 and will add future funds that may become available in 2022 and 2023. Staff will implement this Program throughout the Region.

This action will implement various strategies in the following Regional Goal of the 2019-23 SNC Strategic Plan: Strategic Land Conservation.

3. At the March 2022 meeting, the Governing Board approved guidelines for the Vibrant Recreation and Tourism Directed Grant Program. This Program will award funds appropriated to the SNC from the multi-year climate package included in the Budget Act of 2021 and will add future funds that may become available in 2022 and 2023. Staff will implement this Program throughout the Region.

This action will implement various strategies in the following Regional Goal of the 2019-23 SNC Strategic Plan: Vibrant Recreation and Tourism.

4. Staff will provide support for seven currently active reimbursement grants, totaling over \$30 million for work throughout the Region. The SNC currently manages reimbursement grants from the following programs: Department of Forestry and Fire Protection 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.

This action will implement various strategies in the following Regional Goal of the 2019-23 SNC Strategic Plan: Healthy Watersheds and Forests.

5. As authorized at the December 2021 SNC Governing Board meeting, SNC has been finalizing an agreement with the Pacific Forest and Watershed Lands Stewardship Council (Council) to undertake responsibilities upon the Council's dissolution. With a signed agreement to complete the transfer, SNC will continue to serve as the holder of Conservation Covenants over Forest Service lands in perpetuity; continue to oversee the transfer of existing Conservation Easements held by qualified entities attached to other PG&E-donated (to other than the USFS) and PG&E-retained properties to new assignees, if needed; begin to administer the Stewardship Council's Enhancement Grant Program; and agree to provide one 5-year update to the Council's report to the California Public Utilities Commission on the impacts of the PG&E Land Conservation Commitment.

This action will implement various strategies in the following Regional Goal of the 2019-23 SNC Strategic Plan: Healthy Watersheds and Forests.

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. Staff also hosts 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.

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 non-governmental organization 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

Science

Science 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 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 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 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 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 Assembly Bill 52, as per direction from the Governor’s Tribal Liaison.

Regional Partnerships and Collaboration Support

Partnerships & Community Support assists Regional partnerships and collaboratives 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 that move forward the five WIP goals, the Policy & Outreach division plans to focus on the following actions:

1. Track and engage on relevant new state policy efforts that emerge during FY 2022-23, such as the state’s various climate strategies, and the Governor’s Wildfire and Forest Resilience Action Plan implementation.

This action will implement various strategies in the following Regional Goal of the 2019-23 SNC Strategic Plan: Impactful Regional Identity.

2. With many new legislators coming on board in a year of high turnover, develop and build relationships with the legislature and their staffs to improve their understanding of Sierra Nevada needs and opportunities.

This action will implement various strategies in the following Regional Goal of the 2019-23 SNC Strategic Plan: Impactful Regional Identity.

3. Administer current Regional Forest and Fire Capacity Program subgrants throughout the Region, which support organizational capacity building, planning, and the prioritization of projects that can help reduce the threat of catastrophic wildfire and improve resilience. With new RFFCP guidelines soon to be released, SNC is anticipating additional funding that staff will help to implement throughout our Region.

This action will implement various strategies in the following Regional Goals of the 2019-23 SNC Strategic Plan:

- Healthy Watersheds and Forests
- Resilient Sierra Nevada Communities

4. To ensure meaningful and authentic tribal engagement is integrated throughout SNC’s policies and programs, staff will be provided with a series of tribal engagement trainings.

This action will implement various strategies in the following Regional Goal of the 2019-23 SNC Strategic Plan: Resilient Sierra Nevada Communities.

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

The SNC’s financial operations staff provides budgeting and accounting services that are vital to the implementation of the grants program and overall operational activities of the SNC. Financial Operations staff 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.

Human Resources

The SNC’s employees are the agency’s most-valuable assets. Professionals in the human resources team keep staff healthy, happy, and productive. They 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, information technology staff members develop, monitor, and implement programs that support communications and core operational activities.

Legal Services and Government Accountability

Legal staff provides critical analyses and guidance in the development of legal positions/actions and in the implementation of administrative laws, rules, and regulations relating to the more-complicated aspects of contract-law compliance and other administrative areas and provides guidance on administrative policy development to the SNC Executive Leadership.

Business Services

The business services team works to keep the heat and lights on, ensure vendors and contractors are paid, and that vehicles are in good working condition and available for daily staff activities. Staff ensures that facilities and vehicles are operated in compliance

with The Division of Occupational Safety and Health rules and regulations. Business services 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

Team members working in SNC's Office Management & Board Support unit provide 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:

1. **Developing the Hybrid Workplace** – continued adjustments will be made to define and carry out the “new normal” hybrid workplace. What is the right “mix” of remote- and office-based work to build and protect SNC workplace values and to ensure optimal productivity and service to the Region? Staff will explore options and incorporate best practices that conform to CNRA Workplace Transformation pillars including Prioritizing Flexibility and Choice – Improving productivity through flexible work environments and Changing the Future of Government by providing a workplace that is dynamic and innovative. Human resources, business services, and information technology staff will seek out and test new ways of doing business, update policies and procedures, and pursue new technology to facilitate workplaces without walls.
2. **Headquarters Office Reception Desk and Lobby Renovation** – Making layout and security changes to enhance safety during business hours when few staff are working from the office. Changes made by the business services and office management teams will facilitate contact-less deliverables, allow control and accountability in the event that public health notifications must be made, and ensure that staff and the public can access services while staying safe.