

Draft Strategic Action Plan



About the Sierra Nevada Conservancy

The Sierra Nevada Conservancy (SNC) is a state agency created by bi-partisan legislation co-authored by Assembly Members John Laird (D-Santa Cruz) and Tim Leslie (R-Tahoe City). Assembly Bill 2600, the Laird-Leslie Sierra Nevada Conservancy Act, was signed into law by Governor Arnold Schwarzenegger in September 2004. The SNC has a broad mission based on the understanding that the environmental, economic, and social well-being of the Region and its rural communities is closely linked, and that the Region would benefit from an organization providing strategic direction and bringing attention and resources to the Region to better understand and meet its needs.

The mission of the SNC is to initiate, encourage, and support efforts that improve the environmental, economic, and social well-being of the Sierra Nevada Region, its communities, and the citizens of California.

Introduction

Document Overview

This Strategic Action Plan (SAP) has two components, a Strategic Plan and an Action Plan. The Strategic Plan contains descriptions of the four programs the SNC will focus on from January 2016 through June 2019. The Strategic Plan also contains strategies to implement each program and address the statutory goals associated with each program.

The Action Plan component contains specific actions to implement the strategies associated with each of the four programs, based on available resources and existing opportunities and conditions. Over the life of the SAP, there will be three separate Action Plans. The first Action Plan covers the period from January 2016 through June 2017. Each subsequent Action Plan will cover a 12-month period, with the final Action Plan covering July 2018 through June 2019.

Context

The scope of the SAP has been determined in response to Board direction to narrow the focus of SNC activities, as well as an environment of new budgetary restrictions that has constrained SNC resources.

Consideration of Other State Plans

This SAP builds upon and integrates a number of state efforts, including:

- California Water Action Plan and associated Implementation Plan
- Bioenergy Action Plan
- State Water Plan

- Safeguarding California Climate Adaptation Plan/Assembly Bill 32 Scoping Plan Update
- Greenhouse Gas Reduction Fund Investment Plan Updates and Guidelines Development
- State Wildlife Action Plan
- California Fire Plan

Background

Our Vision

The SNC's vision for the future is that the magnificent Sierra Nevada Region enjoys outstanding environmental, economic, and social health, with vibrant communities and landscapes sustained for future generations. In this vision:

- Rich and diverse natural, physical, and living resources are protected and conserved.
- Healthy, diverse, and economically sustainable local communities thrive, prepared for and protected from natural disasters.
- Californians value and invest in healthy watersheds that provide high quality water, spectacular scenery, and important wildlife habitat.
- Sustainable working landscapes provide environmental, economic, and social benefits to the Region.
- The Region's cultural, archeological, and historical resources are preserved, visited, and treasured.
- Healthy and sustainable tourism, recreation, and commercial activities are valued and encouraged.
- The role of the forest in sequestering and storing carbon and reducing greenhouse gas emissions is recognized and enhanced.

Our Service Area

The SNC's service area – stretching from Modoc County in the north to Kern County in the south – covers 25 million acres and all or part of 22 counties. Comprising 25 percent of California's total land area, it is the largest conservancy region in the State. The jurisdiction includes the mountains and foothills of the Sierra Nevada range, the Mono Basin, Owens Valley, the Modoc Plateau, and a part of the southern Cascade Range, including the Pit River Watershed. The statute establishing the SNC divides the Region into six smaller Subregions.

The Sierra Nevada is an extraordinary resource of Regional, statewide, national, and even global significance. It is the state's principal watershed, supplying more than 60 percent of California's developed water supply. The Sierra sustains 60 percent of California's animal species and almost half of its plant species, including the world's largest living thing: General Sherman, a Giant Sequoia. In addition to providing water for the state, the Sierra supplies up to half of California's annual timber yield and

15 percent of the state's power needs, holding an untapped potential to increase its contribution to California's green energy portfolio. Its forests and agricultural lands are also uniquely suited to help reduce the warming impact of a changing climate by removing carbon dioxide from the atmosphere and storing it in tree trunks, branches, foliage, roots, and soils. The Sierra also hosts more than 50 million recreational visits per year and is home to more than 600,000 residents in 200+ local communities – communities that depend in large part on natural resources for economic sustainability, job creation, recreation, and to preserve the community character and viewsheds that are unique to the Sierra Nevada Region.

Governance

The SNC is governed by a 16-member Board with 13 voting members divided almost evenly between State-level appointments and local seats filled by members of County Boards of Supervisors in each of the SNC's six Subregions.

The members include:

- Secretary for Natural Resources Agency (or his/her designee)
- Director of Finance (or his/her designee)
- Three members of the public appointed by the Governor
- Two members of the public, one each appointed by the Speaker of the Assembly and the Senate Rules Committee
- Six county supervisors whose districts are within the Region, each representing one of the six Subregions
- Three non-voting liaison advisers: one each from the National Park Service, the U.S. Forest Service, and the Bureau of Land Management

Program Description

In accordance with the statute establishing the SNC, all of our activities are based on the principles of balance, cooperation, and equity. The statute requires that the SNC:

- Support efforts that advance environmental preservation and the economic and social well-being of Sierra residents in a complementary manner.
- Work in collaboration and cooperation with local governments and interested parties in carrying out the SNC's mission.
- Make every effort to ensure that, over time, SNC funding and other efforts are spread equitably across each of the various Subregions and among the program areas, with adequate allowance for the variability of costs associated with individual Subregions and types of projects.
- Inform and educate all Californians as to the substantial benefits they enjoy from the Region, and the importance of the environmental and economic well-being of the Region.

Program Areas

The SNC serves the Sierra Nevada Region by providing a focal point for action and helping to develop and promote a Regional identity for the Sierra as a whole. The SNC

does that, in part, by providing funding for local and Regional projects and offering technical and other assistance for collaborative efforts in cooperation with nonprofit, tribal, and government partners at all levels. The SNC's activities fall under seven legislatively mandated program areas, including:

- Increasing the opportunity for tourism and recreation in the Region
- Protecting, conserving and restoring the Region's physical, cultural, archaeological, historical, and living resources
- Aiding in the preservation of working landscapes
- Reducing the risk of natural disasters, such as wildfire
- Protecting and improving water and air quality
- Assisting the Regional economy through the operation of the SNC's program
- Enhancing public use and enjoyment of lands owned by the public

Current Funding Sources

The SNC's budget is made up of funds from three sources:

- The California Environmental License Plate Fund
- Proposition 84, The Safe Drinking Water, Water Quality and Supply, Flood Control, River and Coast Protection Bond Act of 2006 (Proposition 84). Proposition 84 allocated \$54 million in bond funds to the SNC. (Note: most of these funds have been expended.)
- Proposition 1, The Water Quality, Supply, and Infrastructure Improvement Bond Act of 2014 (Proposition 1). Proposition 1 allocated \$25 million in bond funds to the SNC.

Our Guiding Principles

The SNC is guided in its operations by a number of principles developed as part of the initial strategic planning process in 2006:

How We Operate

- The SNC conducts operations openly. Decision-making will be transparent, and SNC will always strive to improve communications throughout the Region.
- The SNC strives to maintain neutrality so all interested parties are provided an equal opportunity to participate in and benefit from the SNC's activities.

Our Key Objectives

- The SNC seeks to "add value" and build upon existing community and Regional efforts.
- The SNC brings a Regional focus to the issues of the Sierra Nevada, collecting and sharing information across the Region and communicating the benefits and contributions of the Region.
- The SNC encourages community-based solutions and will assist communities with technical expertise, information, and resources necessary to achieve local solutions.

- The SNC uses the best available information and science in making decisions, identifying opportunities to fill information and technical gaps, and building on and expanding community information.
- The SNC informs and educates the public throughout the Region and the state about the substantial benefits the Sierra Nevada provides to all Californians, including providing clean water for many uses outside the Sierra, and the importance of protecting and enhancing the environmental well-being of the Region.
- The SNC strives to identify and implement activities that result in integrated environmental, economic, and social benefits rather than “either or” outcomes.

Implementing Our Programs

- The SNC develops program priorities considering the input received through community outreach efforts and seeks to meet community needs.
- The SNC is flexible in implementing its programs, recognizing the need to act based on opportunity, available funding, local and Regional differences, and statewide interest.
- The SNC gives priority to multi-benefit projects and integrated activities (those that address more than one of the SNC’s program objectives).
- The SNC encourages projects and activities that leverage other organizations’ (government, private, and nonprofit) competencies and funding.
- The SNC evaluates projects considering what is occurring on surrounding lands, cognizant of potential impacts to those landscapes.
- The SNC purchases and/or creates incentives for the purchase, where practical, of resources for goods and services within the Sierra Nevada Region. We diligently seek opportunities to improve the economic well-being of communities in the Region.
- The SNC makes every effort to ensure that, over time, the SNC funding and other efforts are spread equitably across Subregions and program areas, with adequate allowance for the variability of costs associated with individual Subregions and types of projects.

Working with Others

- The SNC emphasizes cooperation with local governments and other governmental, tribal, and non-governmental partners in providing information, technical assistance, and financial support to assist in meeting mutual goals.
- The SNC coordinates and collaborates with all partners to achieve research, project funding, and program goals.
- The SNC convenes and facilitates interested parties to seek solutions for difficult problems to achieve environmental, economic, and social benefits.
- The SNC respects the mission, responsibilities, and obligations of other agencies and organizations.

STRATEGIC PLAN

Strategic Plan

Overview of Approach

In September 2011, the Board adopted a Strategic Plan which established objectives for the SNC within five areas of focus and laid out the strategies the organization would employ in meeting those objectives. The areas of focus included:

- Healthy Forests
- Preservation of Ranches and Agricultural Lands
- Watershed Protection and Restoration
- Promotion of Sustainable Tourism and Recreation
- Long-term Effectiveness of the SNC

In June 2014, the Board directed staff to refocus and increase efforts related to healthy forests in recognition of the dire conditions and urgent need for action in many of the forests in the Sierra Nevada. Per that direction, staff developed the Sierra Nevada Forest and Community Initiative (SNFCI) Action Plan, which was approved by the Board in September 2014. In addition, the Board approved the Watershed Improvement Program (WIP) at the March 2015 meeting, building upon the SNFCI Action Plan.

Development of this SAP was specifically intended to reflect the top priorities of the implementation of the WIP and the Proposition 1 Grant Program.

This Strategic Plan focuses planning efforts over the next three-and-a-half years and sets priorities for the SNC within the context of its broad mission, statutorily established program areas, Board direction, and a recent reduction in base funding. The plan will be implemented in ongoing collaboration with multiple partners throughout the Region. Its strategies will be carried out through specific actions identified in accompanying Action Plans, each of which will set forth a realistic set of actions for the SNC to accomplish in support of the priorities we have established through this planning process and available resources.

Programs

The SNC will focus on four programs during the life of this Strategic Plan, from January 2016 to June 2019. These programs:

- Are statutorily required and/or directed by the SNC Governing Board.
- Are associated with a workload that fits within current budgetary and staff resources.
- May include multiple subtopics.

The programs that will be the focus of SNC efforts under this plan are:

- Watershed Improvement Program
- Grant Program
- Abandoned Mine Lands
- Regional Recreation and Tourism

As mentioned earlier, the WIP and Grant Program are the organization's top priorities and resources will be allocated accordingly. The Abandoned Mine Lands and Regional Recreation and Tourism programs will continue to be focused efforts, but it is not anticipated that a significant amount of our resources will be used in these areas. The programs and any subtopics are described below, followed by strategies for each.

Watershed Improvement Program

Description

The Sierra Nevada Watershed Improvement Program (WIP) is a coordinated, integrated, collaborative program to restore the health of California's primary watershed through increased investment and needed policy changes. The WIP builds upon the broad consensus that more must be done to restore Sierra Nevada forests and watersheds. The pace and scale of science-based ecological restoration needs to dramatically increase in order to stem the tide of large, uncharacteristic wildfires and further degradation of these ecosystems. This comprehensive effort is being coordinated by the SNC and the U.S. Forest Service in close partnership with additional federal, state, and local agencies, and diverse stakeholders.

Activities under the WIP are organized under four primary focus areas:

Policy

Work within this area focuses on identifying and addressing state, federal, and local policy opportunities to increase the pace and scale of restoration, and improving the socio-economic well-being of Sierra communities, as well as identifying and addressing impediments to achieving these objectives.

Restoration Implementation

Work within this area focuses on identifying and quantifying the level and cost of restoration activity needed to restore Sierra Nevada watersheds to a state of proper functioning and resilience, providing the impetus for increased pace and scale of restoration.

Funding

Work within this area focuses on increasing and tracking state, federal, and local governmental and non-governmental investment in restoration activities, as well as securing investment from those who benefit from the Region, such as the urban, business, and agricultural communities who receive water from the Region.

Communication

Work within this area focuses on developing and utilizing a variety of communications tools and materials that support key WIP messages, and implementing outreach and communications strategies that engage key audiences, in order to support the goals of the WIP. These goals include:

- Utilizing local policy opportunities and addressing impediments to increase the pace and scale of restoration and improving the socio-economic well-being of Sierra communities.
- Identifying and quantifying the level of restoration activity, as well as the cost of implementation, needed to restore Sierra Nevada watersheds to a state of proper functioning and resilience.
- Increasing and tracking investment in restoration activities, as well as securing investment from those who benefit from the Region.

Statutory Goals Addressed

Primary

- Protect, conserve, and restore the Region's physical, cultural, archaeological, historical, and living resources.
- Reduce the risk of natural disasters, such as wildfires.
- Protect and improve water and air quality.
- Assist the Regional economy through the operation of the SNC's program.
- Aid in the preservation of working landscapes.

Secondary

- Provide increased opportunities for tourism and recreation.
- Enhance public use and enjoyment of lands owned by the public.

Strategies

Policy

- Utilize current, relevant science to inform and engage partners and key policy decision makers, and to impact policy and investment decisions at the state and federal levels in the following arenas (as a starting point):
 - Air quality, greenhouse gas emissions reductions, and carbon sequestration and storage
 - Forest restoration/management
 - Water quality and supply reliability
 - Habitat/biodiversity
- Work with partners to identify and complete necessary, relevant scientific research to inform activities under the WIP and to effect necessary policy modifications.
- Develop and maintain relationships with legislators, key decision-makers, state agencies, local governments, and partners in support of sound, science-based policy decisions that benefit the WIP and the Sierra Nevada Region.
- Actively participate in the development and implementation of state policy, and in administrative and planning processes that generate policy. Ensure that the WIP is a strategic component of the resulting plans, including (as a starting point):
 - Safeguarding California Climate Adaptation Plan/Assembly Bill 32 Scoping Plan Update

- Greenhouse Gas Reduction Fund Investment Plan Updates and Guidelines Development
- California Water Action Plan and Associated Implementation Plan
- State Wildlife Action Plan
- California Fire Plan
- Utilize the results of the WIP watershed-by-watershed analyses to identify policy opportunities that address local needs and issues.
- Identify and pursue policy opportunities that result in funding to benefit the WIP and the Sierra Nevada Region.

Restoration Implementation

Phase 1

- In close partnership with federal, state, and local agencies, and diverse stakeholders, identify and consolidate information in the WIP Regional Strategy describing the background conditions and recommendations for overarching regional needs in the issue areas of water reliability and quality, fire/forest health, greenhouse gas emissions reduction and long-term carbon sequestration/storage, and habitat/biodiversity. The Regional Strategy will help to engage a wide range of partners and serve as a basis for more localized efforts.
- Utilize local knowledge and partnerships to identify key data, stakeholders, plans, initiatives, collaborative efforts, restoration needs, and barriers to restoration that cover a range of watershed health issues.
- Maximize efficiency of project planning and implementation through a coordinated National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA) compliance process.
- Work with the U.S. Forest Service, Bureau of Land Management, National Park Service, and other federal, state, and private landowners to assess restoration needs and costs required at the watershed level to achieve a state of resilience.

Phase 2

- Engage key partners in the WIP at the watershed level, including doing watershed-level and specific project planning needed for restoration on all lands. This strategy includes estimating project costs, with the goal of matching existing funding and identifying new project funding sources.
- Cultivate new funding streams for restoration projects in the Sierra Nevada.
- Identify and act upon the policy areas impacting the increase of pace and scale of restoration in the watersheds of the Sierra Nevada for which we have a wider window of opportunity for influence.
- Work with partners to identify and develop an information hub where the most current Regional and watershed-level information can be found regarding key policy issues affecting the pace and scale of restoration of our watersheds; funding opportunities and existing investments in watershed health; partners and collaborative opportunities; and specific restoration projects in need of funding.

Funding

- Coordinate with other agencies to strategically fund projects under the WIP.
- Work with other agencies on grant guidelines to ensure regional resource needs and issues are addressed.
- Increase effectiveness of funding programs by addressing prerequisites such as CEQA/NEPA compliance.
- Provide user-friendly information about grant opportunities to WIP partners.
- Provide technical assistance to increase capacity of regional partners to apply for and administer grant funds.
- Track funding coming to the Region by types of funders, types of projects funded, and amounts leveraged or matched.
- Expand and secure funding from new sources to support the SNC and the programs of the WIP.

Communication

- Develop messaging and materials that:
 - Increase awareness among policymakers and the public about the important role the Sierra Nevada Region plays in California's overall economic, social, and environmental health and well-being.
 - Convey the risks the Sierra Nevada Region is currently facing, and explain the consequences of not restoring the Region to a state of resilience.
 - Support the needs identified by the funding, policy, and implementation goals of the WIP.
- Utilize the most effective tools to deliver our message, including both traditional and new media, to engage our target audiences.
- Engage key partners and establish a communications network that can maximize the communication efforts of the WIP through coordinated outreach.
- Utilize current events as opportunities to increase awareness among policymakers about the benefits provided by healthy Sierra forests and watersheds, and the actions needed to improve, maintain, and enhance those benefits.
- Increase participation in events, such as field tours and conferences, which support the overall goals of the WIP and engage new members of our target audience.

Grant Program

Description

Through funding from Proposition 84 and Proposition 1, the SNC's Grant Program allows the SNC to work directly with nonprofit, tribal, and governmental partners in the Region to grant funding for projects to improve water quality, reduce the risk of wildfire and other natural disasters, protect important natural resources and habitat, promote sustainable recreational use, improve resource management practices,

protect working farms and ranches, and address climate change impacts across the 22 counties comprising the SNC Region.

Proposition 84 Wrap-Up

The SNC's Proposition 84 Grant Program has been one of the primary tools used by the SNC to support the work of its partners across the Region. Since its first year of grantmaking in 2007, the SNC has authorized more than 300 individual grants totaling more than \$51 million. The SNC is wrapping up the Proposition 84 Grant Program and anticipates awarding the remaining funds in Fiscal Year 2015-16.

Proposition 1 Implementation

California voters passed Proposition 1, The Water Quality, Supply, and Infrastructure Improvement Bond Act of 2014, on November 4, 2014. Proposition 1 authorized the state to issue bonds for multi-benefit water quality, water supply, and watershed protection and restoration projects for the watersheds of the state, and the SNC was allocated \$25 million for this purpose. The SNC will deliver the first \$10 million to augment the WIP over Fiscal Years 2015-16 and 2016-17, with a focus on forest health projects that result in multiple watershed benefits.

Statutory Goals Addressed

Primary

- Protect, conserve, and restore the Region's physical, cultural, archaeological, historical, and living resources.
- Protect and improve water and air quality.
- Assist the Regional economy through the operation of the SNC's program.
- Reduce the risk of natural disasters, such as wildfire.

Secondary

- Provide increased opportunities for recreation and tourism.
- Enhance public use and enjoyment of lands owned by the public.
- Aid in the preservation of working landscapes.

Strategies

Proposition 84 Wrap-Up

- Allocate remaining Proposition 84 funding to Rim Fire restoration projects.
- Close out remaining projects.
- Implement grant process improvements as identified by the California Department of Finance during its regular agency audit.
- Evaluate the overall effect of the Proposition 84 Grant Program, quantifying the cumulative impact on the SNC Region.

Proposition 1 Implementation

- Support the WIP and state plans such as the California Water Action Plan by funding:
 - Fuel treatment projects that reduce wildfire risks, protect watersheds tributary to water storage facilities, and promote watershed health.
 - Projects that protect and restore rural and urban watershed health in order to improve watershed storage capacity, forest health, safety of life and property, and greenhouse gas reductions.
 - Watershed adaptation projects in order to reduce the impacts of climate change on California's communities and ecosystems.
- Maximize the impact of Proposition 1 funding by coordinating with other Proposition 1 funding agencies and leveraging other sources of funds in order to implement landscape-scale projects.

Abandoned Mine Lands

Description

The Abandoned Mine Lands (AML) program area concerns legacy impacts from abandoned mines within the Sierra Nevada Region. AML features continue to contribute heavy sediment loads and toxins such as mercury to Sierra Nevada waterways, threatening fish, water quality, and the capacity of local water supplies and downstream storage facilities. In addition, sediments and toxins originating from AML features within the Region continue to spread with the flow of water into the Sacramento–San Joaquin Delta and the San Francisco Bay.

SNC activities in this program area will support efforts to reduce the amount of sediments and toxins entering and moving through the Region's waterways, thereby reducing impacts to local and downstream fish populations, people, water supplies, and storage facilities. Strategies undertaken within this program area to remediate AML legacy impacts support the goals of the WIP through restoration and protection of soils, waterways, meadows, and habitat within the Region, benefiting overall forest health.

Statutory Goals Addressed

Primary

- Protect, conserve, and restore the Region's physical, cultural, archaeological, historical, and living resources.
- Protect and improve water and air quality.
- Enhance public use and enjoyment of lands owned by the public.

Secondary

- Provide increased opportunities for tourism and recreation.
- Assist the Regional economy through the operation of the SNC's program.

Strategies

- Facilitate protection of the Region's resources by assisting in the development of a California Natural Resources Agency policy reducing liability and monetary risks associated with acquisition of land impacted by AML.
- Contribute to the efforts of the California Abandoned Mine Land Agency Group, The Sierra Fund, the Delta Tributaries Mercury Council, and other partners to educate policymakers and identify and pursue AML remediation work.
- Explore funding opportunities and provide information and assistance regarding these opportunities to entities seeking to implement AML cleanup projects.

Regional Recreation and Tourism

Description

The tourism industry is one of the top two economic sectors for the majority of the Sierra Nevada's 22 counties. Outdoor recreation is a key driver of visitation, and also contributes to the overall quality of life for residents of the Region. SNC's Regional Recreation and Tourism Program will focus on positioning the Region as a top tourism destination by helping to develop sustainable outdoor recreation activities and authentic visitor experiences. This program will develop tools to help visitors and residents alike enjoy and protect the Region's natural and cultural resources while growing the economic vitality of the Region.

Statutory Goals Addressed

Primary

- Provide increased opportunities for tourism and recreation.
- Protect, conserve, and restore the Region's physical, cultural, archaeological, historical, and living resources.
- Aid in the preservation of working landscapes.
- Assist the Regional economy through the operation of the SNC's program.
- Enhance public use and enjoyment of lands owned by the public.

Secondary

- Reduce the risk of natural disasters, such as wildfires.
- Protect and improve water and air quality.

Strategies

- Forge strategic partnerships among Regional recreation interest groups and communities to identify opportunities for the development and implementation of sustainable recreation infrastructure and experiences such as trails, facilities, and enhanced interpretive and educational projects.
- Build upon efforts like those of the Eastern Sierra Recreation Collaborative to facilitate collaborative processes that develop sustainable recreation strategies among gateway communities and land management agencies in order to meet the recreation demands in the Region.

- Continue a level of support for the Sierra Nevada Geotourism Project to help promote the Region's cultural and heritage resources.
- Build local and Regional capacity through researching and identifying increased funding opportunities to support sustainable recreation and tourism development throughout the Sierra Nevada.
- Support ongoing training, education, and promotion efforts to develop additional agritourism producers in the Region.

Ongoing Activities

Under the previous Strategic Plan, the SNC initiated a number of activities that are still underway. Work will continue on these activities under this Strategic Plan as well, and resources are appropriately allocated to carry out these functions:

- Sierra Climate Adaptation and Mitigation Partnership – Sierra Business Council
- Resilient Lands and Waters: California Headwaters Program
- National Disaster Resilience Competition
- Sierra Nevada Forest and Community Initiative Coordinating Council
- Pacific Forest and Watershed Lands Stewardship Council
- Great Sierra River Cleanup

Long-Term Effectiveness of the SNC

In addition, the SNC plans to engage in the following activities related to enhancing its long-term effectiveness:

- Actively pursue new and enhanced funding streams in support of the SNC, including existing and potential opportunities.
- Work with better-funded state agencies to bring a higher proportion of State funding to support projects in the Sierra.
- Investigate potential fee-for-service opportunities with other organizations, or other potential new sources of income.
- Improve the SNC's visibility and publicize our work with decision-makers and the public to improve knowledge of our program successes and our mission.

Rapid-Response Projects

The SNC periodically undertakes quick-turnaround projects in response to opportunities to further our mission. Examples of these might be compiling research, or developing story maps or fact sheets that are especially timely. Due to the nature of these opportunities, we have termed them rapid-response projects and anticipate doing more of them as the need arises. Any such projects would be consistent with our adopted programs and strategies.

ACTION PLAN

(to be developed after September 2015 Board meeting)