

Working to restore viable and sustainable populations of salmon, steelhead and other at-risk species through collaborative, economically sensitive efforts, combined resources, and wise resource management of the Upper Columbia Region.



DRAFT AGENDA

UCSRB Directors' Meeting
Thursday, December 9, 2021
9:00 AM – 12:30 PM

*Join via webinar: <https://global.gotomeeting.com/join/251048853>

Join via teleconference: 1-224-501-3412 access code: 251-048-853#

Time	Topic	Presenter
9:00 AM	Welcome and Introductions Approve December 9, 2021 Board Meeting Agenda Approve November 4, 2021 Board Meeting Summary (attached)	Chair Bob Bugert Directors Directors
9:10 AM	2020 Implementation Schedule and Annual Report - Overview of Annual Report - Project Highlights - Communication with NOAA - Annual Report Submittal Requirement Changes - Review Draft Letter to NOAA regarding NOAA staffing - Questions, Discussions and Feedback Approve Annual Report Approve Implementation Schedule & Submittal to NOAA Approve Draft Letter to NOAA regarding NOAA Staff	Chair Bugert Tracy Bowerman Melody Kreimes Directors Directors Directors Directors
9:40 AM	Lead Entity Update - Introduction of new Lead Entity Coordinator - SRFB Grant Round 2022 Timeline - Targeted Investment Process - Questions and Discussion Approve Targeted Investment Process	Chair Bugert Melody Kreimes Dave Hecker Directors Directors
10:00 AM	Watershed Program - Overview of Watershed Theme and Program - Snow2Flow Updates Available on Website - Discussion and Questions	Chair Bugert Ryan Niemeyer Directors

10:25 AM	Break	Chair Bugert
10:35 AM	Finance & Operations • UCSRB Finance Committee Updates ◦ FY2022 Amended Budget ◦ Review Operating Reserve Policy ◦ Questions, Discussion and Revisions ◦ Approve Amended Budget ◦ Approve Operating Reserve Policy • Financial Reports ◦ Review Budget to Actuals ◦ Questions and Discussion • Contract Updates ◦ Review and Approve BPA Programmatic Habitat Admin Contract	Chair Bugert Kreimes Directors Directors Directors Kreimes Directors Alicia Meier Directors
11:20 AM	Public Questions and Comments	Chair Bugert
11:25 AM	Annual Business Meeting • Schedule of 2022 Board Meetings ◦ Overview of Meeting Dates per By-Laws ◦ Discussion and Questions ◦ Approve 2022 Board Meeting Dates • Review Revisions to the Personnel Manual ◦ Discussion and Questions ◦ Approve Revised Personnel Manual • Review Revisions to the Accounting Policies and Procedures Manual ◦ Discussion and Questions ◦ Approve Revised Accounting Policies and Procedures Manual	Chair Bugert Kreimes Directors Directors Kreimes Directors Directors Kreimes Directors Directors
12:00 PM	Executive Session - Personnel	Chair Bugert
12:30 PM	Wrap-Up and Adjourn Meeting	Chair Bugert

UPPER COLUMBIA SALMON RECOVERY BOARD
DRAFT MEETING (Webinar) SUMMARY
November 4, 2021

Board Members Present:

Chair, Chelan County: Bob Bugert; **Vice-Chair, Douglas County:** ABSENT; **Okanogan County:** Andy Hover; **Yakama Nation:** Shannon Adams; **Colville Confederated Tribes:** Chuck Brushwood

Staff Present: Melody Kreimes, Sarah Walker, Tracy Bowerman, Caitlin Vanderpool, Ryan Niemeyer, Nicole Jordan, Dave Hecker, Alicia Meier

Others Present:

Bonneville Environmental Foundation: Robert Warren; **Bureau of Reclamation:** Steve Kolk; **Cascadia Conservation District:** Ryan Williams, Mark Ingman; **Cascade Fisheries:** Jason Lundgren; **Chelan County Natural Resource Department:** Mike Kaputa; **Douglas County PUD:** Tom Kahler; **Hood Canal Coordinating Council:** Scott Brewer, Haley Harguth; **Methow Salmon Recovery Foundation:** Jessica Goldberg; **Trout Unlimited:** Lisa Pelly; **Yakama Nation:** Brandon Rogers; **Washington State Representative:** Keith Goehner

The virtual meeting was called to order at 1:01 PM by Chair Bob Bugert.

Welcome and Introductions

Chair Bugert welcomed everyone to the meeting and did a roll call on who was present via telephone and webinar. Marc Straub was unable to attend the meeting, however a quorum was still met with the attending members of the Board. Chair Bugert welcomed and introduced Dave Hecker the new UCSRB Lead Entity staff. Chair Bugert reviewed the draft agenda for today's meeting.

Chuck Brushwood made a motion to approve the November 4, 2021 agenda as presented. Commissioner Hover seconded the motion and all approved.

1. Regular Business

Chair Bugert asked for comments or revisions to the September 23, 2021 UCSRB meeting summary. No comments or revisions were offered, and the summary was approved.

Commissioner Hover made a motion to approve the September 23, 2021 UCSRB meeting summary. Chuck Brushwood seconded the motion and all approved.

2. Ruckelshaus Center Regional Evaluation Workshop

Chair Bugert reviewed the task to create a Regional Evaluation committee that was discussed at the September 23, 2021 UCSRB Board meeting. The committee consists of Chair Bugert, Chuck Brushwood, Melody Kreimes, and Robert Warren. The committee meet with Ruckelshaus staff in October to work on how to move forward on key actions and recommendations of the Regional Evaluation. Melody gave a summary of the topics that have received general support and on which UCSRB is already moving forward:

- Expansion of all-H integration
- Funding for adaptive response for projects post-construction
- PRCC and Trib Committees increased feedback on project designs to increase likelihood of funding project construction
- Greater outreach funding
- Permit streamlining

Melody also reviewed a list of other topics that have come up after discussions with WAT's, Implementation Team, RTT, and sponsors over the last several months.

- Reinstated dedicated NOAA Fisheries salmon recovery coordinator for the region
- Contracted "on-call" engineer to help sponsors with complexities of permitting
- Develop strategy to better understand and integrate the social, cultural and/or economic aspects of salmon recovery to build broader support for projects, perhaps using contracted social scientist.
- Greater clarity on the role of the Implementation Team

The current goal of this workshop is to explore and discuss these topics. The following questions were raised by the Board members which concluded in discussion from Board members, UCSRB staff, and partners.

- What would be the goal of the on-call engineer be?
 - ✓ This would be pre-design work for any sponsors in assessing viability of a project and potential roadblocks at a high level. This would be a small portion of money/retainer for an on-call engineer. Not proposing to bring an engineer on staff at UCSRB
 - ✓ Sponsors agreed that it wouldn't hurt to have an on-call engineer as a resource for pre-design questions on projects. TU and CF have used pro-bono Engineers in pre-design work, who they then contract with when they receive project design funding.
 - ✓ One concern was having two separate engineers looking at a project from a feasibility perspective and then turning it over to another design engineer. Better to bring in a firm to look at the project and carry it all the way through.
 - ✓ Determination of an on-call engineer is not a high priority in moving projects forward. Current struggles are:
 - How to get the difficult large-scale projects which will need more money to complete?
 - Focus on landowner communications to target these large-scale targeted reaches (whole scale ecosystems). Need for engineer on retainer would be useful for large reach-scale.
 - FEMA requirements for modeling efforts to help reduce the cost.
- Potential need of a social scientist and economist
 - ✓ Scott Brewer and Haley Harguth with Hood Canal Coordinating Council (HCC) discussed how integrating social science/economic info their region has aided their watershed action plan. The Hood Canal area relies heavily on natural resources such as fish and shellfish so the importance of natural resources to human wellbeing is critical. In 2014, HCCC went through a robust process to determine socioeconomic local indicators. One outcome of this work was to establish a Shellfish Initiative Action Plan.
 - ✓ Another example is Puget Sound Partnership Vital Signs, which are used to measure ecosystem health that guide the assessment of progress toward Puget Sound salmon recovery goals. These indicators are specific measures of Puget Sound conditions, including human wellbeing. <https://www.psp.wa.gov/evaluating-vital-signs.php>
 - ✓ Chelan County Natural Resource Department shared local indicators as sponsored by the Port. <http://chelandouglastrends.com/index.cfm>
 - It was noted that these trends appear to be mostly summary level economic and quantitative indicators that do not provide much by themselves to inform resource decision making. Whereas the HCC work is measuring public involvement in stewardship and direct public involvement in cultural practices.
 - These indicators are not integrated into the salmon recovery effort

Some discussions from the Board and sponsor included:

- Participants are struggling to understand how an outside social scientist can help us better understand and address social and cultural barriers expanded salmon recovery.
- It isn't simply finding win-win ways for salmon habitat projects to also benefit landowners, irrigation districts, and humans. There are true cultural differences between the salmon recovery "communities" and many of the communities in the UC.
- If we want to better understand UC community members, for example in Johnson Creek area, we don't need a social scientist out there, we need to listen to the ranchers. Many ranchers still have concerns associated with salmon habitat restoration and ESA-listed fish restricting their land uses.
- Salmon recovery practitioners need to gain trust through personal relationships and address false dichotomy that it is fish or farms. We can have both.
- Sponsors utilizing UCSRB Board members for communication with landowners.

Other ideas discussed related to how to improve regional recovery efforts:

- Keep working towards larger-scale/whole reach projects. Infrastructure Bill for funding may help. UCSRB has worked with sponsors to develop list of potential infrastructure projects, tribes are doing the same. UCSRB staff actively messaging to agencies re: UC needs for infrastructure project funding.
- Some strategic thinking/planning around our implementation strategy. UCSRB is initiating Prioritization Step 3: Feasibility Assessment close coordination with RTT, WATs, etc. This should help the region identify specific bottlenecks to implementing high priority projects, and daylight what, if anything, can be done to address those. Some examples might be:
 1. Funding coordination needed for multimillion dollar projects
 2. Technical support for designing and permitting highly complex projects
 3. Building social capital – this leads us back to how will we gain a better understanding of how to do this. If we knew how to do this, wouldn't we be doing so already? We do know where we have unwilling landowners, but perhaps we need to better understand the landowners concerns
- Need to accelerate all-H integration efforts because we will not be able to achieve recovery goals through habitat restoration alone.

Next Steps:

- *Melody, Chair Bugert, Chuck Brushwood, and Robert Warren meet and bring findings to February Board meeting.*

4. Break

5. UCSRB Executive Director Hiring Process

Melody reviewed the steps and timeline of a hiring process for a new Executive Director (ED) that includes both UCSRB staff rep and Board members to ensure a successful transition. Chair Bugert and Commissioner Hover will be available to join in weekly staff meetings to discuss staff concerns and to take a more active role until a new ED is hired. The first review of applications will be December 2 when the Board will be given a form to review and rank all the candidates based on job requirements to determine if there are sufficient applicants to move forward with interviews or to extend or expand the search. The Board discussed having flexibility in the hiring process for second interviews, candidates meeting the staff and partners, etc.

Next Steps:

- *Melody to email interview questions and ranking form for ED to Chair Bugert to be reviewed by Chelan County Human Resource staff.*
- *Melody to email ED hiring process document to Andy with dates to see if any need to be changed.*

Commissioner Hover made a motion to approve the Executive Director Hiring Process as presented. Chuck Brushwood seconded the motion and all approved.

6. Public Comments & Questions

There were no public comments.

7. Wrap-up and Adjourn Meeting

Chair Bugert thanked everyone for attending the UCSRB virtual meeting. and adjourned the meeting. at 3:58 pm. Next Board meeting will be Thursday December 9, 2021.

UPPER COLUMBIA SALMON RECOVERY BOARD

2020 ANNUAL REPORT

October 2021



Introduction

This *2020 Annual Report* from the Upper Columbia Salmon Recovery Board (UCSRB) provides an overview of environmental conditions and an update on changes in hydropower, hatchery, harvest, habitat (“All-H”) management sectors affecting Endangered Species Act (ESA)- listed Upper Columbia spring Chinook salmon, steelhead, and bull trout. These changes provide context to the recovery efforts being undertaken to restore and protect habitat in the UC and their contribution to the recovery and sustainability of UC spring Chinook and steelhead populations. The report also includes an overview of recovery projects completed in 2020 that benefit the ESA-listed fish species.

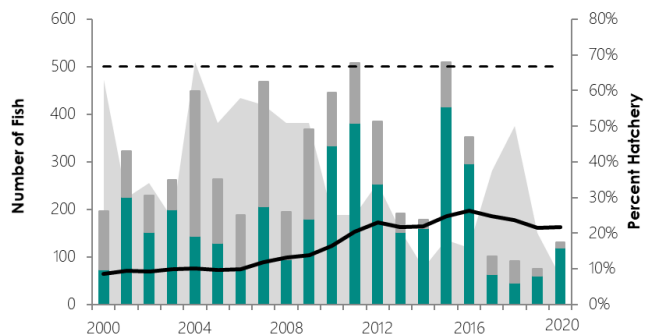
Adult Returns

Returns of spring Chinook and steelhead remained low in 2020 in the Wenatchee, Entiat, Methow, and Okanogan subbasins (Figure 1). A total of 1,554 spring Chinook (639 natural-origin and 915 hatchery-origin) returned to the Upper Columbia in 2020, which was the lowest return to the region since 1999 ([WDFW 2020](#)). The Upper Columbia spring Chinook return was 50% of the recent 10-year average return (10-year average = 3,131). Although total returns were low, the return of natural-origin spring Chinook was higher in 2020 than it has been in the last three years.

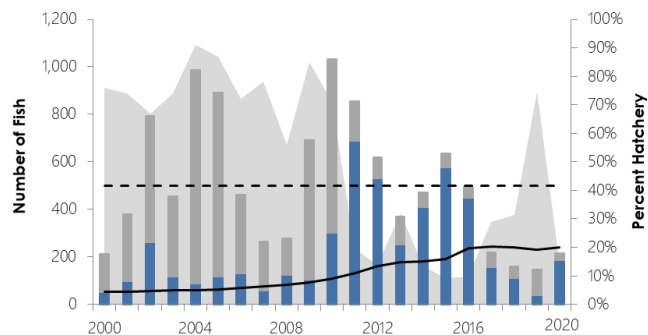
A total of 2,375 steelhead (849 natural- and 1,526 hatchery-origin) returned in 2020 which was the lowest return total in the last 40 years and one of the lowest returns on record ([WDFW 2020](#)). The 12-year geometric mean of natural-origin returns of both species decreased in 2020 and remain well below the goals set for delisting in all four subbasins. The upper Columbia steelhead return was 40% of the recent 10-year average return (10-year average = 5,827), though it was higher than the preceding three years.

Returns to the Wenatchee, Entiat, Methow, and Okanogan subbasins showed slight increases in returns in 2020 compared with 2019 (Figure 1). Of note is the increase in natural-origin returns to the Entiat subbasin and the substantial reduction of hatchery-origin fish to this unsupplemented population through the reduction in strays from other areas. Returns to the Entiat still remain well below recovery goals.

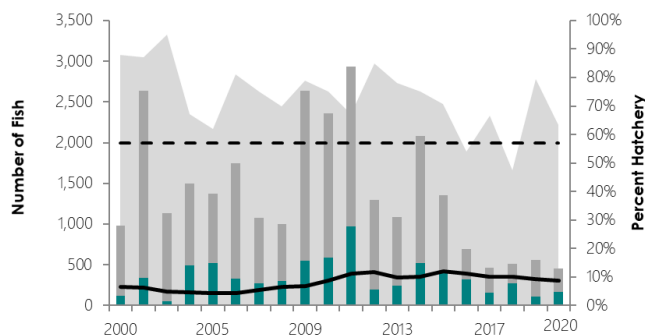
Entiat Spring Chinook



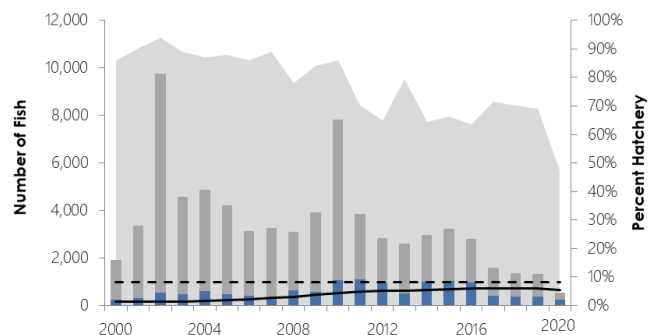
Entiat Steelhead



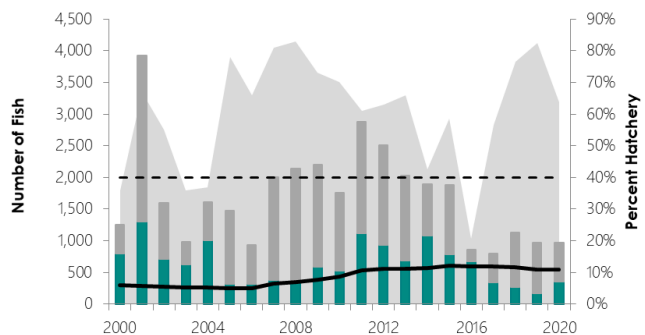
Methow Spring Chinook



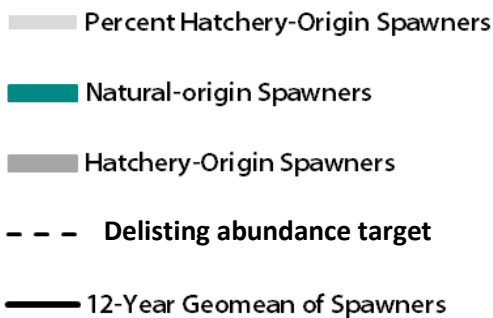
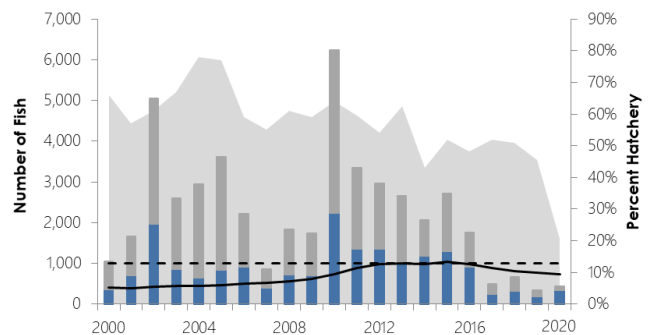
Methow Steelhead



Wenatchee Spring Chinook



Wenatchee Steelhead



Okanogan Steelhead

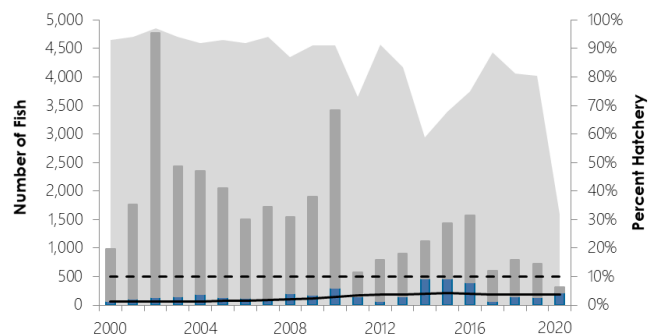


Figure 1. Spring Chinook and steelhead returns between 2000-2020 and percent hatchery-origin spawners (pHOS) by year. The black line indicates the 12-year geometric mean of spawners, and the dashed line is the abundance delisting target. Data sources: NOAA SPS data; WDFW SaSI data 2021.

Habitat Conditions in 2020

The 2020 winter was a weak El Niño period with an Oceanic Niño Index (ONI) anomaly of 0.9 °F ([National Weather Service Climate Prediction Center 2019](#)). El Niño years typically produce drier and warmer winters in the Pacific Northwest. The winter of 2020 (November 2019 through March 2020) across the Upper Columbia was moderately dry and warm, with below-average winter precipitation across the region. Winter precipitation was only 2% below average in Chelan County, but 21% and 37% below average in Okanogan and Douglas Counties, respectively ([West Wide Drought Tracker 2021](#)). For the calendar year of 2020, precipitation was 18% above normal in Chelan County, 2% above normal in Okanogan County, and 19% below normal in Douglas County. Winter temperatures in Chelan, Douglas, and Okanogan counties were 1.2 to 1.7 °F above normal. Across the entire calendar year of 2020, air temperature ranged from 1.0 to 1.3 °F above normal ([West Wide Drought Tracker 2021](#)).

The snowpack varied widely in the Upper Columbia, relative to an average year. Across the seven representative USDA SNOTEL sites, the average peak snowpack was 16% below normal ([NRCS 2020](#)). However, peak snowpack at Stevens Pass was 30% above normal, and Harts Pass and Rainy Pass were only 3% and 8% below normal, respectively. Snow disappearance day was on average on May 22nd, which is only four days earlier than normal.

Due to lower-than-average snowpack in the Upper Columbia, streamflow was slightly below average and the summer water temperatures were slightly above average ([USGS 2021](#)). Total streamflow in the 2020 water year (Oct 2019 – Sept 2020) was 7% below normal. August average flow was 21% below normal. Lower flows in the Upper Columbia contributed to higher-than-average peak 7-day average water temperatures. Across the four USGS sites with sufficient data records (two stations in the Okanogan subbasin, one in the Methow sub-basin, and one in the Wenatchee subbasin), the maximum 7-day average water temperature was 76.5 °F, which is 1.1 °F above the historic 7-day maximum water temperature. In contrast, the Columbia River summer (Jul-Aug) water temperature was 1.0 °F lower than normal ([Columbia River DART 2020](#)).

Wildfire is a major driver of aquatic habitat conditions in the Upper Columbia. In 2020, the only major wildfire was the Cold Springs fire, which burned 190,000 acres of predominantly sagebrush and grasslands near Omak in the Okanogan Basin ([NWCC \(2020\) Annual Fire Report](#)).

Cool ocean conditions during the winter and early spring of 2020 were likely the cause of the highest annual biomass of northern copepods observed in the previous 24 years. The nearshore winter ichthyoplankton index also indicated productive ocean conditions in 2020, likely for the same reason. Although summer temperatures were warmer than average, biological indices point towards a productive year in the marine environment for higher trophic levels like salmon and steelhead (see [2020 NOAA Report](#)). The National Marine Fisheries Service analyzes numerous ocean conditions to develop "stoplight" tables that rank multiple metrics simultaneously to forecast adult salmon returns. Based on this combined index, ocean conditions in 2020 were considered "Fair" but were better than six of the last ten years (Figure 2).

Impacts from poor ocean conditions take years to fully register in the adult fish returns and to dissipate. The delay varies by species based on their life cycle in freshwater and the ocean. On average, Chinook generally have a four- to five-year delay and steelhead have a one- to two-year delay. Adult returns in 2020 reflected the negative impacts of smolts experiencing poor ocean conditions one to three years previously (2017-2019). Poor ocean conditions over the past eight years (particularly between 2015-2017) mean that returns of most species will likely continue to be low in the coming years but could increase in the next few years given that ocean conditions and associated salmon survival have been improving.

RECENT OCEAN CONDITION INDICATORS TREND

ECOSYSTEM INDICATORS		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
CLIMATE & ATMOSPHERIC	PDO (SUM; Dec-Mar)	good	good	fair	fair	poor	poor	poor	fair	fair	fair
	PDO (SUM; May-Sep)	good	good	fair	poor	poor	poor	fair	fair	poor	fair
	ONI (AVG; Jan-Jun)	good	good	fair	fair	poor	poor	fair	good	poor	poor
LOCAL PHYSICAL	SST NDBC Buoys (°C; May-Sep)	good	fair	poor	poor	poor	poor	fair	fair	poor	fair
	Upper 20 m T (°C; Nov-Mar)	good	good	fair	good	poor	poor	poor	fair	poor	good
	Upper 20 m T (°C; May-Sep)	good	good	poor	poor	poor	fair	fair	fair	poor	poor
	Deep Temp (°C; May-Sep)	fair	good	fair	poor	poor	fair	poor	poor	poor	poor
	Deep Salinity (May-Sept)	fair	fair	fair	poor	poor	fair	fair	good	fair	poor
LOCAL BIOLOGICAL	Copepod richness	good	good	good	fair	poor	poor	poor	fair	fair	good
	N copepod biomass	good	good	good	good	poor	poor	poor	fair	good	good
	S copepod biomass	fair	fair	good	fair	poor	poor	poor	fair	fair	fair
	Biological transition	good	fair	good	good	poor	poor	poor	poor	fair	good
	Nearshore Ichthyoplankton	fair	good	fair	poor	fair	fair	fair	fair	poor	good
	Nearshore & offshore Ichthyoplankton	good	good	good	fair	poor	poor	poor	poor	poor	fair
	Chinook salmon juvenile catch	fair	good	good	fair	fair	poor	poor	fair	fair	poor
	Coho salmon juvenile catch	poor	poor	good	fair	fair	fair	poor	good	fair	fair
MEANS & RANKS	Mean of ranks	7.5	6.6	8.6	13.9	19.0	19.0	17.3	12.4	15.9	11.4
	Rank of the mean rank	good	good	fair	fair	poor	poor	poor	fair	poor	fair

good fair poor

Figure 2. Ocean ecosystem indicators of the Northern California Current. Colored squares indicate either positive (green), neutral (yellow), or negative (red) conditions for salmon entering the ocean.

Harvest

In 2020, fisheries in 2020 were restricted due to low abundances of Columbia River salmon and steelhead. This was the sixth consecutive year that there were no conservation fisheries for Upper Columbia steelhead or Upper Columbia spring Chinook due to low fish returns and the need to meet hatchery broodstock goals. In the Upper Columbia, 2020 anadromous fisheries included summer Chinook in the Columbia mainstem, Chelan, and Entiat Rivers, sockeye in the Columbia mainstem, and coho in the Columbia Mainstem and Icicle River. Additionally, there was a limited spring Chinook fishery in the Icicle River in 2020 targeting unlisted, hatchery-origin spawners.

Harvest of Upper Columbia spring Chinook and summer steelhead occurred primarily in the mainstem Columbia River below the confluence of the Snake River. Under the U.S. v. Oregon Management Agreement, fisheries in this area are managed in accordance with an agreed-upon harvest rate schedule. The 2020 upriver spring Chinook return to the Columbia River totaled 81,300 adults (99.5% of the preseason forecast of 81,700 fish and only 43% the recent 10-year average). Non-treaty harvest of upriver spring Chinook primarily occurred through recreational fisheries. Treaty harvest

of spring Chinook occurred through ceremonial and subsistence (C&S) fisheries. Total harvest (kept catch plus release mortality) of upriver spring Chinook in 2020 in the Lower Columbia River was 6,380 spring Chinook (similar to 2019).

Out of the total upriver spring Chinook harvest, an estimated 131 spring Chinook were from the Upper Columbia spring Chinook ESU (6% of run). Non-treaty and treaty fisheries in the Columbia River (0.5% and 5.5% respectively) did not exceed their ESA take limits for Upper Columbia spring Chinook ([ODFW & WDFW 2020](#)).

The largest proportion of Upper Columbia steelhead pass Bonneville Dam between July and October during the summer and fall fisheries. The total return to Bonneville Dam of upriver summer steelhead (April-October passage) was 111,692 fish and included 75,392 A-Index fish (up from 2019). The 2020 return was 112% of the forecast of 99,900 upriver steelhead and 49% of the recent 10-year average ([ODFW & WDFW 2020](#)).

Total harvest (direct and indirect mortality) of A-index summer steelhead in fall recreational and commercial fisheries in 2020 (comprised of Upper Columbia summer steelhead to some degree) was 331 hatchery-origin and 105 natural-origin adults. Similar to past years, impacts to wild winter steelhead were minimal in 2020 (actual impact rate=0.4% of run; allowed impact rate=2% of run). Fall treaty fisheries (commercial and C&S) did not report incidental harvest of A-Index summer steelhead.

See more information on harvest in the UCSRB [Harvest Background Summary](#).

Hydropower

Upper Columbia salmon and steelhead enter the Columbia River hydrosystem as smolts during their emigration from natal tributaries and again as adults on their upstream spawning migration. Survival for these populations may be influenced by the environmental conditions and operations associated with the dams and reservoirs encountered prior to ocean entry and upon return to spawning areas. Environmental conditions and management actions in 2020 resulted in a year with overall average water temperatures (but with high day-to-day variability), lower than average flow, and extremely high spill for most of the migration season. Daily flow values were well below long-term daily means for most of April; in late April and May, several short pulses in flow resulted in rapid oscillations in daily mean flow. ([Columbia River DART 2020](#); Widener et al. 2021). Despite high spill levels during early to mid-April in 2020, downstream travel times for both Chinook and steelhead through the hydrosystem were longer than in most recent years, possibly related to below-average flow. After late April 2020, when flow was above or near the mean, travel times were shorter and similar to those from other recent years.

Survival through the hydrosystem is estimated annually by National Marine Fisheries Service (NMFS) for *hatchery-origin* Upper Columbia spring Chinook and steelhead. Survival of *natural-origin* Upper Columbia spring Chinook and steelhead is not assessed. For **hatchery yearling Chinook salmon**, estimated survival was 63% (SE 2.5%) from release to McNary Dam and 81% (SE 8.3%) from McNary to Bonneville Dam (Figure 3). For **hatchery steelhead**, estimated survival was 42% (SE 3.5%) from release to McNary Dam and 76% (SE 9.2%) from McNary to Bonneville Dam.

The Comparative Survival Study (CSS) also looks at hydropower survival over time and includes estimates of survival for wild spring Chinook and steelhead ([McCann et al. 2020](#)). The CSS study found that faster travel times in 2020 were associated with higher flows and higher reach survival was associated with higher flow and spill. The most recent smolt-to-adult returns (SAR) survival estimates for **wild spring Chinook** (Entiat/Methow) I from Rocky Reach Dam back to Bonneville (RRE-BON) were 0.8% for the 2018 migration year, which is higher than the previous three migration years. Recent SAR survival estimates for **wild steelhead** (Entiat/Methow) at the same points were 1.14%, which was lower than two of the last three migration year estimates.

See more information on harvest in the UCSRB [Hydropower Background Summary](#).

Yearling Chinook and Steelhead Survival (2008-2020)

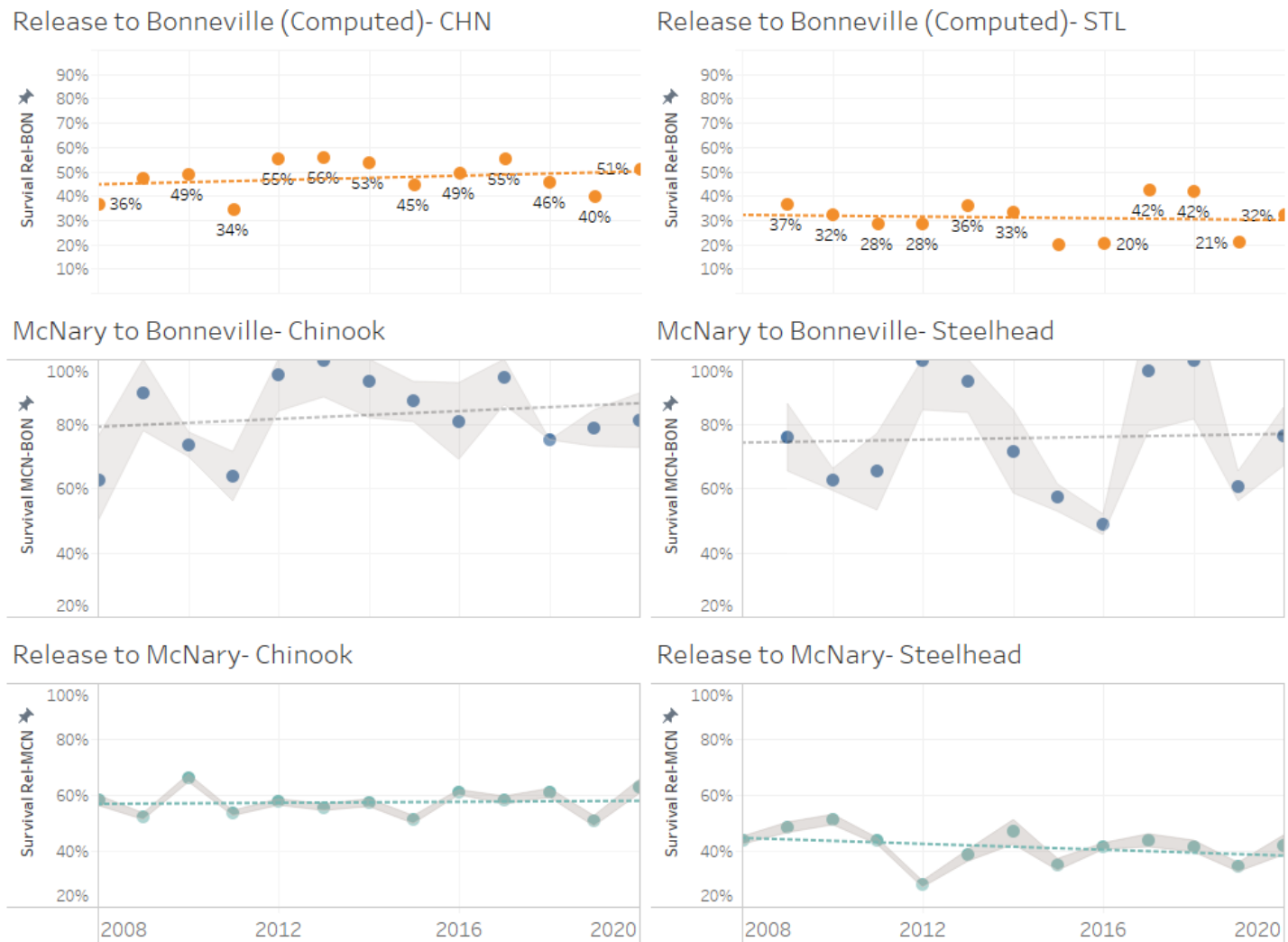


Figure 3. Estimated survival and standard error (SE) through the Columbia River hydropower system for hatchery-origin yearling Chinook salmon and steelhead originating in the upper Columbia River, 2008-2020 (data from Widener et al. 2021). Dashed lines show trend during that time frame.

Hatcheries

In 2020, hatchery programs in the Upper Columbia released close to 2.7 million spring Chinook (1.2M listed, 1.4M unlisted) and over 800,000 steelhead (Fish Passage Center 2020). These fish were released as part of public utility district (PUD), U.S. Fish and Wildlife Service, and Confederated Tribes of the Colville Reservation (CTCR) programs aimed at harvest, conservation, reintroduction, and safety-net goals.

These hatchery fish, are managed as adults according to the goals of the program from which they were released as juveniles. One method for assessing the risk of a hatchery supplementation program is to determine the influence of the hatchery and natural environments on the adaptation of the composite population. This is estimated by the proportion of natural-origin fish in the hatchery broodstock (pNOB) and the proportion of hatchery-origin fish in the natural

spawning escapement (pHOS). A composite metric called the Proportionate Natural Influence (PNI) is used to look at these two factors together to assess genetic risk. The greater the value, the greater the strength of selection in the natural environment relative to that of the hatchery environment. During years of low escapement, populations can be managed to meet escapement goals rather than PNI.

In 2020, higher returns of natural-origin adults and successful adult management drove the pHOS of most populations down from last year (Figure 1). This in turn improved the overall PNI values for most spring Chinook and steelhead populations (all improved except Methow spring Chinook). The PNI of Wenatchee (Chiwawa) spring Chinook was 0.60, Nason spring Chinook was 0.31, and Methow spring Chinook was 0.47 (Snow et al. 2021). Steelhead also had slightly higher PNI values than the previous year, with Wenatchee steelhead at a PNI of 0.72 (Hillman et al. 2021) and Methow steelhead at 0.59 in 2020 (Snow et al. 2021).

See more information on hatcheries in the UCSRB [Hatchery Background Summary](#).

Habitat

Habitat restoration and protection projects in the Upper Columbia are tracked on the [Salmon Recovery Portal](#) database, administered by the State of Washington Governor’s Salmon Recovery Office (GSRO). All habitat projects that could benefit salmon, steelhead, and bull trout, regardless of funder or sponsor, are tracked through this database. This information is used to track our progress toward implementing habitat goals in the *Upper Columbia Spring Chinook Salmon and Steelhead Recovery Plan (Recovery Plan)* and *Upper Columbia Biological Strategy*.

In 2020, partners completed 9 projects across all four major subbasins (Figure 4), with four projects implemented in the Methow, three in the Wenatchee, two in the Entiat, and one in the Okanogan. The number of projects completed in 2020 was lower than previous years due to the impact of the COVID-19 pandemic on the ability of sponsors to implement projects. Of these completed projects, four were restoration, two protection, two assessment, and one was

2020
ACCOMPLISHMENTS

- 9 Projects completed
- 38 acres of habitat protected
- 1 miles of stream treated
- 1 barrier removed
- 0.2 miles of stream opened
- 6 acres of floodplain reconnected

design. Since 1998, there have been 519 projects completed in the region, with most projects implemented in the last 10 years. Over the last five years, an average of 18 projects have been completed annually. As noted in previous annual reports, the scope and scale of current projects is significant based on the cost of recently completed projects. The total budget for the nine projects was \$3.3 million, with one project making up most of the total. The average funding per project in 2020 was \$366,00 which is less than in previous years. A complete list of projects completed in 2020 is provided in Attachment 1.

Total Number of Projects and Money Spent by Year

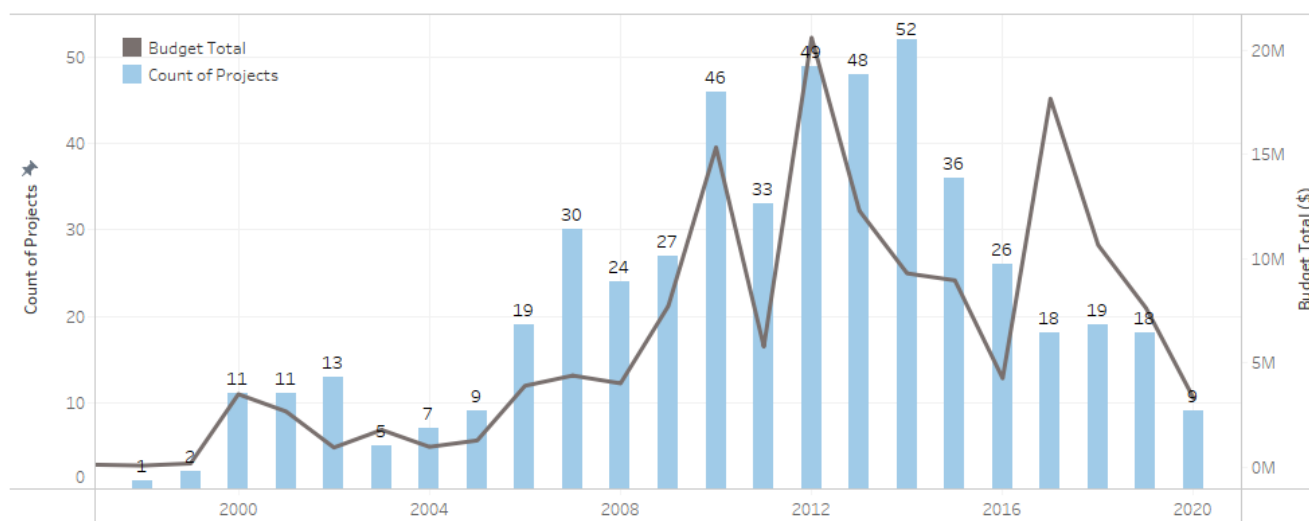


Figure 4. Total number of habitat projects and amount of money (in millions) spent by year (1998-2020).

In 2021, the Upper Columbia Regional Technical Team (UCRTT) completed a prioritization process for habitat restoration and protection (see <https://www.ucsr.org/science-resources/prioritization/>). This led to an update to the [UCRTT Biological Strategy](#) in 2021, which defined priority areas and limiting factors for all three listed species. Because there are three listed fish species in the Upper Columbia and one of those species is critically endangered, it is important to track the amount of habitat work benefitting each species. All nine completed restoration and protection projects occurred in the range of steelhead and eight occurred in the range of endangered spring Chinook. All projects were in assessment units (HUC 12 watersheds) prioritized as a high priority (Tier 1) for at least one species and many occurred in areas that were prioritized as a high priority for all three listed species. Restoration projects also targeted high priority limiting factors within the reach they were implemented ([Figure 5](#); [Figure 6](#)).

See more information on habitat in the UCSRB [Habitat Background Summary](#).

Number of Projects by Priority Ranking (Species and Watershed)

■ Bull Trout ■ Spring Chinook ■ Steelhead

Assessment Unit Priority

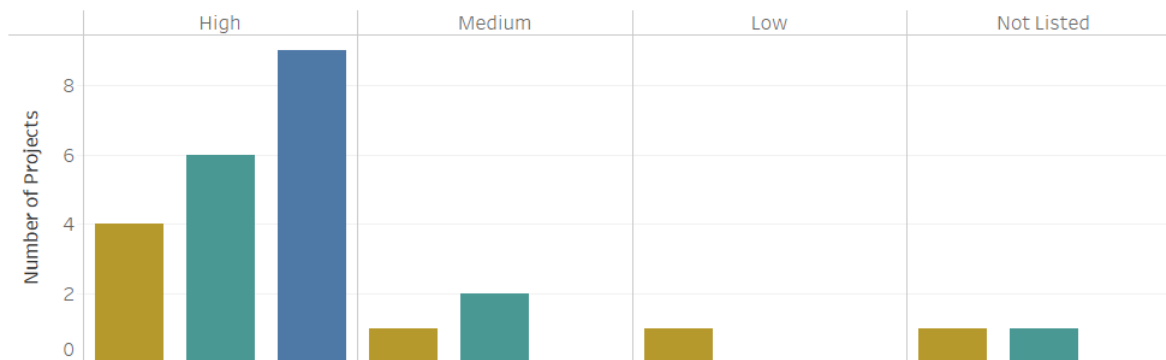


Figure 5. Number of projects by assessment unit (HUC 12 watershed) priority rankings as defined in the *UCRTT Biological Strategy* for each of three ESA-listed species.

Number of Projects by Priority Ranking (Limiting Factor)

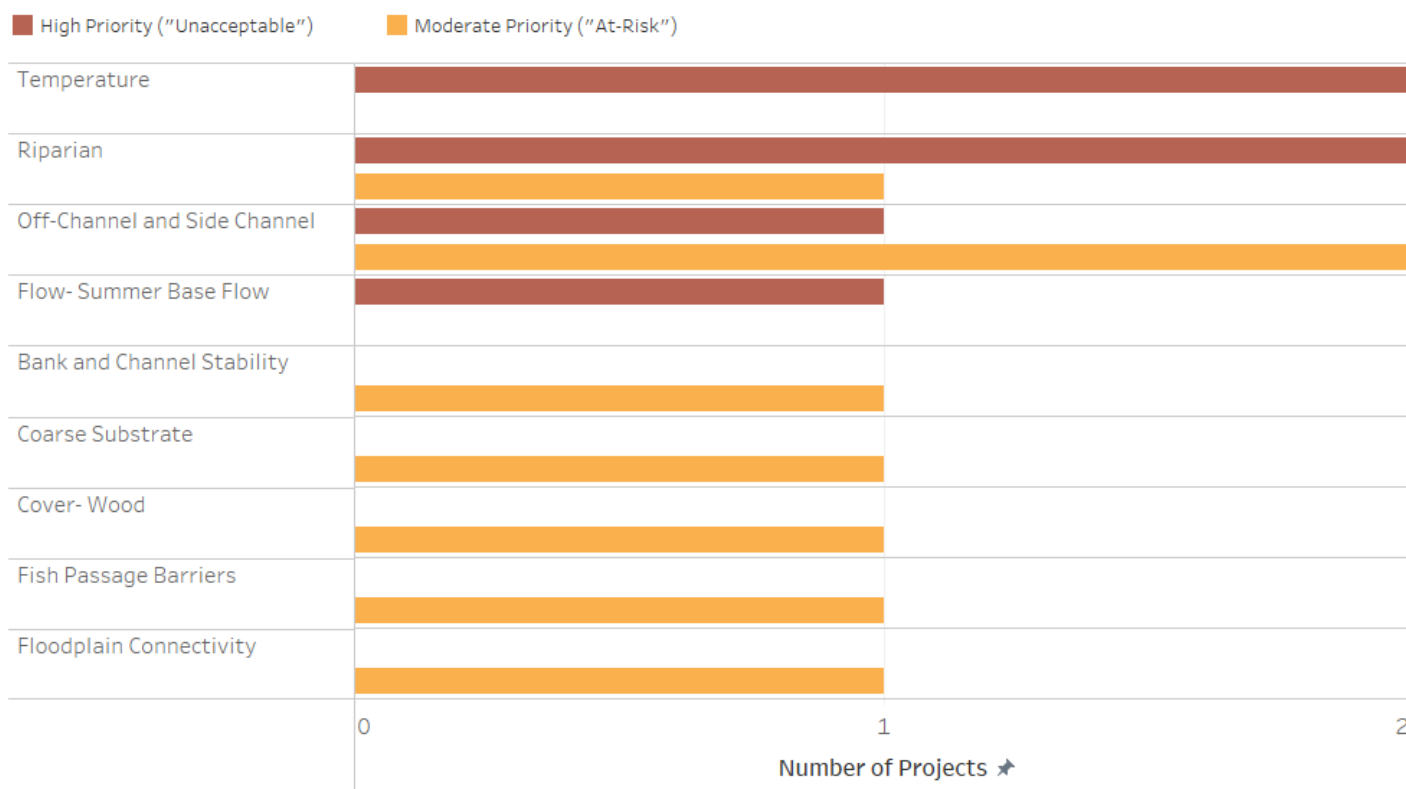


Figure 6. Number of projects that address limiting factors and associated priority rankings as defined in the *UCRTT Biological Strategy*.

Featured Projects

The following section summarized the projects completed in each subbasin in 2020 and describes a project that address the identified ecological concerns in those areas. These projects demonstrate the region's commitment to projects that benefit key species and their habitat needs.

Methow Subbasin

Partners completed four restoration projects in the Methow subbasin in 2020 (*See Attachment 1*).

Featured Project: Hancock Springs Restoration Phase 4



The Hancock Springs Restoration Phase 4 project, completed in 2020, rebuilt near-historical channel dimensions, added spawning gravel, removed invasive species, and planted one acre of native riparian vegetation.

Sponsor: Cascade Fisheries (formerly Cascade Columbia Fisheries Enhancement Group)

Location: Hancock Springs – Methow River

Funding: \$667,268 total from WA Recreation and Conservation Office Salmon Recovery Funding Board (SRFB) (\$567,068) and Cascade Fisheries (\$100,200)

Outcomes: 1 acre of off-channel/floodplain connected, 0.10 miles of off-channel stream created, 62 instream pools created, 0.46 miles of instream habitat treated, 0.10 miles of stream treated with spawning gravel placement, 1 acre of riparian planting

The project was the final of four stages, and completed the restoration of Hancock Springs, a tributary to the Methow River with substantial groundwater inputs. The project rebuilt 730 m of near-historical channel dimensions to fit the creek's spatially-variable discharge so that a narrow, sinuous, pool-glide-riffle channel replaced the wide, shallow, homogeneous channel. New fill was added to rebuild the channel; sedges and rushes were grown from local seed and used in both wetland sod mats and plugs, lining the scour-prone margins of the new channel. Reed canary grass was

eradicated during project restoration and more than 200 logs of various sizes were placed in the channel to create complexity, cover, and velocity heterogeneity. Wetland plantings have established well through their first full growing season, and steelhead were found spawning in a riffle created by the project in the spring immediately following construction.

Featured Project: M2 Mid-Sugar Acquisition



In 2020, the Methow Salmon Recovery Foundation acquired a 40-acre property that added to existing protected land and will allow for modification of the Sugar levee to increase floodplain reconnection and restore natural function.

Sponsor: Methow Salmon Recovery Foundation (MSRF)

Location: Methow River

Funding: \$270,006 total from WA Recreation and Conservation Office Salmon Recovery Funding Board (SRFB) (\$226,519) and Methow Salmon Recovery Foundation (\$43,487)

Outcomes: acquisition of 40 acres of habitat, including 1,300 ft. of mainstem river and 550 ft. of side channel habitat

This project acquired the floodplain portion of a 40- acre property along both banks of the middle Methow River. The property includes approximately 1,300 ft. of mainstem river and 550 ft. of side channel. Acquisition of this property added to an existing suite of parcels that consists of five properties previously acquired by MSRF with regional funding support and will allow retirement of development rights, future restoration on this and adjacent properties, and increased certainty for restoration within the project area. Proposed restoration to these properties includes modification of an existing levee to increase floodplain connection, reconnection of side channel areas, and increased instream habitat complexity to benefit ESA-listed spring Chinook and steelhead.

Okanogan Subbasin

Partners in the Okanogan subbasin implemented one restoration project in 2020 (see *Attachment 1*).

Featured Project: Omak Creek Riparian Restoration



Project volunteers and Okanogan Conservation District staff plant native vegetation after fencing off the area to exclude livestock along the riparian zone of Omak Creek, Okanogan County.

Sponsor: Okanogan Conservation District

Location: Omak Creek - Okanogan River

Funding: Department of Ecology

Outcomes: 1.1 acres of riparian acres treated; 650 feet of unvegetated banks planted with native riparian vegetation; livestock exclusion fencing placed around 1,300 feet of stream

Riparian restoration along Omak Creek included livestock exclusion fencing to protect 1,300 feet of stream and allow vegetative regrowth and prevent erosion. In addition, 650 feet of unvegetated banks were planted with native riparian plants, resulting in 1.1 riparian acres treated on private property. Okanogan Conservation District worked with willing landowners to implement these restoration actions, which helped stabilize banks to limit erosion along this section of stream and provide high priority habitat for ESA listed steelhead. The project site was a former hay field and will now be managed to provide long-term benefits to Omak Creek.

Entiat and Wenatchee Subbasins

Partners working in the Entiat and Wenatchee subbasins completed five restoration projects in 2020, three in the Wenatchee subbasin and two in the Entiat subbasin (See *Attachment 1*).

Featured Project: Thermal Refuge Assessment in Wenatchee & Entiat



An example of cold-water area, at the confluence of a small spring-fed tributary with a larger spawning stream, identified during the thermal refuge assessment.

Sponsor: Chelan County Natural Resources Department

Location: Wenatchee and Entiat Rivers and tributaries

Funding: \$69,990 total from WA Recreation and Conservation Office Salmon Recovery Funding Board (SRFB) (\$55,992) and Chelan County Natural Resources Department (\$13,998)

Outcomes: Identified 40 cold-water areas, collected detailed habitat data, developed restoration recommendations at the cold spots, developed longitudinal temperature profiles for 39.6 river miles

Chelan County Natural Resources Department (CCNRD) used a combination of instream surveys and long-term temperature loggers to assess stream temperatures within 59 stream miles in the Wenatchee Watershed (WRIA 45) and 26 stream miles in the Entiat Watershed (WRIA 46). In-stream surveys resulted in identification of 40 cold water areas in study reaches, and longitudinal temperature profiles were developed for 39.6 river miles. CCNRD also developed detailed habitat data and restoration recommendations for each of the 40 identified cold spots. Cold water features, longitudinal profiles, and associated attribute data and restoration recommendations are available for viewing on an interactive web portal at the following web address:

https://fishsciences.shinyapps.io/ChelanCountyNRD_ThermalRefugeMap/

Out-year Planning

Data in the Salmon Recovery Portal database can be used to assess the status of identified projects in the region. There are currently 69 planned, 13 proposed, and 62 active projects in the SRP database (SRP October 2021). The total funding request (based on budget) for planned projects is \$22.9 million and the total for proposed projects is \$15.7 million, although not all planned and proposed projects included cost estimates. The UCSRB will continue working with partners in 2021 to build out the capability of using the Salmon Recovery Portal to capture out-year needs of sponsors. The full list of projects in the region can be found in the Implementation Schedule at <https://www.ucsr.org/mdocuments-library/reports/>.

Attachment 1

Table of Information for Projects Completed in 2020

List of projects completed in 2020. Source: Salmon Recovery Portal database (September 2021). CF= Cascade Fisheries (formerly Cascade-Columbia Fisheries Enhancement Group), CCNRD= Chelan Country Natural Resources Department, MSRF= Methow Salmon Recovery Foundation, OCD= Okanogan Conservation District.

PROJECT ID	SUBBASIN	PROJECT NAME	PROJECT TYPE	START YEAR	END YEAR	BUDGET	SPONSOR
17-1203	Wenatchee	Wenatchee LiDAR Watershed Assessment	Planning	2018	2020	\$291,441	CCNRD
20-1447	Wenatchee	Merritt Oxbow Preliminary Design	Design	2018	2020	\$80,469	CF
17-1241	Wenatchee and Entiat	Thermal Refuge Assessment in Wenatchee & Entiat	Planning	2018	2020	\$69,990	CCNRD
39856	Entiat	CCNRD Middle Entiat Area B - Bremmer Levee Removal	Restoration	2014	2020	\$1,200,000	CCNRD
18-1801	Methow	Hancock Springs Restoration Phase 4	Restoration	2018	2020	\$667,268	CF
16-1796	Methow	Twisp River Floodplain Lower Acquisition Phase II	Acquisition & Restoration	2016	2020	\$645,548	MSRF
17-1180	Methow	M2 Mid-Sugar Acquisition	Acquisition	2018	2020	\$270,006	MSRF
18-1857	Methow	Twisp Floodplain Left Bank Alcove	Restoration	2018	2020	\$53,906	MSRF
85814	Okanogan	Omak Creek Riparian Restoration	Restoration	2019	2020	\$15,000	OCD

Attachment 2

Annual Implementation Schedule Update Process

The 2020 Implementation Schedule was generated directly from the [Salmon Recovery Portal](#) (SRP) online database. Summarized below are the steps the Upper Columbia region takes to build science, best available information, and public input into the Implementation Schedule updates. The process is based on guidance from NMFS (*Interim Endangered and Threatened Species Recovery Planning Guidance*, July 2006) that outlines the following three types of *Recovery Plan* revisions, and required public process:

“Updates” – do not require formal public process. A memo to NMFS outlining the updates will complete the record.

“Revisions” – require a formal *Federal Register Notice*. These have an associated comment period.

“Addenda” – are communicated by attaching information updates as an addendum in a memo to NMFS. This process may require formal public input.

Upper Columbia Process for Implementation Schedule Updates

Using NMFS guidance, the UCSRB uses the following process for annual updates to the *Upper Columbia Spring Chinook Salmon and Steelhead Recovery Plan (Recovery Plan)* Implementation Schedule.

Step 1 – In the fall (October/November) the UCSRB will assemble all updates in reporting terminology. The sources for reporting codes are derived from PNAMP, PCSRF and the SRP. The UCSRB will engage the UCRTT in a review of those terms.

Step 2 – The UCSRB will work with the four subbasin Watershed Action Teams to update the Implementation Schedule with (a) any revised reporting codes; and (b) all relevant information regarding actions implemented and actions planned for the future. The Watershed Action Teams will work with their constituents and respective stakeholders to engage them in the update process, which may include additional public meetings.

Step 4 – The UCSRB will consolidate all updates into the *Recovery Plan* Implementation Schedule.

Step 5 – The updated Implementation Schedule will be presented to the UCSRB Directors for discussion and any public comment. Upon approval by the Board, the updated Implementation Schedule will be sent to NMFS advising the agency of the updates.

Citations

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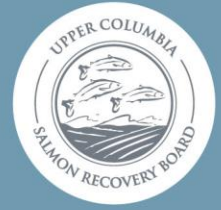
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Working to restore viable and sustainable populations of salmon, steelhead and other at-risk species through collaborative, economically sensitive efforts, combined resources, and wise resource management of the Upper Columbia Region.



December 1, 2021

Barry Thom, Regional Administrator
NOAA Fisheries
1201 Northeast Lloyd Boulevard, Suite 1100
Portland OR, 97232
Submitted via email to: barry.thom@noaa.gov

Dear Mr. Thom:

Upper Columbia Salmon Recovery Board (UCSRB) is writing to request that NOAA reinstate a salmon recovery regional coordinator, or the equivalent dedicated recovery staff, for the Upper Columbia region. We last had this position filled before Lynn Hatcher retired several years ago. As the regional organization responsible for coordinating implementation of the NOAA-adopted *Upper Columbia Spring Chinook and Steelhead Recovery Plan*, the UCSRB simply can't effectively fulfill this responsibility without increased engagement of NOAA staff.

We understand the staffing challenges NOAA faces currently, and UCSRB stands ready to communicate with our federal delegates and the Dept. of Commerce to explore how we might address this challenge in order to reinstate this important staffing position. Especially with an influx of funding from the infrastructure bill, perhaps some money could be allocated to this critical staffing need.

Some of the pressing issues in which UCSRB and its partners are engaging that require NOAA Fisheries input are:

1. Declining return rates over the past several years for both endangered spring Chinook and threatened steelhead.
2. Juvenile survival through the hydrosystem.
3. Pinniped & avian predation of adults and juveniles.
4. High pre-spawn mortality of spring Chinook in Wenatchee & Methow subbasins.
5. UCSRB Integrated Recovery Action Plan discussions with co-managers, PUD and other relevant agencies and partners to identify priority actions that could be pursued in order to better align recovery goals with hydropower, hatcheries and harvest management.

We are requesting a follow-up virtual meeting with you, Scott Rumsey, Michael Tehan and Justin Yaeger (and any other staff you deem appropriate) to discuss this request and how we might move forward. UCSRB staff will follow up to schedule a meeting in the coming month.

Thank you again for your support and consideration of this crucial request.

Sincerely,

Bob Bugert, UCSRB Chair
Chelan County Commissioner

cc: Scott Rumsey, Deputy Regional Administrator (scott.rumsey@noaa.gov)
Michael Tehan, Inter Columbia River River Asst. Reg. Admin. (Michael.tehan@noaa.gov)
Justin Yeager, Columbia Basin Branch Chief (justin.yeager@noaa.gov)

UPPER COLUMBIA SRFB/TARGETED INVESTMENTS/ TRIB DRAFT 2022 FUNDING SCHEDULE				
DATE	ACTIVITY/MILESTONE	PARTICIPANTS	LOCATION	FACILITATOR/ COORDINATOR
FEBRUARY/MARCH				
February 9 th	Meeting: SRFB/TRIB Kick-Off Meeting	LE, RTT, TRIB, Sponsors, RCO	TBD	LE/RCO
February 28 th	Deadline: Regional Project Pre-application (JotForm) submitted to Lead Entity	Sponsors	Online/Email	LE
March 9-10	RTT Presentations	Sponsors, LE, RTT, TRIB, SRFB SRP, CAC	CFNCW-Wenatchee	LE/RTT/CAC
APRIL				
April 20	Deadline: Complete applications due	Sponsors, LE, RCO	PRISM	LE
MAY				
May 9 – 13* (TBD)	Tours: SRFB/TRIB Project Tours	Sponsors, LE, RTT, TRIB, SRFB SRP, CAC	TBD	LE
	Wenatchee			
	Entiat			
	Methow			
	Okanogan			
May 13	Action: TRIB reviews draft proposals	TRIB	TRIB	TRIB Chair
May 17	Action: TRIB provide comments	TRIB	Emails	TRIB Chair
May 20	Lead entity feedback (optional)	LE	PRISM	LE

UPPER COLUMBIA SRFB/TARGETED INVESTMENTS/ TRIB DRAFT 2022 FUNDING SCHEDULE				
DATE	ACTIVITY/MILESTONE	PARTICIPANTS	LOCATION	FACILITATOR/ COORDINATOR
May 27	DEADLINE: Final proposals due for regional scoring and ranking	Sponsors, LE, RCO, SRP, RTT, CAC, TRIB	PRISM	LE
JUNE				
June 3	First Comment Form Received	SRP, LE, Sponsors	Email/Prism	LE
June 8	Action: Technical review/scoring	RTT, CAC, LE, BOR	RTT Meeting	RTT
June 8-10 (TBD)	Action: LE, Sponsors, RCO and SRFB Review Panel review	RCO, SRFB	Call	LE/RC
June 9	Action: TRIB reviews final proposals	TRIB	TRIB Meeting	TRIB Chair
June 13-14	Presentations to Citizens: Okanogan/Chelan CAC's	Sponsors, CAC's, RTT, LE	TBD	LE
June 15	Action: TRIB Decisions	TRIB	Email	TRIB Chair
June 23	CAC SRFB project rankings & selection of single Targeted Investment: Chelan/Okanogan CAC's	CAC's, LE	TBD	LE
June 27 th (Monday)	Deadline: UCSRB Submits letter of support for final Targeted project to RCO	UCSRB	Email	LE
JULY				
July 13 (TBD)	Action: SRFB Review Panel Meeting	SRFB, RCO		

UPPER COLUMBIA SRFB/TARGETED INVESTMENTS/ TRIB DRAFT 2022 FUNDING SCHEDULE				
DATE	ACTIVITY/MILESTONE	PARTICIPANTS	LOCATION	FACILITATOR/ COORDINATOR
July 14	Action: SRFB Monitoring Panel will request clarification (if needed)	SRFB,		
July 21	Action: Final SRP and Monitoring Panel Comment Form	SRP, LE, Sponsors	Email/Prism	
AUGUST				
August 8	Deadline: Sponsors must accept conditions in writing	Sponsors	Email/Prism	LE/RCO
August 9	Deadline: Regional List submitted to RCO	LE	PRISM	LE/RCO
August 16	Deadline: Regional Submittal	LE	Email	LE
SEPTEMBER				
Sept 1	Final grant report available for public review	RCO	Email	RCO
Sept 21 & 22	Action: SRFB Decisions	SRFB	Olympia, WA	RCO

Acronyms

CAC- Citizen's Advisory Committee
 LE- Lead Entity Coordinator/Program
 RCO- Recreation and Conservation Office
 RTT- Upper Columbia Regional Technical Team
 SRP- State Review Panel
 SRFB- Salmon Recovery Funding Board
 TRIB- Tributary Committees
 UC- Upper Columbia Region
 UCSRB- Upper Columbia Salmon Recovery Board

Timeline Legend

Meetings	Blue
Deadlines	Red
Actions	Black

	2021-22 Base	Amendment 1	2021-22 Amended Base
Personnel	\$ 664,749		\$ 648,394
Salary, Taxes and Benefits	\$ 650,306	\$ (16,236)	\$ 634,070
Payroll Increases (COLA, etc)	\$ 13,414		\$ 13,295
Potential Increase in Health/Dental Premiums	\$ 1,029		\$ 1,029
Partners, Subcontracts, and Passthrough	\$ 235,250		\$ 332,704
Snow2Flow	\$ -	\$ 43,825	\$ 43,825
Triangle Associates	\$ -	\$ 5,000	\$ 5,000
BPA Tech Contracts	\$ -	\$ 48,629	\$ 48,629
Other Consultants & Subcontracts	\$ 235,250	\$ -	\$ 235,250
Operating and Indirect Expenses	\$ 107,421		\$ 118,519
Rent and Utilities	\$ 45,226	\$ 8,098	\$ 53,324
Dues and Subscriptions	\$ 2,440	\$ 10,000	\$ 12,440
Supplies and Non-IT Equipment	\$ 10,087	\$ -	\$ 10,087
Other	\$ 33,667	\$ -	\$ 33,667
Operating Reserve	\$ 16,000	\$ (7,000)	\$ 9,000
Travel, Training, and Meetings	\$ 61,136		\$ 61,136
Total			
Total Budgeted	\$ 1,068,555	\$ (120,133)	\$ 1,160,752
Expected Available Funds	\$ 1,070,570	\$ 100,255 (A)	\$ 1,170,825
Difference	\$ 2,127	\$ (19,879)	\$ 10,072 (B)

(A) Finalized BPA, RCO, YN amounts & new BPA Tech Contract

(B) Reminder that this excess could be a result of under spending on subcontracts that crossed over into this budget year since the rollover from BPA and YN were higher than budgeted.

Accounting Policies and Procedures Manual

Of the
UCSRB

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INTRODUCTION

This manual has been prepared to document the internal accounting policies and procedures of the UCSRB. Its purpose is to ensure that assets are safeguarded, that financial statements are in conformity with generally accepted accounting principles, and that finances are managed with responsible stewardship.

All personnel with a role in the management of the UCSRB's fiscal operations are expected to uphold the policies in this manual. It is the intention of the UCSRB for this manual to reflect our commitment to proper, accurate financial management and reporting.

These policies and procedures have been developed to ensure adequate internal controls within the organization. To that end, reviews, checks and balances, methods and procedures exist to conduct UCSRB business in an orderly and efficient manner, to safeguard its assets and resources, to deter and detect fraud, to ensure accuracy and completeness of its accounting data, to produce reliable and timely financial information and to ensure adherence to UCSRB policies and procedures.

The manual will be reviewed at least annually for updates and revisions.

DIVISION OF DUTIES

The following is a list of the division of responsibilities within the Organization:

BOARD OF DIRECTORS, EXECUTIVE COMMITTEE AND FINANCE COMMITTEE:

1. The Finance Committee of the UCSRB reviews and recommends for approval or adoption various financial reports, including the audited financial statements, to the BOD.
2. The Finance Committee reviews and recommends for approval the annual budget to the BOD.
3. The BOD reviews and approves new programs. The Executive Committee reviews and approves contracts and loans for programs that have been approved by the BOD and reports this activity to the BOD.
4. The BOD approves check signing authority on all UCSRB accounts.

EXECUTIVE DIRECTOR:

1. Approves all vouchers, invoices and time sheets. Signs disbursement checks.
2. With the Finance Manager, and with oversight from the Finance Committee, develops the annual budget.
3. Reviews and approves bank statements and account reconciliations on a monthly basis.
4. Reviews and approves all financial reports.
5. Responsible for managing and reporting to the BOD the organization's assets in conjunction with the Finance Manager.

FINANCE MANAGER:

1. Develops and monitors the annual budget in collaboration with the Executive Director.
2. With assistance from another staff member assigned by the Executive Director, processes all receipts and disbursements.
3. Reviews all invoices and assigns appropriate accounts, programs, and grants or contracts. Ensures backup documentation is adequate and charges are incurred in the correct time period.
4. Processes payroll, including payroll tax returns, W-2s and 1099s.
5. Prepares monthly and year-end journal entries as required.
6. Maintains and reconciles the general ledger annually in preparation for audits. Provides primary staff support to auditors.
7. Prepares all financial reports, including requests for reimbursement from funders.
8. Prepares the annual Form 990 Return of Organization Exempt from Income Tax.

9. Receives, opens and distributes all incoming mail.
10. Reconciles the credit card statement against receipts for expenses.
11. Provides primary staff support to the Finance Committee.
12. Oversees fixed asset management.
13. Updates the preferred vendor list at least annually.
14. Maintains custody of blank checks and the credit card.

OFFICE MANAGER/PROGRAM ASSISTANT:

1. Custodian of office operations.
2. Reconciles bank statement monthly.
3. Reviews vouchers for reimbursement prepared by the Finance Manager to ensure accuracy.
4. Maintains personnel files.
5. Annually maintains property inventory list and identification tags for equipment.
6. Implements and maintains System for Award Management (SAM) and Dunns Numbers.
7. Provides staff support to the Executive Committee and the Board of Directors.

CASH RECEIPTS AND ADVANCES

FUNDS RECEIVED BY MAIL:

The Finance Manager collects all incoming mail. S/he prepares a deposit slip for all checks received, stamps each check "For Deposit Only," deposits the funds into the bank account, records the cash receipt and files the validated deposit slip with a copy of the check.

Any deposit not forwarded or mailed to the bank is locked in the Finance Manager's file cabinet. No deposit should be locked in the file cabinet for more than 24 hours.

FUNDS RECEIVED BY ELECTRONIC FUNDS TRANSFER:

Vouchers prepared by the Finance Manager or assisting staff for reimbursement of expenses from grants and contracts may be paid by electronic transfer of funds. Voucher requests are reviewed by the Finance Manager or assisting staff (i.e., whoever did not prepare them), then reviewed and signed by the Executive Director.

The Finance Manager keeps a copy of each voucher in the pending payments file and records the transaction as a receivable (invoice) until payment occurs.

When funds are credited to the UCSRB bank account, the Finance Manager records the cash receipt and the deposit in the accounting system. S/he also reconciles the payment with the voucher in the pending payments file.

In the absence of the Executive Director, a member of the Board of Directors with check-signing authority should authorize electronic funds transfers.

CASH ADVANCES:

The Finance Manager requests a cash advance from the Washington State Recreation and Conservation Office (RCO) about once every three months to maintain sufficient cash flow. Advance requests are approved by the Executive Director and deposited to the bank account by electronic funds transfer. The Finance Manager records advances as deferred revenue when received.

Advances must be spent on allowable costs within 90 days of their approval, and a voucher request submitted within 120 days of the advance receipt. RCO deducts the amount of the advance from the voucher request, then deposits any remaining balance in the UCSRB bank account. The Finance Manager records advance repayments as income and zeroes out the deferred revenue balance at this time.

CASH DISBURSEMENTS

1. Incoming invoices are forwarded to the Finance Manager.
2. The Finance Manager or an assisting staff member confirms with the staff person responsible for ordering the product or service the validity of the charge against proposals, bids, receipts, etc. and the work accomplished or product delivered.
3. S/he then attaches each invoice to supporting documents and presents them to the non-preparing person (Finance Manager or assistant) for review. Review includes verifying the timing and support for all charges and the appropriate account, program and funding source.
4. After invoices are reviewed, the Finance Manager prints checks from the accounting system. S/he attaches checks to the invoices and supporting documents, then submits them to the Executive Director for additional review and signature. In the Executive Director's absence, another authorized signer on the bank account may sign the checks.
5. Checks for amounts greater than \$10,000 require two signatures, one by the Executive Director and another by a member of the Board. Because several layers of security exist for Electronic Funds Transfers, these transactions are exempt from this requirement.
6. The Finance Manager mails checks as soon as the process is complete and files invoices, check stubs and supporting documents in the file cabinet.
7. The Finance Manager utilizes these files to respond to any discrepancies that arise with vendors or other payees.
8. At least monthly, the Finance Manager checks the unpaid invoices and credit card receipts file to determine if there are any outstanding charges that have not been paid. If so, s/he investigates further with the staff member and the vendors involved to resolve any discrepancies.

RECONCILIATIONS

CASH FLOW:

The UCSRB seeks to maintain a minimum of seven percent (7%) of its operating budget in its bank accounts at all times. To facilitate this goal, advances are requested quarterly from the Washington State Recreation and Conservation Office (RCO), and a business line of credit is renewed annually. If balances fall below 7%, the Finance Manager notifies the Executive Director.

GENERAL LEDGER RECONCILIATION

The Finance Manager will monthly print an income and expense by grant report of all income sources. The Executive Director will reconcile the monthly income and expense report against all voucher amounts for the month. Where available, the Paid to Date and Remaining Balances showing in grantors accounts will be reconciled against the monthly income and expense by grant report.

The Finance Manager will print grantor account balances, where available, and attach these to draft vouchers for review by the Program Assistant. This will be checked again by the Executive Director when approving these draft vouchers.

BANK RECONCILIATIONS:

1. The Office Manager/Program Assistant (an individual without check-signing rights) obtains bank statements to reconcile bank accounts using the QuickBooks reconciliation process. On a monthly basis, the Office Manager/Program Assistant gives the completed bank reconciliation to the Executive Director for review and approval.
2. The Office Manager/Program Assistant reconciles each bank account promptly, finishing no later than 7 days after receiving the bank statements. If it is not possible to reconcile the bank statements in this time period, the Office Manager shall notify the Executive Director in writing.
3. When reconciling the bank accounts, the following items should be included in the procedures:
 - a. A comparison of dates and amounts of daily deposits as shown on the bank statements with the cash receipts journal.
 - b. A comparison of inter-organization bank transfers to be certain that both sides of the transactions have been recorded on the books.
 - c. An investigation of items rejected by the bank, i.e., returned checks or deposits.
 - d. A comparison of electronic transfer dates received with dates sent.
 - e. A comparison of canceled checks with the disbursement journal as to check number, payee and amount.
 - f. An accounting for the sequence of checks both from month to month and within a month.
 - g. An examination of canceled checks for authorized signatures, irregular endorsements, and alterations.
 - h. A review and proper mutilation of voided checks.

- i. An investigation and write off of checks that have been outstanding for more than six months.
4. The Executive Director initials and dates the bank reconciliation after review. Reconciliations are returned to Office Manager for filing in the Finance Manager's office.
5. Upon review of the completed bank reconciliation, the Finance Manager prepares any general ledger adjustments that are needed.

RECONCILIATIONS OF OTHER GENERAL LEDGER ACCOUNTS:

1. A Schedule of Expenditures of Federal Awards (SEFA) will be drafted by the Finance Manager and reviewed by the Executive Director at the end of each calendar year to determine if the level of federal expenditures during the calendar year exceeded the threshold for an OMB A-133 audit (pursuant to 2 CFR 200.501). If such an audit is required, the audit procedures will be initiated.
2. An audit by the WA State Auditor's Office (SAO) will be completed every two years or as required by the SAO.
3. Prior to audits, the Finance Manager and the Executive Director review the ending balances on the UCSRB balance sheet as well as the documents that support each of those balances. Select income and expense accounts should also be reviewed.
4. Specifically:
 - a. Cash - The balances in these accounts should agree with the balances shown on the bank reconciliations for each period.
 - b. Accounts Receivable - The balance in this account should equal the total amount of allowable costs incurred by the end of a period, but not yet reimbursed by funders.
 - c. Prepaids – The threshold for recording individual prepaid expenses (those non-personnel expenditures that benefit more than one accounting period) is \$4,000. Lesser amounts should be expended in the month when they occur. Prepaid expenses of \$4,000 or more should be expended over the time period for which they provide benefit.
 - d. Fixed Assets and Accumulated Depreciation - The amounts in these accounts should equal the totals generated from the audited fixed assets and depreciation schedules. When additional purchases are made during the year, these accounts should be updated accordingly.
 - e. Security Deposits - The balance in this account should equal amounts paid in escrow to landlords and lessors and should not change frequently, but should be updated as applicable.
 - f. Accounts Payable - The balance in this account should equal amounts owed to vendors at the end of an accounting period and should be reflected on the aging report.
 - g. Payroll Tax Liabilities - The amounts in these accounts should equal ~~amounts withheld from employee paychecks as well as the employer's~~

portion of payroll-related expenses that have not been remitted to the government, various SIMPLE Plans, or other employee benefit providers. Annual leave and comp time earned by, but not yet paid to, employees also should be recorded as a liability.

- h. Notes Payable - The balances in these accounts should equal the principle of any amounts (e.g., loans) owed to non-vendors at the end of a period.
- i. Deferred Revenue – The balance in this account should equal the total amount of revenue received by the end of one period that is not earned until a future period. Generally, this includes advances from funders, net revenue (less expenses) received for an event held in the future, and revenue received “up front” from funders that has not yet been spent.
- j. Revenue Accounts - The amounts charged to the various income accounts should be reconciled with funding requests, vouchers, etc. Science conference and other special event receipts should be reported net of related expenses in the income section of the financial statements.
- k. Wage Accounts - The balances in the wage accounts should be reconciled with the amounts reported on quarterly payroll tax returns and on W-2s.
- l. Consulting and Partner Accounts- The amounts charged should be reconciled to the contracts.
- m. Furniture, Equipment, Maintenance and Office Expense Accounts – Any transactions in these accounts should be reviewed and reclassified as fixed assets if they are greater than \$5,000 and pertain to property with a useful life greater than one year.
- n. Indirect Expense Accounts – The balances in the Indirect Expense and Indirect Expense Offset accounts should always zero each other out at the end of a period.

PURCHASES

Purchase of goods, services and equipment shall be consistent with the UCSRB Operations Manual Guidelines – Purchasing Goods, Services and Equipment. See Operations Manual for more detail.

PETTY CASH:

UCSRB will not maintain a petty cash account. All purchases will be made using company checks, the corporate credit card or the employee expense reimbursement process.

CREDIT CARD PURCHASES:

1. The purchase of airline tickets and other authorized business expenditures may be made by UCSRB employees or by the Board of Directors using the corporate credit cards, which are kept in the Finance Manager's locked drawer. In every case, the individual charging the UCSRB credit card account will be held personally responsible in the event that the charge is deemed personal or unauthorized.
2. Authorized uses of the credit card include:
 - a. Support for meetings, events, workshops, and conferences authorized by the UCSRB.
 - b. Airline or rail tickets (at coach class or lower rates) for properly authorized business trips. UCSRB's staff will have a preapproved funding (grant and contract) code in order to charge to the UCSRB credit card. This code will help reconcile the costs of travel with the proper UCSRB program to be charged.
 - c. Lodging and meal charges will be authorized that do not exceed the reimbursement rate for persons traveling on official UCSRB business. Rates are from the State of Washington Office of Financial Management.
 - d. Car rental charges (for mid-size or smaller vehicles) for properly authorized business trips.
 - e. Properly authorized expenditures which are large or for which a credit card is the only allowed method of payment.
3. Receipts should be submitted as soon as possible after credit card charges are made.
4. Unauthorized use of the credit card includes:
 - a. Personal or non-business expenditures of any kind.
 - b. Expenditures which have not been properly authorized.
 - c. Meals, entertainment, gifts or other expenditures which are prohibited by:
 - i. UCSRB budget and/or policies.
 - ii. Federal, state, or local laws or regulations.
 - iii. Grant conditions or policies of the entities from which UCSRB receives funds.

PROPER DOCUMENTATION FOR ALL PURCHASES:

Every purchase, by credit card or other means, must be authorized and documented as described below. In addition, an expense claim form must be completed and signed by an employee's supervisor for any

expense reimbursements through the payroll process. A purchase request form should be completed for all purchases to help the Finance Manager assign accounts, grants, and program budgets properly and to ensure that factors such as reputation, quality, cost, and previous experience with the vendor have been considered.

1. Lodging - Provide an itemized receipt from the hotel detailing every charge and the name of the person(s) for whom lodging was provided.
2. Meals/Entertainment - Provide a receipt showing separately the cost for food/beverage and gratuities, and including the names of every person for whom food or beverage was provided and the specific business purpose which was furthered by the expenditure. For meeting expenses, submit a meeting agenda and a sign-in sheet. Meals associated with travel do not require receipts; see personnel policies for more information.
3. Other Expenditures – Provide a receipt from the vendor detailing every individual good or service purchased (including class of service for commercial transportation) accompanied by an explanation of the specific business purpose which was furthered by each expenditure. Airfare and other unusual expenditures for which reimbursement will be sought from RCO must be preapproved by the RCO contract manager.

The Finance Manager will double check all reimbursement requests against receipts provided.

FIXED ASSET AND INVENTORY MANAGEMENT

1. A permanent property log or spreadsheet will be maintained by the Finance Manager and the Office Manager for all fixed assets purchased by UCSRB.
2. The log should contain the following information:
 - a. date of purchase
 - b. description of item purchased
 - c. whether item was received by donation or purchased
 - d. cost or fair market value on the date receipt
 - e. donor or funding source, if applicable
 - f. funding source restrictions on use or disposition
 - g. identification/serial number (if appropriate)
 - h. depreciation period
 - i. vendor name and address
 - j. warranty period, if applicable
 - k. inventory tag number (all fixed assets should be tagged with a unique identifying number)
 - l. number of the UCSRB check used to pay for the equipment.
3. At least annually, a physical inspection and inventory should be taken of all UCSRB fixed assets and reconciled to the general ledger balances. Adjustments for dispositions should be made. See the operations manual for more information about procedures related to asset disposition.
4. The Finance Manager should be informed, in writing, via an interoffice memorandum of any material changes in the status of property and equipment. This should include changes in location, sale of, scrapping of and/or obsolescence of items and any purchase or sale of real estate.
5. All capital items which have a cost greater than \$5,000 and a useful life greater than one year will be capitalized and depreciated. Assets will be recorded at their purchase price. Donated assets will be recorded at their fair value on the date of donation. Assets will be depreciated on the straight-line basis over their estimated useful lives.

OPERATING RESERVE POLICY

POLICY STATEMENT

UCSRB will work to develop an operating reserve in order to strengthen the stability of its mission, programs, employment and ongoing operations. The operating reserve is intended to provide a source of funds for unforeseen expenses that cannot be covered by the current annual budget, such as a sudden increase in expenses, unbudgeted expenses, unanticipated loss in funding, or uninsured losses.

GOAL

The minimum goal for the operating reserve is equal to a three-month average of normal operating costs, including all recurring, predictable expenses such as salaries and benefits, office lease, travel, and program and ongoing professional services. Until the minimum amount is achieved, the amount set aside for the operating reserve will be determined each year by the Board of Directors during approval of the annual budget.

FUNDING AND ACCOUNTING

The operating reserve will ONLY be funded with unrestricted funds. The Board of Directors may, from time to time, direct that a specific source of revenue be set aside for operating reserves. Examples may include one-time gifts or bequests, special grants, or special appeals.

The operating reserve will be recorded in the financial ledgers as “Operating Reserve” and the balance will be included in the regular financial reports.

Funds in the operating reserve will be held in a savings account or managed fund where it can be accessed as needed pursuant to this policy.

USE OF OPERATING RESERVE

Use of the Operating Reserves requires two steps:

1. Identification of appropriate use of reserve funds.

The Executive Director and Finance Manager will identify the need for access of operating reserves and confirm that the use is consistent with the purpose of the reserves as described in this Policy.

2. Authority to use operating reserves.

The Executive Director will submit a request to use operating reserves to the Board of Directors. The request will include A BUDGET AMENDMENT TO document the need to use reserves and the plans for replenishment. The Board of Directors will approve or modify the request AND THE ANNUAL BUDGET AMENDMENT.

UCSRB INDIRECT/COST ALLOCATION POLICY AND STATEMENT

POLICY STATEMENT:

All direct costs required to operate programs will be charged directly to programs. All indirect costs that can be effectively and efficiently assigned to program operation will be directly charged to programs. Indirect costs that cannot be directly charged to programs will be allocated using a consistent and equitable method of cost allocation that is consistent with grant and contract requirements and generally accepted accounting principles.

RATIONALE FOR POLICY:

The most accurate way to allocate costs is to directly charge each program for the costs required to run that program. Therefore, the UCSRB will directly charge costs when it is possible. There are certain goods and services that are shared by more than one program, however. In many cases we can also directly charge these costs. The remainder of unallocated costs must be allocated to programs based on methods which will approximate the benefits being received.

POLICY IMPLEMENTATION:

When contracts require overhead/indirect rates, costs will be allocated to programs based on benefits as outlined in the line item budgets associated with the different programs. Otherwise, when possible, costs will be allocated directly to the programs that they benefit. Costs associated with overhead/indirect rates include:

- Shared space, including rent, utilities, janitorial services, and building maintenance
- Audit and accounting services
- Insurance
- Advertising
- Legal services
- Dues, subscriptions, licenses, and fees
- General office supplies
- Postage

- Photocopies
- Telephone services, conference calls, and internet subscriptions
- Eligible administrative costs when appropriate.

Administrative costs will be directly charged to programs when applicable. Salaries and benefits for exempt, administrative staff will be prorated among programs to which they charge hours on their timesheets. As needed, each contract may be charged a percentage of wages based on FTE and operating contracts.

PAYROLL

PERSONNEL:

1. The Office Manager/Program Assistant is responsible for maintaining personnel files on staff persons.
2. Each personnel file should contain the following information, at a minimum:
 - a. Employment application or resume
 - b. Record of background investigation
 - c. Date of employment
 - d. Position, pay rates and changes therein
 - e. Authorization of payroll deductions
 - f. Earnings records for non-active employees
 - g. W-4 Form, withholding authorization
 - h. I-9, Employment Eligibility Verification Form
 - i. Termination data, when applicable
3. All personnel records should be locked in a file cabinet in the Office Manager/Program Assistant's office. Access to these files is limited to the Finance Manager, Executive Director and auditor unless submitted in writing to the Executive Director or the Board of Directors and approved.

PAYROLL PREPARATION AND TIMEKEEPING:

1. Timesheets should be prepared by all staff persons and submitted monthly to the Finance Manager at least three business days prior to the pay date. Time should be entered daily and assigned to specific grants and projects in consultation with the Finance Manager. A monthly payroll billing sheet and annual breakdown of tasks by grant are provided by the Finance Manager to facilitate this process. UCSRB does not allow pay advances.
2. Expense reports should be submitted monthly to the Finance Manager along with timesheets. Expense reports should include all receipts for reimbursements claimed.
3. The Finance Manager will review all timesheets and expense reports for accounting accuracy, then submit them to the Executive Director for approval and signature. The Executive Director's timesheet and expense report will be submitted to the Chair of the Board for approval and signature. If electronic signatures are used, approved timesheets and expense reports will be submitted to the Finance Manager and saved in pdf format.
4. In accordance with federal and state restrictions, overtime compensation is paid to non-exempt employees at the rate of one and one-half times their regular hourly rate of pay for all time worked in

excess of 40 hours in any one work week. Non-exempt employees must receive a supervisor's prior authorization for all overtime work performed.

5. Exempt salaried employees will earn comp time on an hour-by-hour basis for hours worked in excess of 40 hours in any one work week. The Executive Director does not qualify for this benefit. An employee may not exceed a comp time balance of 120 hours.
6. The Finance Manager will process payroll in the automated accounting system using timesheets and expense reports. The information recorded should include:
 - a. hours worked, by grant, per timesheets
 - b. changes in pay rates or employment status as documented by email
 - c. vacation, sick or personal hours used and earned per timesheets
 - d. comp time hours earned and used per timesheets
 - e. expenses reimbursed per expense reports
 - f. employee benefits deducted and/or paid by UCSRB per vendor statements
7. Paychecks will be direct-deposited by the Finance Manager by the first business day of each new month after the end of the pay period.
8. After payroll is processed, a spreadsheet is prepared to calculate the monthly payroll tax deposit to the federal government. The EFTPS website is accessed and a deposit is made online. The deposit confirmation is saved and circulated along with the EFTPS spreadsheet to the Executive Director for approval. The Finance Manager records the EFTPS payment in the accounting system.
9. The Finance Manager processes retirement, health, dental and life insurance payments monthly and uses a spreadsheet to reconcile amounts withheld from paychecks to amounts invoiced by and submitted to vendors. Supporting documents are submitted to the Executive Director for approval.
10. Payroll statements are emailed to staff.
11. Payroll processing fees are recorded by the Finance Manager and charged to indirect expense.
12. Expense reimbursements and company-paid benefits are reclassified as needed using journal entries.

Paper copies of expense reimbursements, timesheets and original expense receipts are filed in each employee's payroll folder.

Accrued vacation is calculated and reported to management and the Finance Committee at least annually.

QUARTERLY AND ANNUAL PAYROLL PROCEDURES:

1. The Finance Manager prepares the Employer's Quarterly Federal Tax Return (Form 941), the Washington State Labor & Industries Report, and the Washington State Employment Security Tax & Wage Report quarterly, and pays all related liabilities when filed. Spreadsheets are used to calculate amounts due and to reconcile and record amounts in QuickBooks. Supporting documents are

submitted to the Executive Director for approval. The Finance Manager files a signed copy of the 941 and mails it to the IRS. The Washington State reports are filed online and copies kept.

2. The Finance Manager prepares W-2's annually and submits required copies to both employees and the IRS by their respective due dates. A spreadsheet is used to reconcile W-2s to payroll summaries in the accounting system and to quarterly Forms 941 filed in the current year.
3. The Finance Manager prepares 1099s annually for all non-corporate entities to whom UCSRB paid at least \$600 for rent, services, professional or legal fees. S/he submits required copies to both vendors and the IRS by their respective due dates and keeps a copy in the file cabinet.

FINANCIAL REPORTING AND PROCESSES

MONTHLY:

The Finance Manager prepares financial reports as needed for distribution to the Board of Directors, the program managers, and the Executive Director. Such reports may include a statement of profit and loss, a budget-to-actual report for all accounts included in the annual operating budget, and a statement of the agency's financial position at a specific point in time.

The monthly statements should be reviewed by the Executive Director prior to distribution to the Board of Directors. The Finance Manager reviews the financial statements with the Board of Directors at each scheduled meeting.

YEAR-END:

At the end of the fiscal year, the Finance Manager prepares an income statement summarizing the total income and expense activity for the year and a balance sheet showing the agency's financial position at the end of the fiscal year. These reports are reviewed by the Executive Director.

The Finance Manager prepares year-end adjustments and journal entries to the records in preparation for audits. These include depreciation entries, liability accruals, revenue deferrals, asset disposals and other adjustments as needed and allowable. An adjustment to restricted net assets may be required to record any non-federal unexpended grant or contract balances at year end. The Executive Director reviews and approves these entries.

As required, the organization will comply with the FFATA (Federal Funding Accountability and Transparency Act) whenever federal funds are passed through to a subrecipient.

Any audits will be conducted by an independent accounting firm or the SAO, and the results presented to both the Finance Committee and the Board of Directors.

The Finance Manager will prepare the Form 990, Return of Organization Exempt from Income Tax, and present it to the Board of Directors for review before submitting to the IRS. The Executive Director signs the Form 990.

CONTRACT/GRANT COMPLIANCE

1. When a new contract/grant is received or renewed, a copy of the executed contract/grant must be forwarded to the Finance Manager.
2. The Finance Manager will provide the Office Manager with a copy of the contract/grant and the Office Manager will seek Executive Committee approval, check the SAM for contractor debarment and file the original contract/grant with all approvals and documentation.
3. The Finance Manager will also set up a permanent file for the contract/grant and maintain the contract/grant along with any other financial correspondence regarding the grant.
4. It is the responsibility of the Finance Manager to review the contract/grant and extract any items which must be complied with by UCSRB. Typically, for government contracts/grants, reference will be made to various publications put out by the Office of Management and Budget (OMB) and the Comptroller General's Office to which UCSRB must adhere.

Currently, the publications include:

OMB Circular A-87	Cost Principles for State, Local and Indian Tribal Governments
OMB Circular A-122	Cost Principles for Non-Profit Organizations
OMB Circular A-133	Audits of States, Local Governments and Non-Profit Organizations
OMB 2 CFR 200	Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance)

GOVERNMENTAL GENERALLY ACCEPTED ACCOUNTING PRINCIPLES:

1. It is a policy of UCSRB to adhere to any restrictions imposed by its funders, both governmental and private. Therefore, UCSRB employees are expected to bring to the attention of management, any instances of non-compliance.

FISCAL POLICY STATEMENTS

1. All cash accounts owned by UCSRB will be held in financial institutions which are federally insured and have a favorable CRA (Community Reinvestment Act) rating.
2. All capital expenditures which exceed \$5,000 will be capitalized on the books and records of UCSRB.
3. No salary advances will be made under any circumstances.
4. No travel cash advances will be made except under special conditions and when preapproved by the Board of Directors. Travel advances must be immediately reconciled to actual expenses utilizing the expense report upon completion of travel. Reimbursements will be paid upon full expense reporting using the official UCSRB form within the normal disbursement schedule.
5. Fiscal Management personnel are required to take annual leave which will not interfere with fiscal procedures. Variances to this policy shall be made in special circumstances, with written permission from the Executive Director.
6. All volunteer time which exceeds \$50 shall be recorded in the records of UCSRB.
7. It is the policy of UCSRB to reimburse out of pocket expenses only when supporting documentation has been presented for approved costs incurred.
8. It is the policy of UCSRB to establish pay rates which equal or surpass the federal minimum wage.
9. It is the goal of UCSRB to maintain a minimum of seven percent (7%) of the operating budget in its bank accounts at all times. In the event that balances fall below that amount, the Executive Director should be notified immediately.
10. All funds received by UCSRB for each project will be segregated into separate project accounts in the general ledger to avoid any possibility of commingling project monies with general operating funds.
11. A designated individual from the Board of Directors and the Executive Director are signatories of all UCSRB checks greater than \$10,000. One signature by the Executive Director is required for all disbursements less than \$10,000. Bank statements will be reconciled monthly in order to account for any outstanding or lost checks.
12. Expense reports will be maintained which will disclose the nature of expenses, and the dates incurred.
13. Separate files will be maintained for each bank account and for each month's expenditures. Files will be kept separately for each fiscal year.
14. The services of a Certified Public Accountant will be engaged to prepare formal financial audits of the UCSRB's fiscal year-end accounting records.

UCSRB
Budget vs. Actual - Total for All Programs
 July 2021 through June 2022

	Jul '21 - Jun...	Budget	\$ Over Bud...	% of Budget
Ordinary Income/Expense				
Expense				
8000 · Payroll Expenses	260,596.36	648,396.00	(387,799.64)	40.2%
8007 · Outreach				
8038.1 · Okanogan County LE Outreach	8,960.91	27,500.02	(18,539.11)	32.6%
8038.2 · Chelan County LE Outreach	0.00	53,000.02	(53,000.02)	0.0%
Total 8007 · Outreach	8,960.91	80,500.04	(71,539.13)	11.1%
8008 · BPA Maintenance	0.00	10,000.00	(10,000.00)	0.0%
8009 · Partner Contracts				
8010 · Okanogan County	4,576.26	5,000.00	(423.74)	91.5%
8011 · Okanogan Conservation District	794.61	4,000.00	(3,205.39)	19.9%
8023 · Methow Salmon Recovery (MSRF)	0.00	10,000.00	(10,000.00)	0.0%
8030 · Chelan County Natural Resources	2,803.41	14,000.00	(11,196.59)	20.0%
8031 · Cascadia Conservation District	390.08	10,000.00	(9,609.92)	3.9%
Total 8009 · Partner Contracts	8,564.36	43,000.00	(34,435.64)	19.9%
8012 · Consultants				
8012.01 · USDA Forest Service	0.00	495.00	(495.00)	0.0%
8012.04 · BPA Technical Consultants	0.00	48,628.65	(48,628.65)	0.0%
8300.02 · Pacific Northwest National Lab	11,330.96	36,245.00	(24,914.04)	31.3%
8300.08 · Aspect Consulting (GIS)	9,124.75	18,000.00	(8,875.25)	50.7%
8304 · RTT Services - Chair Exp/time	9,460.00	24,000.00	(14,540.00)	39.4%
8304.05 · RTT Additional Support-travel	0.00	6,500.02	(6,500.02)	0.0%
8308 · Ecotrust	0.00	7,086.00	(7,086.00)	0.0%
8311 · Arywav Podcast Editing	1,500.00	3,600.00	(2,100.00)	41.7%
8012 · Consultants - Other	1,050.00	54,500.00	(53,450.00)	1.9%
Total 8012 · Consultants	32,465.71	199,054.67	(166,588.96)	16.3%
8035 · INDIRECT EXPENSES				
8042.10 · Copier Service	372.72	1,442.85	(1,070.13)	25.8%
8086 · Legal Fees	224.00	480.00	(256.00)	46.7%
8090 · Computer Maintenance	2,743.21	8,952.00	(6,208.79)	30.6%
8092 · Website Development/Maintenance	340.00	1,020.00	(680.00)	33.3%
8105 · Dues and Subscriptions	1,410.64	12,944.98	(11,534.34)	10.9%
8110 · Insurance	752.00	4,863.12	(4,111.12)	15.5%
8120 · Office Supplies	712.21	4,948.00	(4,235.79)	14.4%
8131 · Rent & Related Expenses				
8135 · Utilities	796.97	1,200.00	(403.03)	66.4%
8138 · Rent- Wenatchee	11,818.44	47,824.00	(36,005.56)	24.7%
8138.01 · Maintenance -Wen	665.25	1,800.00	(1,134.75)	37.0%
Total 8131 · Rent & Related Expenses	13,280.66	50,824.00	(37,543.34)	26.1%
8140 · Phone/Internet	2,153.64	8,640.00	(6,486.36)	24.9%

UCSRB
Budget vs. Actual - Total for All Programs
July 2021 through June 2022

	Jul '21 - Jun...	Budget	\$ Over Bud...	% of Budget
8150 · Conference Calls	0.00	2,724.00	(2,724.00)	0.0%
8190 · Operating Reserve	0.00	9,000.00	(9,000.00)	0.0%
Total 8035 · INDIRECT EXPENSES	21,989.08	105,838.95	(83,849.87)	20.8%
8035.5 · Postage	2.37	165.49	(163.12)	1.4%
8036 · Supplies-Direct	285.00	1,140.00	(855.00)	25.0%
8037 · Phone - Direct	720.00	2,160.00	(1,440.00)	33.3%
8040 · Computer/Office Equipment				
8040.1 · Office Equipment	313.63	509.26	(195.63)	61.6%
8041.01 · Office Furniture	0.00	650.02	(650.02)	0.0%
8043 · Equipment - Computer	0.00	2,000.02	(2,000.02)	0.0%
8040 · Computer/Office Equipment - Other	0.00	200.00	(200.00)	0.0%
Total 8040 · Computer/Office Equipment	313.63	3,359.30	(3,045.67)	9.3%
8087 · Advertising	6.03	1,280.00	(1,273.97)	0.5%
8118 · Miscellaneous	0.00	3,000.02	(3,000.02)	0.0%
8160 · Travel				
8161 · Mileage/Travel - Outreach Coord	1.40	2,992.80	(2,991.40)	0.0%
8160 · Travel - Other	373.12	27,726.99	(27,353.87)	1.3%
Total 8160 · Travel	374.52	30,719.79	(30,345.27)	1.2%
8165 · Training				
8165.2 · Conference Registration Fees	0.00	550.00	(550.00)	0.0%
8165 · Training - Other	2,051.40	19,356.54	(17,305.14)	10.6%
Total 8165 · Training	2,051.40	19,906.54	(17,855.14)	10.3%
8166 · Vehicle Lease	1,116.67	3,600.00	(2,483.33)	31.0%
8167 · Meeting Expenses	1,008.32	8,135.00	(7,126.68)	12.4%
8168 · Sponsored Workshops				
8168.1 · Science Workshops	0.00	500.00	(500.00)	0.0%
Total 8168 · Sponsored Workshops	0.00	500.00	(500.00)	0.0%
8212 · Interest Expenses	61.51	0.00	61.51	100.0%
8225 · Service Charges	0.00	46.28	(46.28)	0.0%
Total Expense	338,515.87	1,160,802.08	(822,286.21)	29.2%
Net Ordinary Income	(338,515.87)	(1,160,802.08)	822,286.21	29.2%
Net Income	(338,515.87)	(1,160,802.08)	822,286.21	29.2%



Mail Invoice To:

fwinvoices@bpa.gov

F & W Invoices - EWB-4

P. O. Box 3621

Portland OR 97208-3621

Please Direct Inquiries To:

JAY CHONG

Title CONTRACT SPECIALIST

Phone: 503-230-4007

Fax

Vendor:

UPPER COLUMBIA SALMON RECOVERY BOARD

11 Spokane Street

Suite 101

WENATCHEE WA 98801

Title

2010-001-00 EXP UPPER COLUMBIA PROGRAMMATIC HABITAT-ADMIN

Contract Value

Total Value \$159,961.00 USD

** NOT TO EXCEED **

Pricing Method COST, NO FEE

Start Date 12/01/2021

Contract Type COOPERATIVE

End Date 11/30/2022

Signatures

Vendor Authorized Signature

Printed Name/Title

Date Signed

Phone

Authorized Signature

Jay Chong / Contracting Officer
Printed Name/Title

11/22/2021

Date Signed

(503) 230-4007

Phone



DEPARTMENT OF ENERGY
Bonneville Power Administration
P.O. BOX 3621 • PORTLAND, OREGON 97208-3621



CONTINUATION PAGE

COOPERATIVE AGREEMENT NO. 89298
TITLE: 2010-001-00 EXP UPPER COLUMBIA PROGRAMMATIC HABITAT-ADMIN

Contracting Officer's Representative (COR)	Joseph Connor	503-230-3172	jwconnor@bpa.gov
Contracting Officer (CO)	Jay Chong	503-230-4007	jxchong@bpa.gov

This award is hereby executed under the terms and conditions of between the Bonneville Power Administration (BPA) and the Upper Columbia Salmon Recovery Board.

1. This Cooperative Agreement is issued as follows and consists of:
 - Signature page
 - Continuation page
 - Terms and Conditions
 - Project Description
 - Project Budget
2. The performance period is from 12/01/2021 – 11/30/2022
3. Funding in the amount of \$159,961.00 is awarded.
4. Invoice and Submittal Instructions: Submit requests for reimbursement and required reports marked with grant or cooperative agreement number to the COR at the email address provided herein.

ATTACHMENT – TERMS AND CONDITIONS

CLAUSES INCORPORATED BY REFERENCE

This award incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at the following address:

Bonneville Financial Assistance Instructions Manual clauses:
<https://www.bpa.gov/Doing%20Business/finassist/Pages/default.aspx>

Clause 1 Regulations Applicable To BPA Financial Assistance (JUL 2017)
Clause 2 Legal Authority And Effect (JUL 2017)
Clause 3 Non-assignability (JUL 2017)
Clause 4 Compliance With Federal, State, And Municipal Law (JUL 2017)
Clause 5 Inconsistency With Federal Law (JUL 2017)
Clause 7 Contracting Officer's Representative (OCT 2018)
Clause 10 Federal Stewardship (OCT 2018)
Clause 11 Substantial Involvement (OCT 2018)
Clause 12 Nondisclosure And Confidentiality Agreements Assurances (JUL 2017)
Clause 13 Foreign Work and Travel (JUL 2021)
Clause 14 Purchases (JUL 2017)
Clause 15 Lobbying Restrictions (JUL 2017)
Clause 16 Export Controls (JUL 2017)
Clause 20 BPA Furnished Equipment Or Material (JUL 2017)
Clause 21 Property – Supplies And Equipment (JUL 2017)
Clause 22 Title To And Disposition Of Property (OCT 2018)
Clause 23 Record Retention (JUL 2021)
Clause 24 Audits (OCT 2018)
Clause 25 Suspension Or Termination (JUL 2017)
Clause 26 Claims, Disputes, And Appeals (JUL 2017)
Clause 27 Reporting Program Performance (JUL 2021)
Clause 31 Reimbursement Payment & Financial Reporting Requirements (OCT 2018)
Clause 34 Insolvency, Bankruptcy Or Receivership (OCT 2018)
Clause 36 Environmental Protection (JUL 2021)
Clause 37 Endangered Species Act Requirements (JUL 2021)
Clause 38 NEPA Requirements (JUL 2021)
Clause 39 Felony Conviction And Federal Tax Liability Assurances (JUL 2017)
Clause 40 Drug-Free Workplace Requirements For Financial Assistance Awards (JUL 2017)
Clause 41 Intangible Property (OCT 2018)
Clause 42 Rights In Data (OCT 2018)
Clause 43 Indemnity (OCT 2018)
Clause 44 Environmental, Safety, And Health (OCT 2018)
Clause 45 Small Unmanned Aircraft (UAS) (JUL 2021)
Clause 46 Closeout (JUL 2021)
Clause 47 National Historic Preservation Act Requirements (JUL 2021)

CLAUSES INCORPORATED BY FULL TEXT

CLAUSE 17 PUBLICATIONS (JUL 2017)

BPA encourages the Recipient to publish or otherwise make publicly available the results of work performed under this Award. The Recipient is required to include the following acknowledgement in publications arising out of or relating to work performed under this Award:

Acknowledgment: "The information, data, or work presented herein was funded in part by the Bonneville Power Administration under Award Number 89298. The views and opinions of authors expressed herein do not necessarily state or reflect those of the United States Government or any agency thereof."

CLAUSE 18 EXTENSIONS OF PERIOD OF PERFORMANCE (M) (JUL 2021)

The Recipient may request an extension of the period of performance of any task order under this blanket financial assistance agreement. Requests must be submitted in writing to the Contracting Officer at least 60 calendar days before the end of the project period. The Contracting Officer will promptly exercise discretion to grant or deny such requests.

CLAUSE 19 PROPERTY TRUST RELATIONSHIP & INSURANCE COVERAGE (M) (JUL 2021)

- (a) Property acquired in whole or in part with Federal funds under this award may not be encumbered in any way without the written permission of the Contracting Officer, who may require the recording of liens or other appropriate notices of record such property. The Recipient will ensure full replacement insurance coverage for such property.
- (b) Federally-owned property provided under this blanket financial assistance agreement need not be insured unless specified in the statement of work (SOW) attached to the task orders issued under this agreement.

CLAUSE 29 PAYMENT REQUESTS (M) (JUL 2021)

Only the Recipient may submit reimbursement requests to BPA. Subrecipients must submit reimbursement requests to the Recipient, which is responsible for conveying reimbursement requests to BPA on behalf of subrecipients. Subrecipients may not submit reimbursement requests directly to BPA. The Recipient is required to submit reimbursement requests electronically through the COR.

The Recipient's submission of reimbursement requests should coincide with the Recipient's normal billing pattern. Reimbursement requests may be submitted no more frequently than every two weeks.

If Cost Sharing requirements are specified in the Statement of Work at the task order level, then every reimbursement request submitted by the Recipient must show the Federal share and the non-Federal cost share contribution for the invoice period, and the method by which the Recipient calculated the total Federal share and non-Federal cost share.

Upon request by BPA, the Recipient is required to provide BPA with additional supporting documentation to verify the Recipient's compliance with its cost sharing obligations.

CLAUSE 32 BUDGET CHANGES (M) (JUL 2021)

- (a) Budget Changes Generally. Any increase in the total project cost, must be approved in advance and in writing by the Contracting Officer.

(b) Transfers of Funds Among Direct Cost Categories. The Recipient is required to obtain the prior written approval of the Contracting Officer for any transfer of funds among direct cost categories where the cumulative amount of such transfers exceeds or is expected to exceed 5 percent of the total project cost of this Award.

(1) The Recipient is required to obtain the prior written approval of the Contracting Officer Representative (COR) for any transfer of funds among direct categories, where the cumulative amount of such transfers does not exceed, or is expected not to exceed, 5 percent of the total award value

(c) Transfer of Funds Between Direct and Indirect Cost Categories. The Recipient is required to obtain the prior written approval of the Contracting Officer for any transfer of funds from direct to indirect cost categories.

CLAUSE 35 NONDISCRIMINATION IN FEDERALLY ASSISTED PROGRAMS (M) (AUG 2021)

The recipient shall comply with 10 CFR 1040 which provides that "...no person shall, on the ground of race, color, national origin, sex (when covered by section 16 and section 401), handicap, or age, be excluded from participation in, be denied the benefits of, be subjected to discrimination under, or be denied employment, where a primary purpose of the Federal financial assistance is to provide employment or when the delivery of services is affected by the recipient's employment practices (under section 504, all grantee and subgrantee employment practices are covered regardless of the purpose of the program), in connection with any program or activity receiving Federal financial assistance from the Bonneville Power Administration)."

Nothing in this Master Agreement is intended or shall operate to inhibit Recipient from implementing a lawful Indian preference employment policy or requiring its contractors to comply with applicable tribal Indian preference employment laws.

CLAUSE 100 KEY PERSONNEL (M) (AUG 2021)

The key personnel identified in each task order (or release) are considered to be essential to the work being performed hereunder. No diversion shall be made by the Recipient without the written acceptance of the Contracting Officer.

STATUTORY AND NATIONAL POLICY REQUIREMENTS

Financial assistance awards are subject to the following statutory and national policy requirements below. By signing or accepting the funds under the financial assistance award, the recipient agrees that it will comply with applicable provisions below.

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
NONDISCRIMINATION				
On the basis of race, color, or national origin, in Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d, et seq.), as implemented by: DOE at 10 CFR Part 1040	All	All	All	Requirements flow down to subrecipients.
On the basis of race, color, religion, sex, or national origin, in Executive Order 11246 [3 CFR, 1964-1965 Comp., p. 339], as implemented by Department of Labor regulations at 41 CFR Part 60 and EPA at 40 CFR Parts 7 and 12.	Grants, cooperative agreements, and other prime awards defined at 40 CFR 60-1.3 as "Federally assisted construction contract."	All	Awards under which construction is to be done.	Requirements flow down to construction subrecipients.
On the basis of sex or blindness, in Title IX of the Education Amendments of 1972 (20 U.S.C. 1681, et seq.). DOE at 10 CFR Part 1040	All	Education al institution [for sex discrimination, excepts all Institution controlled by religious organization, when inconsistent with the organization's religious tenets].		
On the basis of age, in the Age Discrimination Act of 1975 (42 U.S.C. 6101, et seq.), as implemented by Department of Health and Human Services regulations at 45 CFR part 90. DOE at 10 CFR Part 1040	Grants, cooperative agreements, and other awards defined at 45 CFR 90.4 as "Federal financial assistance."	All	All	Requirements flow down to subrecipients.

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
On the basis of handicap, in: 1. Section 504 of the Rehabilitation Act of 1973 (29 USC 794), as implemented by Department of Justice regulations at 28 CFR Part 41 and DOE at 10 CFR Part 1040.	Grants, cooperative agreements, and other awards included in "Federal financial assistance"	All	All	Requirements flow down to subrecipients.
2. The Architectural Barriers Act of 1968 (42 USC 4151, et seq.).	Grant or loan	All	Construction or alteration of buildings or facilities, except those restricted to use only by able-bodied uniformed personnel.	
3. Americans with Disabilities Act. 42 USC 12101 et. seq	All	All		
LIVE ORGANISMS				
For human subjects:				
For human subjects, the Common Federal Policy for the Protection of Human Subjects. Codified by the: DOE at 10 CFR Part 745	All	All	Research, development, test, or evaluation involving live human subjects.	Requirements flow down to subrecipients
P.L. 104-191 Health Insurance Portability and Accountability Act (HIPAA)	As applicable	Covered Entities	As applicable	Limits uses of protected health information (PHI) collected or maintained by researchers within a covered entity or access to PHI from a covered entity. Research uses do not require Business Associate Agreements (defined at 45 CFR part 164 504 (e)(1) between collaborating institutions. Guidance available at http://privacyruleandresearch.nih.gov/
For animals:	All	All		Requirements flow down to subrecipients.

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
Rules on animal acquisition, transport, care, handling, and use in: (i) 9 CFR Parts 1-4, Department of Agriculture rules that implement the Laboratory Animal Welfare Act of 1966 (7 US+160C. 2131-2156). Public Health Service Agencies must follow requirements in the PHS Policy on Humane Care and Use of Laboratory Animals, which implements PL 99-158, Sec. 495. NASA requirements for animal welfare are set forth at 14 CFR Part 1232 EPA at 40 CFR Part 40. For USDA/CSREES, "In the case of domestic farm animals housed under farm conditions, the institution should adhere to the principles stated in the Guide for the Care and Use of Agricultural Animals in Agriculture and Teaching, Federation of Animal Science Societies, 1999."	All	All	Research, experimentation, or testing involving the use of animals USDA regulations exempt birds, most rats and mice bred for research, and farm animals used for agricultural research.	
Rules of the Departments of Interior (50 CFR Parts 10-24) and Commerce (50 CFR Parts 217-227) implementing laws and conventions on the taking, possession, transport, purchase, sale, export, or import of wildlife and plants, including the: Endangered Species Act of 1973 (16 U.S.C. 1531-1543); Marine Mammal Protection Act (16 U.S.C. 1361-1384); Lacey Act (18 U.S.C. 42); and Convention on International Trade in Endangered Species of Wild Fauna and Flora.	All	All	Activities which may involve or impact wildlife and plants.	
ENVIRONMENTAL STANDARDS				
Comply with applicable provisions of the Clean Air Act (42 U.S.C. 7401, et. Seq.) and Clean Water Act (33 U.S.C. 1251, et. seq.), as implemented by Executive Order 11738 [3 CFR, 1971-1975 Comp., p. 799]. EPA at 40 CFR Part 6	All	All	All, for Clean Air Act, Clean Water Act, and Executive Order 11738.	Requirements flow down to subrecipients.

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
The quality of the human environment, and provide help the agency may need to comply with the National Environmental Policy Act (NEPA, at 42 U.S.C. 4321, et. seq.) and to prepare Environmental Impact Statements or other required environmental documentation. In such cases, the recipient agrees to take no action that will have an adverse environmental impact (e.g., physical disturbance of a site such as breaking of ground) until the agency provides written notification of compliance with the environmental impact analysis process. DOE at 10 CFR Part 1021				
Flood-prone areas, and provide help the agency may need to comply with the National Flood Insurance Act of 1968 and Flood Disaster Protection Act of 1973 (42 U.S.C. 4001, et. seq.), which require flood insurance, when available, for Federally assisted construction or acquisition in flood-prone areas. DOE at 10 CFR Part 1022	All	All	Awards involving construction, land acquisition or development, with some exceptions [see 42 U.S.C. 4001, et. seq.].	The Council on Environmental Quality's regulations for implementing NEPA are at 40 C.F.R. Parts 1500-1508. Executive Order 11514 [3 CFR, 1966-1970 Comp., p. 902], as amended by Executive Order 11991, sets policies and procedures for considering actions in the U.S. Executive Orders 11988 [3 CFR, 1977 Comp., p. 117] and 11990 [3 CFR, 1977 Comp., p. 121] specify additional considerations, when actions involve floodplains or wetlands, respectively.
All existing or proposed components of the National Wild and Scenic Rivers system, and provide help the agency may need to comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C.1271, et seq.). EPA at 40 CFR Part 6	Grants, cooperative agreements , and other "financial assistance" (see 16 U.S.C. 3502).	All	Awards that may affect existing or proposed element of National Wild and Scenic Rivers system.	Requirements flow to subrecipients.
Underground sources of drinking water in areas that have an aquifer that is the sole or principal drinking water source, and provide help the agency may need to comply with the Safe Drinking Water Act (42 U.S.C. 300h-3). EPA at 40 CFR Part 6	All	All	Construction in All area with aquifer that the EPA finds would create public health hazard, if contaminated.	42 U.S.C. 300h-3(e) precludes awards of Federal financial assistance for all projects that the EPA administrator determines may contaminate a sole-source aquifer so as to threaten public health.

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
Resource Conservation and Recovery Act 42 USC 6901	All	Awards to states or a political subdivision of a state (which for this purpose includes state and local institutions of higher education or hospitals)		
HEALTH & SAFETY GUIDELINES				
Applicable OSHA Standards in Laboratories 29 CFR 1910.1030 Bloodborne Pathogens; 29 CFR 1910.1450, Occupational Exposure to Hazardous Chemicals in Laboratories	All	All	Research involving use of hazardous chemicals or bloodborne pathogens	
Handling and transport of etiologic agents Procedures for Domestic Handling and Transport of Diagnostic Specimens and Etiologic Agents, 1994 (3rd ed.), H5a3doc.75, National Committee for Clinical Laboratory Standards	All	All	Research involving etiologic agents	
Hotel and Motel Fire Safety Act of 1990 - P.L. 101-39 40 USC 327-333	Conference or meeting support	All	Alterations and Renovations > \$500,000	
Labor Standards under Federally Assisted Construction: Construction Work Hours and Safety Standards Act 40 USC 327-333	All	All	Alterations and Renovations > \$500,000	
Text Messaging While Driving - EO 13513	All	All	When performing work for or on behalf of government	Adopt and enforce policies that ban text messaging while driving.
Increasing Seat Belt Use in the United States Executive Order 13043, Increasing Seat Belt Use in the United States, dated, April 16, 1997	All	All		In accordance with the Executive Order, "grantees are encouraged to adopt and enforce on-the-job seat belt policies and programs for their employees when operating company-owned, rented, or personally owned vehicles."

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
NATIONAL SECURITY GUIDELINES				
Executive Order 13224, Blocking Property and Prohibiting Transactions with Persons who Commit, Threaten to Commit, or Support Terrorism, dated September 23, 2001.	All			
GENERAL/MISCELLANEOUS REQUIREMENTS				
Drug Free Workplace 41 USC 701 et seq. DOE at 10 CFR Part 607	All	All		
Civil False Claims Act 31 USC 2739	All	All	All	
Criminal False Claims Act 18 USC 287 and 1001 31 USC 3801, 45 CFR 79	All	All	All	
Government-wide Debarment and Suspension (Nonprocurement) DOE at 10 CFR 1036	All	All		
Lobbying Prohibitions 31 USC 1352, stipulates that (1) No Federal appropriated funds have been paid or will be paid, any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement. (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal grant or cooperative agreement, the undersigned shall complete and submit the SF Form LLL, "Disclosure of Lobbying Activities", in accordance with its instructions. DOE at 10 CFR Part 601	All			Requirements flow down to construction subrecipients.
Metric System 15 USC 205 and Executive Order 12770	All	All	All	

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
Misconduct in Science Policies and responsibilities associated with prevention, detection, and handling of misconduct in science allegations as stipulated in regulations: DOE at 10 CFR Part 733 [Federal Register: December 6, 2000 (Volume 65, Number 235)] [Notices] [Page 76260-76264]	All	All	All	
National Historic Preservation The recipient agrees to identify to the awarding agency all property listed or eligible for listing on the National Register of Historic Places that will be affected by this award, and to provide all the help the awarding agency may need, with respect to the award. 16 USC 470f	All	All	All	
Paperwork Reduction Act 44 USC 3501	All	All	When data is collected from respondents using a questionnaire or other survey instrument. See, however, M-11-07 dated 12/9/10 entitled, "Facilitating Scientific Research by Streamlining the Paperwork Reduction Act Process." https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/memoranda/2011/m11-07.pdf	Data collection activities, if any, performed under this project are the responsibility of the recipient, and awarding agency support of the project does not constitute approval of any survey design, questionnaire content, or data collection procedures. The recipient shall not represent to respondents that such data are being collected for or in association with Bonneville without the specific written approval of the Bonneville CO. However, this requirement is not intended to preclude mention of Bonneville support of the project in response to an inquiry or acknowledgment of such support in any publication of these data.

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
U.S. Flag Air Carriers 49 USC 40118 See also General Services Administration amendment to the Federal Travel Regulations, Federal Register (Vol. 63, No. 219, 63417-63421)	All	All	Any air transportation to, from, between, or within a country other than the U.S. of persons or property, the expense of which will be assisted by Federal funding, must be performed by or under a code-sharing arrangement with a U.S.-flag air carrier if service provided by such a carrier is available (see Comp Gen. Decision B-240956, dated September 25, 1991).	
Trafficking in Persons By signing or accepting funds under the agreement, the recipient agrees that it will comply with Trafficking Victims Protection Act of 2000 (22 U.S.C. 7104(g)) as implemented by 2 CFR 175.	All	175.15 (b)I.a. applies to private entities 175.15(b) I.b. applies to other than private entities if award includes subrecipient award to a private entity 117.15(b)I .c. applies to all recipients		Requirements flow down to subrecipients.
Whistleblower Protection Awardees are notified of the applicability of 41 U.S.C. § 4712, as amended by P.L. 112-239, providing protection for whistleblowers.	All	All	All	
Use of United States Flag Vessels 46 CFR 381	All	All		
Patents, Trademarks and Copyrights 35 USC 202-204 and 37 CFR 401	All	Awards to non-profits and small businesses		

Description	Type of Award	Type of Recipient	Specific Situation	Flow Down Requirements
Privacy Act 5 USC 552a	All	All		
Pro Children Act 20 USC 7183	All	All	All awards performed in facilities where children are served.	
Uniform Relocation Assistance and Real Property Acquisition Policies Act 42 USC 4601 and 49 CFR 24	All	All		
Constitution Day PL 108-447	All	Educational Institutions		
Copeland Act 40 USC 4135	All	All		
Davis Bacon Act 40 USC 3141 et.seq	All	All		
Earthquake Hazards Reduction Act 42 USC 7701 et seq., EO 12699	All	All	Construction awards within applicable geographic areas	
Freedom of Information Act 5 USC 552	All	All		
Hatch Act 5 USC 7321-7328	All	State or Local Governments		
Limited English Proficiency EO 13166	All	All		
Native American Graves Protection and Repatriation 25 USC 3001-3013	All	All		Precludes use of funds to maintain or establish a computer network unless such network blocks the viewing, downloading, and exchanging of pornography, unless the activity fits within a law enforcement exception as noted in the provision.



Statement of Work Report

Data Current as of: 11/19/2021

Report Printed: 11/19/2021

Project Title: Upper Columbia Programmatic Habitat
Project #: 2010-001-00
Contract Title: 2010-001-00 EXP UPPER COLUMBIA PROGRAMMATIC HABITAT-ADMIN
Contract #: CR-350017;89298
Province: Columbia Cascade, **Subbasin:** Methow, Wenatchee, Entiat, Okanogan
Columbia Cascade,
Columbia Cascade,
Columbia Cascade
Workorder Task(s): WO: 00245655
Task: 1
Perf. Period Budget: \$159,961 **Perf. Period:** 12/1/2021 - 11/30/2022
Contract Type: COOP **Pricing Type:** Cost Reimbursement (CNF)
Contractor(s): Upper Columbia Salmon Recovery Board (Prime - UPPCOLSA00)
BPA Internal Ref: CR-350017; 89298
SOW Validation: Last validated 10/19/2021 with 0 problems, and 0 reviewable items
Contract Documents: [Transmittal Memo \(10/16/2021\)](#) Transmittal Memo for CR-350017
[Property Inventory \(10/16/2021\)](#) CR-350017-PI-List
[Budget - Contract \(10/16/2021\)](#) CR-350017-LIB

Contract Description:

CR-350017

Under this FFY2022 contract, and as a continuation of Contract 86621, the UCSRB will provide the core services outlined below. In addition, the UCSRB will provide the following enhanced services:

--Added PM-A/P Programmatic portfolio coordination, meeting management, and contract development support to the BPA Habitat Area Lead (HAL) under WE D
--Focused, early biological input on projects during 0%-15% design, under WE E
--Technical assistance to sponsors in proposal development, if needed, under WE E.
--In support of WE E, the UCSRB proposes to contract with the BioAnalysts/ RTT chair to provide oversight and assistance to incorporate new Tier 1 Data Gap information into regional Prioritization and update the biological strategy. As part of WE E, the UCSRB also proposes to subcontract with a Prioritization expert to ensure seamless transfer of knowledge about Prioritization process and tool management to the new Science Program Manager, in order to safeguard BPA's investment in UC Prioritization and this regional resource for sponsors.

FFY22 Services include:

1. Providing Executive Level and regional Programmatic coordination and facilitation with BPA among project sponsors, Action Agency (AA) partners and others through 1:1 dialogue, Watershed Action Teams (WATs), the Methow Restoration Council (MRC), regional Implementation Team (IT), and Upper Columbia Regional Technical Team (RTT) meetings/discussions.
2. Updating the UCSRB-BPA Programmatic project solicitation process and associated documentation (e.g., Sponsor / BPA-Engineering & Technical Services (ETS)/ BPA-Environmental Compliance (EC) guidance, application materials, etc.) to incorporate updated regional Habitat Action Prioritization outputs with regard to biological benefit and reflect Programmatic adaptive management for FFY2022.
3. Potentially running a Targeted Solicitation in 2022 to identify quality, priority projects for potential BPA funding.
4. Reviewing project proposals for strategic alignment with BPA goals & objectives; the RTT/Habitat Action Prioritization biological benefit score, the Biological Strategy; and the potential for cost-sharing.
5. Providing early, focused technical input and assistance to sponsors, as needed, so that final proposals reflect SMART biological goals and objectives based on species / life-history / habitat needs so that robust proposals are



advanced for FFY2022 funding consideration.

6. Contributing input to BPA ETS staff and the Habitat Area lead on fish/ potential biological benefit during early project development (concept to 15% design)
7. Contributing review-input again to BPA ETS staff and Habitat Area lead at 30% design
8. Coordinating RTT review of Programmatic projects at 15% and 30% design, and final scoring of biological benefit at 60% or 80%
9. Providing on-call technical support for specific BPA requests (e.g., water resources-related inquiries and information gathering, prioritization information, data transfer)
10. Concluding participation in the 2021-2022 NPCC anadromous habitat and hatchery categorical review process, including any enhanced communication requests-coordination needs that may arise by mid-April 2022.
11. Performing reporting (monthly summaries, quarterly status reports, annual project / other technical reporting)
12. Coordinating any needs for maintenance and/or monitoring of instream structures previously constructed through the Programmatic.
13. Collaborating with BPA staff re: other regions' Programmatic frameworks, potential use of BPA's GIS resources, access to BPA's RM&E Team, and access and coordination with ETS and EC staff.
14. Establishing, convening, and summarizing project-level calls with UCSRB, BPA, sponsors, others to help ensure the portfolio of Programmatic projects is advanced in an integrated and coordinated manner.

Personnel staff classifications operating under this contract are Executive Director, Program Managers, and Finance Manager.

- Executive Director (ED)

The ED is responsible for oversight of day-to-day UCSRB operations and overall execution of this contract with BPA. The ED will work closely with BPA to:

- Facilitate implementation of the Programmatic by coordinating with UCSRB staff internally, and communicating externally with partners and managers regarding implementation and adaptive management of the Programmatic.
- Identify and respond to time-sensitive issues that affect successful implementation of habitat restoration projects and keep BPA abreast of these issues.
- Work with BPA and UCSRB staff to coordinate with partners in each of the sub-basins, the Regional Technical Team (RTT), the Implementation Team, governmental and non-governmental partners across the Upper Columbia region, and other stakeholders.
- Provide executive oversight of the Programmatic and compliance, including reporting, contract management, voucher submission and coordination with BPA.
- Serve as mediator when necessary to resolve gridlock or conflict.

- Program Manager - Project Administration/Policy Support (PM-A/P):

The PM-A/P, in very close coordination with BPA, acts as the primary point of contact for day-to-day Programmatic administration within the UC region. The PM-P/A will work closely with BPA, sponsors and partners (AA and others) to:

- Advance Programmatic-funded activities and identify and help address issues or delays.
- Play a coordination and facilitation role with BPA, partners, sponsors, RTT, PM-S/T and share guidance on the Programmatic as it evolves.
- Coordinate RTT review of Programmatic projects at key junctures and participate in partner meetings
- Run and manage the Targeted process with BPA as need to identify high-quality projects for potential Programmatic funding.
- Assist with review of other priority projects for potential cost-share/Programmatic funding.
- Work directly with BPA to identify and implement any needed adjustments to the Targeted process
- Support UCSRB-BPA contract development and compliance, including preparation of reports and presentations about the Programmatic
- Document/ continue curation of current and legacy Programmatic files

- Program Manager - Science/Technical Support (PM-S/T):

The PM-S/T, in close coordination with BPA, serves as the primary point of contact for regional technical information, data, and UC Habitat Action Prioritization outputs that support Programmatic project development, implementation and adaptive management. The PM-S/T will:

- Help identify high quality projects within the region for BPA funding consideration.
- Contribute early input on fish habitat and fish utilization to support the development of appropriate biological goals and objectives for Programmatic projects, and ensure they are tiered to identified limiting factors and UC Habitat Action Prioritization outputs.



- Identify, help assemble and provide reasonable habitat and fish use data and information and summarize available data and results from similar projects to support the development of Programmatic proposals and projects.
- Provide focused review and input during concept development through pre-design/15%. This early input will help best align the early design process with UC Habitat Action Priorities. The PM-S/T may coordinate with project sponsors, regional engineer consultant (potential FY21 contract), BPA PM/COR, BPA engineers, and BPA EC and ETS Leads to provide input.
- Provide biological input on 30% design to BPA ETS staff and Habitat Area Lead.
- Provide technical support and coordination to project sponsors and the RTT fully implement the regional Habitat Action Prioritization tool.
- Explore opportunities to develop standardized metrics/measurable objectives by project type to support discussions of biological benefit for project proposals.

• Finance Manager (FM)- Fiscal Support:

The FM will prepare and submit vouchers and supporting documents to BPA.

Background:

The Upper Columbia Salmon Recovery Board (UCSRB) coordinates with numerous federal and state agencies, county and city governments, Soil and Water Conservation Districts, the State of Washington Salmon Recovery Funding Board (SRFB), two Tribes, local landowners and public interest groups in implementing the Upper Columbia Spring Chinook and Steelhead Recovery Plan. The purpose of this BPA Programmatic contract is to facilitate the process of targeting BPA funding towards tributary habitat restoration that contribute to the recovery of the Upper Columbia spring Chinook ESU and the Upper Columbia steelhead DPS, and provide mitigation opportunities for BPA. Funded conservation actions are prioritized, identified, and implemented through a collaborative science-based process that lead to efficient, cost-effective, and biologically beneficial on-the-ground mitigation actions. BPA will only evaluate projects proposed for funding that have been objectively identified and prioritized by the Upper Columbia (UC) Upper Columbia Biological Strategy/Habitat Action Prioritization within the Upper Columbia River Basin. Proposed projects must also meet BPA's responsibilities under the Columbia River System Operations (CRSO) BiOp and the Northwest Power Act; utilize the HIP BiOp for environmental compliance (or comply with associated technical criteria); and meet BPA's objectives as outlined in its 2018-2023 Strategic Plan. BPA's participation is executed through the F&W Habitat Program and administered through the area lead structure, the respective roles and responsibilities and the conditions within this contract.

Contacts:

Name	Role	Organization	Phone/Fax	Email	Address
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Jennifer McKenna	Interested Party	Bonneville Power Administration	(503) 314-8915 / NA	jmmckenna@bpa.gov	
Tracy Bauerman	Technical Contact	Upper Columbia Salmon Recovery Board		tracy.bauerman@ucsr.org	

Work Element Budget Summary:

Work Element - Work Element Title	EC Needed*	Estimate	(%)
A : 165. Produce Environmental Compliance Documentation - Complete EC Requirements		\$900	(0.56%)
B : 119. Manage and Administer Projects - Manage Contract in Accordance with BPA Requirements for Their Requested Services		\$40,625	(25.39%)
C : 191. Watershed Coordination - Executive Level Management		\$6,000	(3.75%)
D : 191. Watershed Coordination - Regional Programmatic Coordination		\$46,557	(29.10%)
E : 191. Watershed Coordination - Regional Science Alignment		\$29,993	(18.75%)
F : 114. Identify and Select Projects - Solicit Targeted Projects, ID Cost-Share Projects		\$11,746	(7.34%)
G : 186. Operate and Maintain Habitat/Passage/Structure - Maintain and monitor instream structures	*	\$10,000	(6.25%)
H : 185. Produce Pisces Status Report - Periodic Status Reports for BPA		\$1,000	(0.62%)
I : 132. Produce (Annual) Progress Report - Annual Progress Report 12/2020 to 11/2021		\$8,640	(5.40%)
J : 141. Produce Other Report - Other Reports for BPA		\$4,500	(2.81%)
Total:		\$159,961	

* Environmental Compliance (EC) needed before work begins.

Statement of Work Report**Work Element Details****A: 165. Produce Environmental Compliance Documentation**

Title:	Complete EC Requirements
Description:	The UCSRB may be required to complete EC through its subcontractors, particularly when responding with maintenance on an existing project (WE G). The milestones suggest an approach in anticipation of such needs, but with nothing specific to respond to in advance of developing the work element.
Deliverable Specification:	WE G (Operate and Maintain Structures) is the only WE contained in this SoW that requires EC. Complete EC requirements, as needed, and with direction from BPA.
Work Element Budget:	\$900 (0.56%)
Planned Metrics:	* Are herbicides used as part of work performed under this contract?: No * Will water craft, heavy equipment, waders, boots, or other equipment be used from outside the local watershed as part of work performed under this contract?: Yes



Milestone Title	Start Date	End Date	Status	Milestone Description
A. HIP Risk Determination (F&W HABITAT ACTIONS ONLY) : Contact BPA EC Lead for risk determination	12/1/2021	12/1/2021	Inactive	FOR HABITAT ACTIONS ONLY (WE-G only): The EC Lead will determine if work under this work element may be able to have full ESA-coverage (NMFS & USFWS) under the Habitat Improvement Program Biological Opinion (HIP). The HIP has expanded coverage for projects that may pose a moderate to high risk of impacting an ESA-listed species or critical habitat that would normally require a Biological Assessment. For work that qualifies, projects will undergo a review by the EC Lead and Engineering Technical Services (ETS) team. Before conceptual design commences, contact the EC Lead for HIP consideration, instruction, and information needs and requirements for coverage eligibility. The HIP activity categories and risk criteria are located in the current HIP Handbook located here: https://www.bpa.gov/efw/Analysis/NEPADocuments/Pages/ESA-Process.aspx
B. Obtain/Renew applicable local, state, federal and tribal environmental permits	12/1/2021	12/1/2021	Inactive	Work done to obtain permits such as Sec. 401 or 404 (including RGP process), shoreline, NPDES, or any other required federal, state, or local permits. Send copies of final permits to EC Lead as requested.
C. Effective & Regular Coordination with BPA EC Lead on WE G	12/1/2021	11/30/2022	Inactive	UCSRB Contract Manager and staff will cooperate, coordinate, and maintain effective communication with BPA PM/COR, HAL, EC Lead, and BPA ETS, during the entire length of this implementation contract.
Deliverable: D. EC Sign-off		12/1/2021	Inactive	<i>See the Deliverable Specification above</i>

B: 119. Manage and Administer Projects

Title: Manage Contract in Accordance with BPA Requirements for Their Requested Services

Description: The ED and PM-A/P will manage and administer the BPA Programmatic Habitat contract consistent with current UCSRB and BPA policies.

The UCSRB ED, staff, and subcontractors will cooperate, coordinate, and maintain effective communication with BPA PM/COR, EC Lead, BPA Habitat Area Lead (HAL), and BPA Engineering & Technical Services, during the entire length of this implementation contract and across all WEs. UCSRB and its staff will address BPA comments/concerns, and the two entities will arrive at a mutual beneficial consensus.

Should there be a need to monitor or maintain a previously funded project that is no longer under contract, pre-authorization to do so shall be provided by BPA to the ED and the effort will be covered under this work element.

Travel for ED and PMs to attend professional meetings related specifically to the Programmatic in Eastern WA and Portland is included in this WE. Travel for training is also authorized under this contract.

No leftover/ remaining/ surplus travel budget relative to mileage or lodging can be utilized for travel to training in Eastern WA or elsewhere in the PNW.

Deliverable Specification: All administrative tasks shall be fulfilled on time and with quality products. Timely responses to requests for more information are required. Proactive communication between the contractor and BPA's Contracting Officer (CO) and Contracting Officer Representative (COR) is required if a significant lag in scheduled delivery is expected.

Work Element Budget: \$40625 (25.40%)

Milestone Title	Start Date	End Date	Status	Milestone Description
A. Comply with all applicable federal, state, tribal and local safety requirements, including reporting	12/1/2021	11/30/2022	Inactive	As described in the contract's Terms and Conditions, the contract manager and contractor shall comply with all applicable federal, state, tribal and local safety laws, rules, regulations and requirements.
B. Error-check & update actual WE budget spending w/in 4 months (reflect contract close-out value)	12/1/2021	3/31/2022	Inactive	No later than 4 months after the end of the previous contract, (a) open the prior-year contract SOW at the "WE Budget" tab; and (b) enter "Updated" WE budget amounts to reflect the final contract close-out amount actually spent by the contractor.



Milestone Title	Start Date	End Date	Status	Milestone Description
C. Begin drafting contract renewal documents and conduct internal review as needed	3/30/2022	6/30/2022	Inactive	Your statement of work, line-item budget, and (if required) property inventory for your next contract are due to BPA at least 5 months prior to the contract start date (longer if your internal processes require more time to get the contract signed and in place prior to the start date).
D. Submit contract renewal package (SOW, Excel budget, property inventory) to BPA COTR	8/15/2022	8/15/2022	Inactive	Once your statement of work (SOW) in Pisces is complete, and you have attached your line-item budget (LIB) and property inventory (PI) (if required), click the "Submit" button on the SOW tab to notify your COTR the package is ready for review.
E. Address comments and revise SOW, LIB, and PI as needed to get BPA manager approval	9/1/2022	9/15/2022	Inactive	Once your COTR and his or her BPA manager have reviewed your contract renewal package and returned any comments to you, you will need to provide responses and changes as needed to achieve approval from the BPA manager, who will then forward the package to the Contracting Officer. This should be completed at least five months prior to the next contract start date.
F. Return signed contract to BPA's Contracting Officer within 30 days	11/1/2022	11/30/2022	Inactive	Respond to the CO and COTR indicating any problems with the contract within 20 days, or return the signed contract to the BPA Contracting Officer (CO) within 30 days.
G. Submit final invoice for prior contract within 90 days to facilitate contract closeout	12/1/2021	2/28/2022	Inactive	Within 90 days of the last day of the PRIOR contract, the contractor shall issue a final invoice. In instances where more than 90 days is needed (e.g., because subcontractors have not invoiced), the contractor shall: 1. review records, 2. estimate all outstanding costs, and 3. provide BPA with a single, cumulative estimate of all completed, but uninvoiced work. This amount shall be emailed to FWinvoices@bpa.gov and the COTR.
H. Facilitate inputting Cost Share information into CBfish.org at the Project level	9/30/2022	11/15/2022	Inactive	Cost share information can be input anytime during the contract (e.g., concurrent with quarterly status reports) but no later than November 15 for each fiscal year. There are multiple contractors under this project and I am the lead project Proponent. I will solicit cost share information for the previous federal FY from project partners and enter previous FY's Cost Share information on the Project Cost Share tab by Nov 15 for all project partners. (Milestone starts Sep. 30 and ends Nov. 15)
I. Manage & Administer Contract to meet BPA Requirements	12/1/2021	11/30/2022	Inactive	This WE covers all work by UCSRB to manage this contract. This includes administration and oversight of the Programmatic project as needed. UCSRB staff will respond to BPA routinely and as requested, provide financial and administrative documents, report on deliverables, copy BPA on all pertinent email correspondence and other Programmatic related documents throughout the contract period, and coordinate and attend conference calls and meetings to communicate project status and potential project needs with BPA COR. COR recommends that if any question or uncertainty arises with an individual working under the contract, UCSRB personnel should check with the BPA PM/COR first before proceeding on any Programmatic related item to ensure consistency and alignment with BPA. The role of the UCSRB under this contract is not that of a representative of BPA and therefore the organization does not speak on behalf of the agency, represent the agency, or communicate agency messages or positions on behalf of BPA to any regional entity. In addition, the UCSRB does not have designated authority on behalf of BPA and is only limited to what is within the terms and conditions of this contract. Coordination with BPA shall take place before UCSRB personnel communicate matters related to the Programmatic to regional and out-of-basin entities. Training and training related travel (mileage or lodging) is authorized under this contract. Refreshments of any type or for any purpose, including water, are not reimbursable under this contract.
J. Provide Monthly Accountability Reporting	12/1/2021	11/30/2022	Inactive	UCSRB will prepare a brief and concise monthly accountability report detailing the tasks accomplished by staff and noting the work element(s) under which that work was performed. UCSRB will email the report to the BPA COR and upload to cbfish.org
K. Travel to meetings in E. Washington and Portland in management of Contract	12/1/2021	11/30/2022	Inactive	UCSRB staff travel to meetings in E. WA and Portland specific only to this Programmatic in management of this contract as described in this Scope of Work. Limited regional coordination travel is included in the is WE and specific to this Programmatic only. No RM&E or training related travel is included under this contract.



				No utilization of leftover/ remaining/ surplus travel budget relative to mileage or lodging can be used for travel to training in Eastern WA or elsewhere in the PNW.
L. Coordinate All Line Item Budget Transfers w/BPA COR	12/1/2021	11/30/2022	Inactive	The UCSRB will coordinate all LIB transfers with BPA COR for concurrence authorization no matter what the % value for the time period of 12/01/2021 - 01/22/2022. NO LIB transfers are permitted beginning 90 days from end of contract period.
M. Effective & Regular Coordination with BPA	12/1/2021	11/30/2022	Inactive	UCSRB Contract Manager, staff, and subcontractors will cooperate, coordinate, and maintain effective communication with BPA PM/COR, EC Lead, BPA Habitat Area Lead (HAL), and BPA Engineering & Technical Services, during the entire length of this implementation contract. UCSRB and its staff will address BPA comments/concerns, and the two entities will arrive at a mutual beneficial consensus.
N. Submit physical inventory record	12/1/2021	11/30/2022	Inactive	Submit copy of form used for physical inventory of property. Under §200.313, a physical inventory of property must be taken and the results reconciled with the property records at least once every two years.
Deliverable: O. All administrative tasks fulfilled with timely quality products		11/30/2022	Inactive	<i>See the Deliverable Specification above</i>

C: 191. Watershed Coordination

Title: Executive Level Management

Description: The ED will provide executive-level management, administration and facilitation of the Programmatic to maximize efficiencies, ensure internal staff coordination, and sustain and strengthen BPA-UCSRB relationships with partners at the local, regional, state and federal level.

ED services will include:

1. Leadership on contract development, budgeting, accounting; some support from PM-A/P, PM-S/P and FM.
2. Acting as signatory on contracts with BPA and any UCSRB subcontractors
3. Exec-to-Internal UCSRB staff coordination as it relates to Programmatic contract and deliverables
4. Coordinate and communicate with BPA on any issues and opportunities related to the Programmatic
5. Engage the UCSRB Board of Directors as appropriate to positively influence Programmatic process
6. Possible UCSRB Board/ED/BPA executive management engagement to support issue discussion, adaptive management of the Programmatic, etc.

Deliverable Specification: UCSRB staff will work closely with BPA to address any relevant social or policy issues that arise in the region affecting the Programmatic. While future issues are unknown, specific interest is given to those issues that represent a potentially significant barrier to future implementation in the respective sub-basin, or the entire region. A good example that may serve during the time period of this contract, is to work with BPA on potentially securing a partnership agreement with the USFS to facilitate the implementation of Programmatic projects on Forest Land.

Work Element Budget: \$6000 (3.75%)

Milestone Title	Start Date	End Date	Status	Milestone Description
A. Potential Issue Management/Coordination	12/1/2021	11/30/2022	Inactive	As part of the ongoing communication required under WE B, if an issue arises that requires management or a Programmatic Project policy determination, UCSRB will closely coordinate with BPA from the onset of the issue. In the majority of cases, BPA and their Office of General Counsel will most likely make the policy determination. UCSRB is not authorized under this contract to communicate or make policy determinations on behalf of BPA. The role of the UCSRB under this contract is not that of a representative of BPA and therefore the organization does not speak on behalf of the agency, represent the agency, or communicate agency policy, messages or positions on behalf of BPA to any regional entity. In addition, the UCSRB does not have designated authority on behalf of BPA and is only limited to what is within the terms and conditions of this contract. COR recommends that if any question or uncertainty arises with an individual working under the contract, UCSRB personnel should check with the BPA PM/COR first before proceeding on any Programmatic related item to ensure consistency and alignment with BPA.



Milestone Title	Start Date	End Date	Status	Milestone Description
Deliverable: B. Identify, coordinate with BPA, and resolve with BPA potential issues in the UC		11/30/2022	Inactive	<i>See the Deliverable Specification above</i>

D: 191. Watershed Coordination

Title: Regional Programmatic Coordination

Description: General PM-A/P services shall consist of:

1. Day-to-day facilitation and coordination of regional dialogue about Programmatic process and activities.
2. Information dissemination and feedback gathering re: the Programmatic at local WAT, MRC and IT meetings.
3. Development of meeting invites, agendas, summaries and materials to support project portfolio coordination among UCSRB, sponsors, and ETS, and management by the BPA HAL.
4. Conducting Programmatic contract milestone and deliverable tracking and reporting for December 1, 2021 - November 30, 2022
5. Adaptively managing Programmatic process and related documents (e.g., Sponsor/BPA ETS guidelines, application requirements), in partnership with BPA
6. Assist Sponsors with project-level SOW, WE and metric development and data entry in CBfish.org.

In FFY22 the PM-A/P, with the PM-S/T (see WE E) will continue to participate in the NPCC/ISRP anadromous habitat and hatchery program categorical review, which was initiated in February 2021. FFY22 tasks include review of the ISRPs final report and presentation to the NPCC in February 2022 and any follow-up coordination with BPA and NPCC that may be required based on ISRP findings.

The PM-A/P will closely coordinate internally with PM-S/T and ED, as well as with BPA, in provision of the above services for this WE.

Background:

As co-sponsor to the Programmatic, UCSRB staff will continue to work closely with BPA to direct Programmatic funds towards the highest priority restoration areas and action types in the Upper Columbia region, in a timely and strategic manner that is aligned with the UC Regional Technical Team's Habitat Action Prioritization

Deliverable Specification: Coordinate with BPA (COR and ETS), RTT, IT, WATs, limited forums, partners, project sponsors, and local scientists for potential integration of input and information.

Specifically, the PM-A/P will:

1. With BPA, develop revised Programmatic guidance to sponsors to incorporate ETS and EC expectations about early technical engagement on concept development and design; new BiOp mitigation metrics; and other high-level framing.
2. With BPA, develop revisions to Targeted application/documents for use in future solicitation(s).
3. With the PM-S/T, curate BPA Programmatic documents/file structure/Prioritization and data portal, etc. to facilitate data sharing and preserve legacy project information.

Work Element Budget: \$46557 (29.11%)

Milestone Title	Start Date	End Date	Status	Milestone Description
A. Coordinate Science-RTT Updates to Programmatic	12/1/2021	11/30/2022	Inactive	The PM-A/P will collaborate with and rely on PM-S/T to ensure RTT Habitat Prioritization and Biological Strategy updates are incorporated into a potential Targeted solicitation strategy for FFY2022, in alignment with BPA's guidance regarding the Habitat Program, policies, and Habitat Strategy. The PM-A/P and ED will closely coordinate with BPA, and BOR if at all necessary, regarding any necessary revisions to the Targeted process (upfront coordination with BPA to occur before initiating AA contact as BPA's sister AA has no authority over the Targeted process).



Milestone Title	Start Date	End Date	Status	Milestone Description
B. Proposal Consistency Review	12/1/2021	11/30/2022	Inactive	As part of Regional Programmatic Coordination, the PM-A/P will ensure that proposals to the Programmatic align with all Targeted solicitation requirements, including the RTT UC Habitat Prioritization (and updates) and Sponsor/BPA ETS guidance documents, and provide general input. Detailed technical input may be provided by the PM-S/T (see WE E) in support of regional science alignment.
C. Support Sponsor Final Proposal Development & Submittal	12/1/2021	11/30/2022	Inactive	PMs and the BPA PM/COR will assist and guide potential Programmatic project sponsors to develop compelling Targeted restoration proposals for high-priority action types in region's highest biological priority areas. PM-A/P (and ED) will work to identify and address emerging issues that could affect Sponsor's implementation schedule/efforts, and communicate such to BPA to support ongoing budget management. PM-S/T will assist with technical input (see WE E)
D. Presentation and Discussion at IT	12/1/2021	11/30/2022	Inactive	PM-A/P will, in close coordination with BPA, present information about Programmatic processes and any changes at appropriate regional Implementation Team (IT) meetings. The IT is the forum at which information affecting or related to all UC Programmatic sub-basins is shared and presented. When appropriate, the UCSRB and BPA will engage the IT in discussion about Targeted and Cost-Share processes and out-year planning.
E. Presentation and Discussion at WATs-MRC	12/1/2021	11/30/2022	Inactive	The PM-A/P, in close coordination with BPA, will present and discuss the Programmatic (Targeted Solicitations, Project Selection, Changes to Process/Adaptive Management) at appropriate WAT-MRC meetings as needed to supplement IT information, identify potential cost-share opportunities, and discuss projects that may qualify for future Targeted funding consideration.
F. Participate in up to two regional forum meetings	12/1/2021	11/30/2022	Inactive	In consultation and coordination with BPA, the PMs will participate in up to two regional forum meetings (e.g., NPCC Regional Coordination Forum) as needed when meetings overlap with Programmatic goals.
G. Participate remotely in Inter-regional Coordination	12/1/2021	11/30/2022	Inactive	PMs will coordinate with BPA COR on opportunities to engage remotely with other Programmatic regions/boards/councils to capitalize on cross-basin shared learning re: different approaches to planning, implementation and adaptive management that might be applied to advance the UC Programmatic.
Deliverable: H. Provide Regional Facilitation		11/30/2022	Inactive	<i>See the Deliverable Specification above</i>

E: 191. Watershed Coordination

Title: Regional Science Alignment

Description: The PM-S/T services associated with this WE include:

- Review draft Targeted and cost-share proposals for SMART goals and objectives based on:
 - alignment with UC Habitat Action Prioritization and the Biological Strategy
 - alignment with BPA habitat mitigation metrics for UC focal species in the 2020 CRS BiOp
- Assist Targeted project proponents with proposal refinement based on a and b, above, prior to initial RTT scoring and ranking of final proposals for anticipated biological benefit. If a cost-share project proposal is selected for Programmatic funding, the PM-S/T will help Sponsors develop-refine biological goals and objectives.
- With BPA staff, participate in an initial project site visit with partners.
- Contribute early input on habitat requirements of UC focal species (spring Chinook, summer steelhead) by life-history during BPA-UCSRB Programmatic design team mtgs. from concept development through 15% so that project biological goals and objectives tier to the UC Habitat Action Prioritization and address primary limiting factors.
- At the time of the RTT 30% design review, provide input re: biological benefit by submitting comments to BPA ETS and the BPA Habitat Area Lead.
- With the PM-A/P, coordinate timely Sponsor engagement with the RTT to ensure their review at 15% design and 30% design, and final RTT scoring of Programmatic projects at 60% or 80% design.
- Coordinate with RTT Chair/ BioAnalysts (subcontract) and PWG members on regional Prioritization Tool and biological strategy updates. The PM-S/T will receive RTT Chair support to incorporate new information being produced under the UCSRB Technical Services contract to help fill remaining Tier 1 data gaps.
- Liaise with Science Support/ Prioritization expert (subcontractor), if needed, to support seamless transition of Science Program support to the Programmatic.



9. Assist PM-A/P with technical aspects of sponsor Agreement Development, if needed.

BPA will do its best to incorporate partner technical comments on design beyond 30% in compliance with HIP.

In support of WE D, the PM-S/T will coordinate with the PM-A/P and BPA COR to update relevant technical aspects of UCSRB-BPA Targeted solicitation (guidance, priority areas, etc.) based on 1, above.

In addition, during the NPCC-ISRP anadromous habitat and hatchery review, which concludes mid-April 2022, the PM-S/T will collaborate and coordinate with BPA, NPCC staff and ISRP members (following NPCC coordination protocol), as appropriate, under this contract period. This WE may include some additional travel to Portland if appropriate and in alignment with BPA travel policies under COVID-19.

Deliverable Specification: Assist sponsors with Programmatic proposal development prior to RTT scoring of final proposals.

Provide recommendations related to optimization of biological benefit, attaining SMART goals and objectives from 0%-15% design development. Review, provide comments to HAL, BPA ETS staff at 30% design juncture during BPA design team calls.

Work Element Budget: \$29993 (18.75%)

Milestone Title	Start Date	End Date	Status	Milestone Description
A. Technical Review of Draft Proposals	12/1/2021	11/30/2022	Inactive	PM- S/T will review draft proposals for alignment with UC Habitat Action Prioritization and Biological Strategy. The PM-S/T will provide early input and engage with BPA ETS and other staff re: how well project proposals incorporate adequate biological information about fish, life-history stages, etc. to: 1) define project biologic goals and objectives, and 2) provide maximum biological benefits
B. Draft Proposal Refinement	12/1/2021	11/30/2022	Inactive	PM-S/T will provide input as appropriate-needed to help sponsors refine their draft proposals to articulate clear alignment with UC Habitat Action Prioritization, and ensure proposals contain robust biological goals and objectives.
C. Early Design Input	12/1/2021	11/30/2022	Inactive	PM-S/T will provide Programmatic sponsors and BPA staff with input on fish use, life-history priorities, and habitat limiting factors from concept development to 15% design. PM-S/T will engage on the above during concept development through pre-design/15% with BPA staff, the sponsor and design team members. This may include review of habitat modeling results, life-stage periodicity charts, hydrographs and other readily available data to support sponsor development of robust projects. PM-S/T will provide focused input to BPA ETS staff and Habitat Area Lead at preliminary (30%) design. PM-S/T, with PM-A/P, will coordinate RTT review of Programmatic project designs at 30%, potentially 60%, and 80%/final.
D. Support RTT/PWG to Update Prioritization Tool-Biological Strategy	12/1/2021	11/30/2022	Inactive	Coordinate with RTT Chair (subcontract)/ PWG to incorporate new Tier 1 Data Gaps information into Prioritization
Deliverable: E. UCSRB Technical Input on Programmatic Projects and Support to RTT		11/30/2022	Inactive	See the Deliverable Specification above

F: 114. Identify and Select Projects

Title: Solicit Targeted Projects, ID Cost-Share Projects

Description: The PM-A/P will:

1. With BPA HAL, support an annual rolling Targeted solicitation period to identify high quality UC projects for Programmatic funding.

2. Coordinate with BPA and PM-S/T ensure the Targeted solicitation areas, biological priorities, action types are aligned with the UC Habitat Action Prioritization and BPA's BiOp metric objectives.



3. Track separate regional funding proposals (e.g., SRFB) for alignment with BPA HIP, contracting timelines, and mitigation objectives to identify other potential Programmatic cost-sharing opportunities.

4. For successful proposals, support BPA and assist willing sponsors with development of Programmatic project contracts in CBfish.org as needed/appropriate.

Jointly, the PM-S/T and PM-A/P will coordinate with BPA staff on evaluations of risk, cost-benefit, and potential BiOp mitigation credit as part of final Programmatic project funding and cost-share decisions.

Deliverable Specification: The UCSRB-BPA will use the Targeted solicitation to identify restoration proposals that may be suitable for Programmatic funding, either in full or as part of cost-sharing with other funders. If/as suitable proposals are identified, BPA and the PM-A/P will explore contracting opportunities with willing sponsors.

Work Element Budget: Near-term targeted projects will proceed on the path of technical development and scoring. Longer-term targeted projects will continue to be evaluated on feasibility, timing, and available resources.
\$11746 (7.34%)

Primary Focal Species: Chinook (*O. tshawytscha*) - Upper Columbia River Spring ESU | Steelhead (*O. mykiss*) - Upper Columbia River DPS

Milestone Title	Start Date	End Date	Status	Milestone Description
A. Review proposed near-term habitat work before drafting a SOW for the subsequent contract (CR)	12/1/2021	11/30/2022	Inactive	Communicate with the COTR and EC-lead; to check in and discuss the near-term list of prioritized habitat actions (next 12-mos). Complete a conference call with BPA's Environmental Compliance (EC) staff about which habitat actions the contractor is likely to design and permit, or implement, in the next contract period. Your communication should include: what Work Elements to use in the SOW with guidance from COTR/EC, the applicability of EC review requirements and timelines (especially for activities that include ground-disturbing work) and work plan, before you start editing your subsequent SOW. (milestone end-date is 6-mos before contract end).
B. Discuss prioritized list with COTR and EC Lead; plan for subsequent contract work.	12/1/2021	11/30/2022	Inactive	Coordinate with the BPA COTR and EC Lead for large, complex, or multi-year habitat restoration projects before including the project in the SOW, or developing a design. Coordination for these types of projects could include holding coordination meetings; leading site visits; and/or including the COTR and EC Lead at annual reviews, solicitation meetings, or other sponsor-lead evaluations. Assure that project design review and approval, and funding commitments, are fully vetted with BPA staff; timely environmental compliance clearance for planned work requires the earliest possible coordination.
C. Targeted / Cost-share Project Selection	12/1/2021	8/31/2022	Inactive	The PM-A/P and PM-S/T will review Targeted proposals with BPA for alignment with solicitation requirements, including HIP EC and alignment with the Biological Strategy. In addition, PMs, with BPA, will evaluate the project for risk, potential biological benefit score, cost:benefit ratio and other variables as part of identifying the best potential projects for Programmatic funding.
D. Assist with Agreement Development	6/7/2022	11/30/2022	Inactive	Work with UC partners & BPA to assist willing sponsors with Programmatic project contract development in CBfish.org as needed/appropriate.
Deliverable: E. Develop/Update (out-year) Prioritized Habitat Project List		11/30/2022	Inactive	<i>See the Deliverable Specification above</i>

G: 186. Operate and Maintain Habitat/Passage/Structure

Title: Maintain and monitor instream structures

Description: The intended use of this WE, when only authorized by BPA, is for the potential monitoring and maintenance (M&M) of programmatic-funded instream structures (e.g. large woody material, engineered log jams) where an existing contract either does not cover this service, or one is no longer in place. BPA, UCSRB, and project sponsor will collaboratively work together to determine if M&M is necessary. This determination will be made by a BPA engineer and possibly a contract engineer in accompaniment of qualified individuals, hydrologists and biologists, along with the BPA PM/COR. Funding under this WE will not be obligated until authorized by BPA.

Deliverable Specification: When required, and not already covered under a separate Programmatic contract, the UCSRB, when authorized by BPA, will hire an existing project sponsor under subcontract to perform required maintenance of an instream structure (e.g. LWM, ELJ).



Planned Metrics:

* # of miles of streambank protected by fence maintenance: 0.00

* # of acres protected by fence maintenance: 0.00

Work Element Budget:

\$10000 (6.25%)

Planned Metrics:

* # of miles of streambank protected by fence maintenance: 0.00

* # of acres protected by fence maintenance: 0.00

Locations:

1

Primary Focal Species:

Chinook (O. tshawytscha) - Upper Columbia River Spring ESU | Steelhead (O. mykiss) - Upper Columbia River DPS

Country:

US

NPCC Subbasin:

Columbia Upper Middle

State:

WA

HUC5 Watershed:

Lake Entiat-Columbia River

County:

Chelan

HUC6 Name:

Number Two Canyon-Columbia River

Salmonid ESUs Present:

Upper Columbia River Spring-run Chinook Salmon ESU (Accessible) | Upper Columbia River Steelhead DPS (Accessible)

Milestone Title	Start Date	End Date	Status	Milestone Description
A. Environmental compliance requirements complete	12/1/2021	11/30/2022	Inactive	On-the-ground work associated with this work element cannot proceed until this milestone is complete. Milestone is complete when final documentation is received from BPA environmental compliance staff.
B. Ensure that any O&M follows recommendations to minimize adverse impacts to lamprey	12/1/2021	11/30/2022	Inactive	Contractors should plan operations and maintenance to minimize negative impacts to lamprey by following guidance from these documents: Best Management Guidelines for Native Lampreys During In-water Work, https://www.fws.gov/pacificlamprey/BPALampreyGuidanceDocuments.cfm Pacific Lamprey Habitat Restoration Guide, https://www.fws.gov/pacificlamprey/BPALampreyGuidanceDocuments.cfm Exploring Techniques to Reduce Lamprey and Salmonid Entrainment into Canals, https://www.fws.gov/pacificlamprey/BPALampreyGuidanceDocuments.cfm Dredging white paper, https://www.fws.gov/pacificlamprey/BPALampreyGuidanceDocuments.cfm Entrainment white paper, https://www.fws.gov/pacificlamprey/BPALampreyGuidanceDocuments.cfm
C. Removal of silt and/or gravel	12/1/2021	11/30/2022	Inactive	Ensure that any removal of substrate or sediment follows guidelines to protect lamprey. Dredging or removal of substrate can remove and kill multiple year classes of lamprey larvae and juveniles. Where lamprey are present, contractors should follow operation and maintenance guidelines from these documents: Best Management Guidelines for Native Lampreys During In-water Work, https://www.fws.gov/pacificlamprey/BPALampreyGuidanceDocuments.cfm Pacific Lamprey Habitat Restoration Guide, https://www.fws.gov/pacificlamprey/BPALampreyGuidanceDocuments.cfm Exploring Techniques to Reduce Lamprey and Salmonid Entrainment into Canals, https://www.fws.gov/pacificlamprey/BPALampreyGuidanceDocuments.cfm Dredging white paper, https://www.fws.gov/pacificlamprey/BPALampreyGuidanceDocuments.cfm Entrainment white paper, https://www.fws.gov/pacificlamprey/BPALampreyGuidanceDocuments.cfm Lamprey presence can be determined from this Data Basin map, https://www.fws.gov/pacificlamprey/BPALampreyGuidanceDocuments.cfm , however this map does not show distribution everywhere due to limited data, so pre-project lamprey surveys should be done (as described in the USFWS lamprey Guidelines document) if the map does not show presence.



Milestone Title	Start Date	End Date	Status	Milestone Description
D. Repair/reinstall/clean structure	12/1/2021	11/30/2022	Inactive	The replacement and/or maintenance of instream structures (e.g., LWM, ELJ). Subcontractor will perform required maintenance of structure upon evaluation by field engineer and BPA engineers.
E. Complete follow-up inspection/sign-off on work	12/1/2021	11/30/2022	Inactive	Examples of inspections include: Large woody debris, Boulders, Rootwad revetments, Passage conditions, Passage facilities, Fish screens. Upon concurrence from field engineer, subcontractor will sign off on performed work.
F. Hire subcontractor to perform work	12/1/2021	11/30/2022	Inactive	If a determination is made by BPA engineers and/or a contracted engineer in accompaniment of qualified individuals, hydrologists and biologists, and once authorized by BPA, the UCSRB will use existing project sponsors as subcontractors in the event we need to respond to a maintenance need.
Deliverable: G. Potential Maintenance on Instream Structure		11/30/2022	Inactive	<i>See the Deliverable Specification above</i>

H: 185. Produce Pisces Status Report

Title: Periodic Status Reports for BPA

Description: The Contractor shall report on the status of milestones and deliverables in Pisces. Reports shall be completed quarterly. Additionally, when indicating a deliverable milestone as COMPLETE, the contractor shall provide metrics and the final location (latitude and longitude) prior to submitting the report to the BPA COTR.

Deliverable Specification:

Work Element Budget: \$1000 (0.63%)

Milestone Title	Start Date	End Date	Status	Milestone Description
A. Dec-Mar 2022 (12/1/2021 - 3/31/2022)	4/1/2022	4/15/2022	Inactive	
B. Apr-Jun 2022 (4/1/2022 - 6/30/2022)	7/1/2022	7/15/2022	Inactive	
C. Jul-Sep 2022 (7/1/2022 - 9/30/2022)	10/1/2022	10/15/2022	Inactive	
D. Final Oct-Nov 2022 (10/1/2022 - 11/30/2022)	11/16/2022	11/30/2022	Inactive	

I: 132. Produce (Annual) Progress Report

Title: Annual Progress Report 12/2020 to 11/2021

Description: The UCSRB Annual Programmatic Progress Report highlights design and restoration projects included in the Programmatic portfolio during the previous contract period, project status, biological goals and objectives, and anticipated metrics. The Annual Progress report may also discuss future improvements, changes in level of effort for contract implementation, including any ramping up or ramping down of contract components or of the project as a whole.

The date range of Dec 2020 to Nov 2021 is agreed upon by the COR and the contractor, UCSRB, 12th year of the Programmatic Project. The report period coincides with the previous contract period.

The report will be submitted by the UCSRB to BPA and NPCC in February 2022.

Deliverable Specification: The Deliverable is considered complete by the UCSRB when the final report is posted to CBfish.org and emailed to the NPCC and BPA.

It usually takes BPA 30-45 days to post the final PDF version of a report. This milestone's end date should therefore be 45 days after the final version is uploaded in CBfish.org. You will receive an email from BPA confirming that your report has been finalized and posted to the web. Mark this milestone complete when you have confirmed your final report has been posted. If you do not receive such an email after 45 days, contact your COR.

Work Element Budget: \$8640 (5.40%)

**Planned Metrics:**

* Start date of reporting period : 12/1/2020

* End date of reporting period : 11/30/2021

Milestone Title	Start Date	End Date	Status	Milestone Description
A. Non-Technical: Prepare for non-technical Progress Report. Review most recent guidance and template.	12/1/2021	12/15/2021	Inactive	Contractor must review guidance and template before starting the first draft of their non-technical report. Please follow the newly revised BPA-required format for Non-Technical Reports at: https://www.cbfish.org/Help.mvc/GuidanceDocuments .
B. Non-Technical: Write Non-technical Progress Report	12/1/2021	2/18/2022	Inactive	Please follow the BPA-required format. The newly revised BPA-required format for Non-Technical Reports can be found at: https://www.cbfish.org/Help.mvc/GuidanceDocuments . The 2021 Annual Report will also include a summary of UCSRB responses to ISRP, findings associated with Anadromous Habitat and Hatchery Review, etc.
C. Non-Technical: Upload Non-Technical Progress Report in Pisces	2/15/2022	3/12/2022	Inactive	Use the attachment tab in Pisces to upload your progress report in MS-Word format as "Non-Technical, Draft". After BPA review and finalized editing, BPA staff will post the report for public access. If the file size is too large for Pisces to accept, contact Pisces Support for help.
Deliverable: D. Completed Annual Non-technical Progress Report		4/15/2022	Inactive	<i>See the Deliverable Specification above</i>

J: 141. Produce Other Report**Title:** Other Reports for BPA**Description:** The PMs, with ED support, will continue to engage in the Northwest Power and Conservation Council (NPCC's) Anadromous Habitat and Hatchery categorical review process that will conclude in 2022.

This WE covers UCSRB staff time that will be spent moving through the review process and responding to both NPCC and ISRP comments/questions. Work will involve:

1. Developing materials and responses to ISRP and NPCC comments to document how the Programmatic has evolved over the past 11-years with a focus on the period since the NPCC-ISRP's last Programmatic Habitat Project review.
2. Ongoing review and QA/QC of BPA projects and metrics in HWS-Implementation Schedule as part of response preparation.

This WE will cover necessary PM effort from December 1, 2021 through completion of UCSRB responses-report in 2022.

Tasks-deliverables will include inputting information into a cbfish.org format.

Deliverable Specification: Coordinate to respond to comments on proposal. Frequent check-ins with BPA COR on progress. Submit any final materials, responses that may be requested or required for final NPCC decision-making.**Work Element Budget:** \$4500 (2.81%)

Milestone Title	Start Date	End Date	Status	Milestone Description
A. Incorporate a response to any qualification: Anadromous Fish Habitat and Hatchery Review	12/1/2021	5/30/2022	Inactive	Address any qualifications where the NPCC has not received an adequate response to obtain a minimum of a "MEETS" scientific review.
Deliverable: B. Completed NPCC-ISRP Review Process and Products		5/30/2022	Inactive	<i>See the Deliverable Specification above</i>



BPA is required by section 106 of the National Historic Preservation Act (NHPA) to consider the effects of its undertakings on historic properties (16 USC 470). Prior to approving the expenditure of funds or conducting a federal undertaking, BPA must follow the section 106 process as described at 36 CFR 800. Even though BPA has completed this process by the time an undertaking is implemented, if cultural materials are discovered during the implementation of a project, work within the immediate area must stop and the significance of the materials must be evaluated and adverse effects resolved before the project can continue (36 CFR 800.13(b)(3)). The Inadvertent Discovery of Cultural Resources Procedure form outlines the steps to be taken and notifications to be made. If the undertaking takes place on tribal lands (16 USC 470w), BPA must also "comply with applicable tribal regulations and procedures and obtain the concurrence of the Indian tribe on the proposed action" (36 CFR 800.13(d)).

Inadvertent Discovery of Cultural Resources Procedure form:

<https://www.bpa.gov/efw/FishWildlife/InformationforContractors/IFCDocuments/InadvertentDiscoveryProcedure.pdf>

Project/Contract Name # 2010-001-00
December 1, 2021 - November 30, 2022
CR-350017; 89298

	Qty2	Qty1		Unit Cost	COST
1 PERSONNEL					\$110,457
Program Managers - Salary/Taxes					
Project Administration/Policy Support (WEs A, B, D, H, I, J)	7.0 mo.	@	\$7,118 /mo.	\$49,824	
Science/Technical Support (WEs E, F, I, J)	4.5 mo.	@	\$4,301 /mo.	\$19,353	
Administration Support (WE B)	1.5 mo.	@	\$5,064 /mo.	\$7,595	
Executive Director - Salary/Taxes					
Admin/Facilitation/Policy Support (WEs B, C, I, J)	2.5 mo.	@	\$8,706 /mo.	\$21,764	
	FTE 15.5 mo.				
			Subtotal Salaries	\$98,536	
Fringe:					
Project Adm/Policy Support	7.00 mo.			\$6,798	
Science/Technical Support	4.50 mo.			\$1,180	
Administration Support	1.50 mo.			\$985	
Executive Director	2.50 mo.			\$2,958	
			Subtotal Benefits	\$11,921	
2 TRAVEL					\$1,860
Per diem: Coordination Meetings (Portland)	2 pers.	4 days	@ \$66 /day	\$528	
Per diem: Coordination Meetings (Eastern WA)	2 pers.	2 days	@ \$55 /day	\$220	
Lodging: Coordination Meetings (Portland)	2 pers.	2 nights	@ \$182 /nite	\$728	
Lodging: Coordination Meetings (Eastern WA)	2 pers.	2 nights	@ \$96 /nite	\$384	
3 PROFESSIONAL MEETINGS & TRAINING					\$4,200
Misc training (professional, technical)	3 pers.	2 ea.	@ \$700	\$4,200	
4 VEHICLES					\$1,819
GSA lease	6 mo.	@	\$184 /mo.	\$1,102	
GSA mileage	12 mo.	@	\$0.184 /mi	\$718	
6 DIRECT BILLING OF OVERHEAD COSTS					\$16,920
Portion of rent, utilities, phone service, computer maintenance, supplies, equipment, subscriptions, etc. Excludes capital equipment.					
	12 mo.	@	\$1,410 /mo.	\$16,920	
7 SUBCONTRACTS					\$24,706
Triangle Associates - Science Support				\$8,400	
Bioanalyst - Regional Technical Team (RTT) Chair - Prioritization				\$6,306	
Maintenance (As needed)				\$10,000	
TOTAL COOPERATIVE AGREEMENT AMOUNT					\$ 159,961



UCSRB 2022 Board Meeting Schedule

Date	*Meeting Type	Time	**Location
February 24, 2022	Webinar/Teleconference	9 AM to 3 PM	TBD
April 21, 2022	Webinar/Teleconference	9 AM to 3 PM	TBD
June 23, 2022	Webinar/Teleconference	9 AM to 3 PM	TBD
September 22, 2022	Webinar/Teleconference	9 AM to 3 PM	TBD
December 8, 2022	Webinar/Teleconference	9 AM to 3 PM	TBD

*Meeting type at this time assumed to be webinar/teleconference

**Locations TBD if in-person meetings are allowed



Upper Columbia Salmon Recovery Board

Personnel Policies and Procedures Manual

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INTRODUCTION

This document has been developed by the Upper Columbia Salmon Recovery Board (UCSRB) in order to familiarize employees with the organization and to provide information about working conditions, key policies, procedures, and benefits affecting employment at the UCSRB.

Note: The content of a manual does not constitute, nor should it be construed as a promise of employment or as a contract between the UCSRB and any of its employees.

The UCSRB at its option, may change, delete, suspend, or discontinue parts of any policy in its entirety, at any time without prior notice.

1.1 Welcome

Welcome to the **Upper Columbia Salmon Recovery Board!** We are pleased to have you with us and hope that you find your new job rewarding and challenging. Established in 1999, the UCSRB continues to grow as an organization, and we want all employees to have the opportunity to contribute as part of the UCSRB staff team. We want to maintain the benefits of our current environment as we evolve over the coming years.

The mission of the UCSRB is to restore viable and sustainable populations of salmon, steelhead and other at-risk species through collaborative, economically sensitive efforts, combined resources, and wise resource management of the Upper Columbia region.

The UCSRB strives to create an exciting, challenging and rewarding work environment that allows you to flourish. We want you to build a long and successful association with the UCSRB and be a happy and productive member of our team. Through your dedication, creativity, perseverance and efforts, our organization will be effective.

Once again, welcome to the UCSRB. We appreciate your confidence in our future.

Regards,



Melody Kreimes
Executive Director

1.2 About the Policy Manual

Having clear policies makes a very important contribution to both job satisfaction and job performance. The more employees know about the UCSRB and its employment policies and procedures, the more comfortable they will be in their jobs, and the more effective they will be in helping the UCSRB in fulfilling its mission.

The purpose of this Manual is to bring together a complete summary of the policies and procedures that affect you as an employee. Please take the time to read through this Manual. Then during the course of your employment, refer back to the Manual if you have a question. Employees will be asked to review and acknowledge any revised versions of the Manual.

The UCSRB has a positive, service oriented view of our organization. We hope that you will always share in our commitment to the mission, ethics and quality, and that this Manual will make you more comfortable in what you do as an employee, and how you do it.

These policies and procedures are subject to modification, suspension and elimination at any time, with or without notice, at the discretion of the UCSRB, except as provided in the following paragraph. Each employee is responsible for adhering to the policies and procedures of the UCSRB. Questions you may have or clarification you may need regarding the meaning and purpose of these policies may be directed to your supervisor, provided however that only the Executive Director has the authority to give a definitive and binding interpretation of a policy. For such an interpretation, any question should be submitted in writing via your supervisor to the Executive Director, whose response must also be in writing to be definitive and binding.

UCSRB is an "at will" employer and reserves the right to terminate an employee at any time for no reason, with or without cause or notice just as an employee has the right to terminate employment with the UCSRB at any time for any reason with or without cause or notice. This at-will employment policy is not subject to change.

The policies and procedures in this Manual are not intended to be contractual commitments by the UCSRB, and employees shall not construe them as such.

No policy is intended as a guarantee of continuity of benefits or rights. No permanent employment or employment for any term is intended or can be implied from any statements in this Manual.

The UCSRB at its option, may change, delete, suspend or discontinue parts of any policy in part or its entirety, at any time without prior notice. In the event of a policy change, employees will be notified. Any such action shall apply to existing as well as to future employees.

This version supersedes all previous employee manuals and memos.

2 HIRING POLICIES

2.1 Recruitment and Announcement of New Positions

Recruiting involves a variety of factors, including development of a job description and finding candidates through employee referrals, job boards, advertising in trade magazines and the general media, and executive recruiters.

Employment requisitions, initiated by the supervisor/manager, will define the job-related tasks and qualifications necessary to assume the position. The defined tasks and stated qualifications are formed into a job description and become the basis for screening applications.

The availability of all job openings will be announced within the organization prior to outside recruitment for any position. The job description will be posted via e-mail to all employees.

An internal applicant must have at least 12 months experience in his or her current position before applying for another position within the UCSRB. All present employees are encouraged to review the requirements for each position and apply for those positions in which they are interested. All applications will be given the same consideration as outlined in the UCSRB recruitment policy.

2.2 Interviewing

The supervisor/manager may conduct structured initial interviews limited to job-related questions to assess each candidate's experience, demonstrated ability and training. Interviewing may involve:

- Telephone screening to determine if candidates meet the job description

- Initial one-on-one interviews
- Follow-up interviews with peers
- Checking references and backgrounds
- Gaining the consensus of interviewers to hire or not to hire

Before extending an employment offer and upon the applicant's prior agreement, at least two applicant references may be checked. Inquiries are to be made in a professional manner requesting only factually verifiable and job-related information. The reference data may be used only as supplemental information for the hiring decision.

2.3 Hiring Policies

Once the Executive Director has made a decision to make the offer and has confirmed key terms, the next step involves making the verbal and written offer culminating in the employee's first day as a member of the team. Following employment, the references and interview ratings must be retained for up to one year and then may be destroyed.

After candidate interviews, verification of employment history and reference inquiries, the Executive Director is responsible for the employment offer. After the verbal offer has been made and the candidate has agreed to the essential terms of the offer (typically the position, employee classification, salary or rate, and the starting date), a written offer will be prepared and submitted to the candidate in person or by mail confirming the verbal offer and will include the essential terms of the verbal offer as agreed to by the candidate. The candidate will be required to sign and date an acceptance of the written offer that will state as follows:

"The undersigned accepts the above employment offer and agrees that it contains the terms of employment with the UCSRB and that there are no other terms express or implied. It is understood that employment is subject to verification of identity and employment eligibility, and may be terminated by the UCSRB at any time for any reason."

The verbal or written offer must never express or imply that employment is "permanent," "long-term," of a specific duration, or words of similar meaning. An exception may be made where a temporary position of known duration is to be filled. Employment may be made contingent upon certain job-related factors, such as obtaining a specific state or federal license when appropriate or desirable.

After the candidate has accepted the employment offer, she or he will be required to provide documentation of identity and employment eligibility in accordance with federal law. Form I-9, shall be used for this purpose.

Here is an outline of the hiring process:

- Make verbal offer
- Follow-up with basic offer letter outlining key terms
- Receive acceptance of offer letter from new employee
- File paperwork (W4 , proof of employment eligibility and I-9)

2.4 Employee Background Check

Background checks are used for the purpose of determining a candidate's suitability for a position. A background check may consist of a check of references, criminal history, or an applicant's driving record. The use of background checks of any type shall be at the discretion of the Executive Director, so long as they are used fairly and consistently in the same manner without unlawful discrimination.

Offers of employment may be contingent on the results of the background or reference check(s) at the discretion of the Executive Director. The candidate/employee must be notified, and their authorization must be obtained by the Executive Director before a background check can be completed.

2.5 Hiring Relatives

The employment of relatives in the same area of an organization may cause serious conflicts and problems with favoritism and employee morale. In addition to claims of partiality in treatment at work, personal conflicts from outside the work environment can be carried over into day-to-day working relationships.

For purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage.

Relatives of current employees generally may not occupy a position that will be working directly for or supervising their relative.

If a relative relationship is established after employment between employees who are in a reporting situation described above, it is the responsibility and obligation of the supervisor involved in the relationship to disclose the existence of the relationship to management.

2.6 New Employee Orientation

All new employees will be provided with an orientation briefing, which will be held within their first week of employment with the UCSRB. The orientation is designed to acquaint the new employee with the UCSRB and its policies.

On the first day of employment, the employee's supervisor/manager is responsible for assisting the employee in completing all check-in and benefit enrollment procedures. In addition, the supervisor/manager will ensure that the new employee receives an introduction within the UCSRB and is provided with in-depth information regarding his or her specific role and responsibilities.

2.7 Probationary Period

All new employees are subject to a probationary period of a minimum of six months unless otherwise stipulated by the letter of employment, and may be extended at the discretion of the Executive Director.

3 EMPLOYMENT STATUS AND RECORDS

All new employees must receive a copy of the Employee Manual and sign an Acknowledgement Form. The Acknowledgement Form must be turned in to the Executive Director within 2 weeks of beginning employment with the UCSRB, and by existing employees after receipt of new manual with approved changes (Section 13).

3.1 Employment Classification

Employees of the UCSRB are classified as either “exempt” or “non-exempt” as prescribed by federal and state labor statutes related to the application of minimum-wage and overtime requirements. Employees in non-exempt positions are entitled to overtime pay under the specific provisions of federal and state laws. Employees in exempt positions are excluded from specific provisions of federal and state wage and hour laws. A position’s exempt or non-exempt classification is based on criteria defined in Section 13(a)(1) of the Fair Labor Standards Act as defined by Regulations, 29 CFR Part 541 (See also https://www.dol.gov/whd/overtime/fs17a_overview.pdf).

- **Exempt Employees** — perform duties of managerial, administrative, or professional nature, and are paid on a salary basis.
- **Non-exempt Employees** — perform managerial, administrative, professional, or other duties, and are paid on an hourly basis.

In addition to the above overtime classifications, every employee is assigned an employment status classification based on the number of hours worked in a week and term of employment. There are three classifications of employees:

- **Regular Full-time** — Employee works a minimum 40-hour work week on a regularly scheduled basis.
- **Regular Part-time** — Employee works less than 40 hours in a week on either a regularly scheduled basis or on an irregular basis.
- **Temporary** — Employee hired for a position required for only a specific, known duration, usually less than six months, and who is not entitled to regular benefits. A temporary employee may be full-time or part-time. In addition to the use of this classification for secretarial or clerical positions, it applies to students working part-time and those who work during the summer.

If you are uncertain as to your status, please contact your supervisor or the Executive Director.

3.2 Personnel Records and Administration

Personnel Data Changes

It is the responsibility of each employee to promptly notify the Executive Director of any changes in personnel data. Personal mailing addresses, telephone numbers, addition and deletion of number and names of dependents, individuals to be contacted in the event of an emergency, educational accomplishments, and other such status reports should be accurate and current at all times. If any personnel data has changed, complete a *Personnel Data Form* immediately.

Employees must notify the Executive Director of any change in family status (i.e. divorce, child custody) and fill out new benefit forms. Otherwise, an employee may be held liable for any expenses inappropriately paid for as benefits.

Employment Applications

The UCSRB relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented throughout the hiring process and employment. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in the exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

3.3 IRS Form W-4

Every employee must fill out and sign a federal withholding allowance certificate, IRS Form W-4, on or before his or her first day on the job. This form must be completed in accordance with federal regulations. The employee may fill out a new W-4 at any time when his or her circumstances change. Employees who paid no federal income tax for the preceding year and who expect to pay no income tax for the current year may fill out an Exemption from Withholding Certificate, IRS Form W-4E. Employees are expected to comply with the instructions on Form W-4. Questions regarding the propriety of claimed deductions may be referred to the IRS in certain circumstances.

3.4 Performance Reviews

Regular performance reviews provide you and your supervisor the opportunity to communicate expectations, skill development, and overall performance. The primary review criteria are based on your job description, and an Individual Development Plan. Appraisals may be done as needed, but at a minimum of two years apart, except for those needed for review of a disciplinary action.

The UCSRB has adopted a management by objective approach to performance appraisal. It is the supervisor's/manager's responsibility to develop and maintain a work environment in which employees can openly discuss performance and develop plans. The employee will draft an Individual Development Plan (IDP) in the format provided by the supervisor. The IDP format includes:

- Developmental Goals;
- Relationship of Goals to Organization Mission;
- Skills Developed;
- Developmental Activities
- Deadline for Completing those Activities; and
- Resources Needed.

The supervisor/manager is responsible for establishing a relaxed atmosphere at the performance review and encouraging two-way communication. The discussion will be conducted in a positive manner, in complete privacy and with no interruptions. The supervisor/manager shall verify that the employee is familiar with his or her job duties, previous goals and the appraisal criteria or factors. At the conclusion of the review, the employee will sign the IDP verifying that he or she participated in the review. The completed IDP will be placed in the employee's personnel file. Performance evaluations will be done, at a minimum, once every two years.

Personnel Pay Range Table

Position	Increment	Low	High
Administrative Assistant	Annual	32,133	41,415
	Monthly	2,678	3,451
	Hourly	15.39	19.83
Monitoring Field Crew	Annual	32,133	41,415
	Monthly	2,678	3,451
	Hourly	15.39	19.83
Program Assistant	Annual	32,133	41,415
	Monthly	2,678	3,451
	Hourly	15.39	19.83
Office Manager	Annual	38,632	49,669
	Monthly	3,219	4,139
	Hourly	18.58	23.87
Data Steward	Annual	50,331	65,987
	Monthly	4,194	5,499
	Hourly	24.11	31.60
Natural Resources Coordinator	Annual	52,861	69,312
	Monthly	4,405	5,776
	Hourly	25.32	33.19
Finance Manager	Annual	57,245	75,073
	Monthly	4,770	6,256
	Hourly	27.52	36.09
Contract Manager	Annual	57,245	75,073
	Monthly	4,770	6,256
	Hourly	27.52	36.09
Program Manager	Annual	61,630	80,861
	Monthly	5,136	6,738
	Hourly	29.51	38.73
Associate Director	Annual	71,457	93,802
	Monthly	5,955	7,817
	Hourly	34.23	44.92

1. The Executive Director or designee is authorized to set salary for new employees.
2. A cost of living adjustment will be provided to all employees annually (based on the Western Consumer Price Index-Urban), provided adequate resources are available and this line item is approved in the UCSRB annual budget.
3. Merit increases in pay are neither automatic nor periodic. Because funding is grant based, merit increases are contingent upon availability of adequate grant funds as recommended by the supervisor in consultation with the Executive Director and the Finance Manager.

4 EMPLOYMENT POLICIES

4.1 Equal Employment Opportunity

The UCSRB is an Equal Opportunity employer.

Employment decisions are based on merit and business needs, and not on race, color, citizenship status, national origin, ancestry, gender, sexual orientation, age, weight, religion, creed, physical or mental disability, marital status, veteran status, political affiliation, or any other factor protected by law.

This policy applies to all employment practices and personnel actions including advertising, recruitment, testing, screening, hiring, selection for training, upgrading, transfer, demotion, layoff, termination, rates of pay and other forms of compensation or overtime.

4.2 Americans with Disabilities Act

It is the policy of the UCSRB to comply with all the relevant and applicable provisions of the Americans with Disabilities Act (ADA). The UCSRB will not discriminate against any qualified employee or job applicant with respect to any terms, privileges, or conditions of employment because of a person's physical or mental disability.

4.3 Sexual and Other Unlawful Harassment Policy

The UCSRB does not tolerate workplace harassment of any kind. Workplace harassment can take many forms. The U.S. Equal Opportunity Commission¹ defines workplace harassment as "unwelcome conduct that is based on race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information. Harassment becomes unlawful where 1) enduring the offensive conduct becomes a condition of continued employment, or 2) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive. Anti-discrimination laws also prohibit harassment against individuals in retaliation for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or lawsuit under these laws; or opposing employment practices that they reasonably believe discriminate against individuals, in violation of these laws."

Workplace harassment may be, but is not limited to, words, signs, offensive jokes, cartoons, pictures, posters, e-mail jokes or statements, pranks, intimidation, physical assaults or contact, or violence.

Sexual harassment, as defined in this policy, includes, but is not limited to, sexual advances, verbal or physical conduct of a sexual nature, visual forms of a sexual or offensive nature (e.g. signs or posters) or requests for sexual favors. Such conduct creates an offensive, hostile, and intimidating working environment and prevents an individual from effectively performing the duties of their position.

Sexual harassment interferes with work performance and creates an intimidating, hostile or offensive work environment. Sexual harassment influences or tends to affect the career, salary, working conditions, responsibilities, duties or other aspects of career

¹ <https://www.eeoc.gov/laws/types/harassment.cfm>

development of an employee or prospective employee; or creates an explicit or implicit term or condition of an individual's employment.

The UCSRB considers any and all forms of workplace harassment a serious offense. Misconduct constituting harassment, discrimination or retaliation will be dealt with appropriately. Responsive action may include training, referral to counseling and/or disciplinary action including, but not limited to, warning, reprimand, reassignment, temporary suspension with or without pay, or termination as the UCSRB deems appropriate under the circumstances. False reports, even those made in good faith will be subject to appropriate disciplinary action.

The UCSRB encourages individuals who believe they are being subjected to such conduct, to advise the offender that his or her behavior is unwelcome and request that it be discontinued. Individuals should not assume that the UCSRB is aware of situations or incidents that may affect you. However, if for any reason an individual feels uncomfortable addressing the offender, they should follow the procedure below.

All individuals are responsible to ensure a work place free from any type of prohibited harassment or conduct. If an individual is aware of any instances of workplace harassment or believes that he/she is a victim of, or a witness to, sexual or other forms of prohibited workplace harassment or conduct, they should immediately report the circumstances to either his/her supervisor or the Executive Director. If the Executive Director is the immediate supervisor, and is the perpetrator of the harassment or conduct, the employee should immediately report the circumstances to the Board of Directors.

All reports of harassment, discrimination or retaliation will be investigated promptly. The investigation may include individual interviews with the parties involved, as necessary. Confidentiality will be maintained throughout the investigatory process to the extent possible consistent with adequate investigation and appropriate corrective action.

Retaliation is the treatment of an individual in a way that has the effect of making it reasonably unlikely that another individual in a similar situation would not report an incident of harassment. The UCSRB prohibits any form of retaliation against any individual for reporting harassment or discrimination or for participating in an investigation of a claim of harassment or discrimination. Retaliation is a serious violation of the UCSRB policy, and like harassment or discrimination itself, will be subject to disciplinary action. Any retaliatory conduct should be reported immediately to a supervisor or Executive Director to be investigated and addressed.

4.4 Violence in the Workplace

The UCSRB has a policy prohibiting workplace violence. Consistent with this policy, acts or threats of physical violence, including intimidation, harassment, and/or coercion, which involve or affect the UCSRB or which occur on UCSRB or client property, will be subject to disciplinary action, including dismissal.

4.5 Employee Privacy

The UCSRB recognizes our employees' rights to privacy. In achieving this goal, the UCSRB adopts these basic principles:

1. The collection of employee information will be limited to that which the UCSRB needs for business and legal purposes;
2. The confidentiality of all personal information in our records will be protected;

3. All in-house employees involved in record keeping will be required to adhere to these policies and practices. Violations of this policy will result in disciplinary action;
4. Internal access to employee records will be limited to those employees having an authorized, business-related, need-to-know basis. Access may also be given to third parties, including government agencies, pursuant to court order or subpoena;
5. The UCSRB will refuse to release personal information to outside sources without the employee's written approval, unless legally required to do so;
6. Employees are permitted to see the personal information maintained about them in the UCSRB records. They may correct inaccurate factual information or submit written comments in disagreement with any material contained in their UCSRB records.

4.6 Use of Computer, Phone, and Mail

The UCSRB property, including computers, phones, electronic mail, and voice mail, should be used only for conducting UCSRB business. Incidental and occasional personal use of UCSRB computers, phones, or electronic mail and voice mail systems is permitted, but information and messages stored in these systems will be treated no differently from other business-related information and messages. Employees shall have no expectancy of privacy of data stored electronically on UCSRB computer systems/equipment.

Personal calls of short duration may be received and local calls made at your desk or workstation. Personal telephone call privileges are subject to change or termination at any time. For instance, if the UCSRB telephone lines become overloaded with calls or an employee is found spending more than just limited time on personal calls, this privilege will be revoked either generally or specifically as to the offending employee.

All employees are expected to use good judgment in using electronic mail and to avoid indiscretions such as offensive or inappropriate messages or any other message, the UCSRB deems inappropriate. E-mail messages should be used for business and not for soliciting outside business ventures or other matters unrelated to the UCSRB's affairs. Misuse of e-mail may result in disciplinary action up to and including termination. Keep in mind that email communication can be subject to public disclosure laws.

4.7 Copyright Infringement

The UCSRB does not condone the infringement of copyright and other intellectual property (e.g. illegal duplication of software; use of photos and text without proper attribution; etc.). Copyright holders are given certain exclusive rights, including the right to make and distribute copies. Title 17 of the U.S. Code states that "it is illegal to make or distribute copies of copyrighted material without authorization" (Section 106). The only exception is the user's right to make a backup copy for archival purposes (Section 117).

4.8 Smoking Policy

No smoking or vaping will be allowed in the office at any time. This policy is for the health and safety of all employees.

4.9 Alcohol and Substance Abuse

It is the policy of UCSRB that the workplace be free from the use of illicit drugs and alcoholic beverages. "Illegal" or "illicit" drugs means those drugs that are illegal under state or Federal laws. This policy is implemented because we believe that the impairment of any UCSRB employee due to his or her use of illegal drugs or due to alcohol abuse is likely to result in the risk of injury to other employees, the impaired employee, or to third parties. Moreover illegal drug abuse adversely affects employee morale and productivity.

"Impairment" or "being impaired" means that an employee's normal physical or mental abilities or faculties while at work have been detrimentally affected by the use of illegal drugs or alcohol.

The employee who begins work while impaired or who becomes impaired while at work is guilty of a major violation of the UCSRB rules and is subject to severe disciplinary action. Severe disciplinary action can include suspension, dismissal or any other penalty appropriate under the circumstances. Likewise the use, possession, transfer or sale of any illegal drugs on UCSRB premises or in any job site is prohibited. Employees who violate this rule are subject to severe disciplinary action. In all instances disciplinary action to be administered shall be at the sole discretion and determination of the UCSRB.

When an employee is involved in the use, possession, transfer or sale of illegal drugs in violation of this policy, the UCSRB may notify appropriate authorities. Such notice will be given only after such an incident has been investigated and reviewed by the Executive Director and the Board. The UCSRB is aware that illegal drug abuse is a complex health problem that has both physical impact and an emotional impact on the employee, his or her family, and social relationships. A drug abuser is a person who uses illegal drugs, as defined above, for nonmedical reasons, and this use affects job performance detrimentally or interferes with normal social intercourse at work. Illegal drug abuse is both a management and a medical problem.

An employee who suspects a drug or alcohol abuse case should discuss the situation immediately with the Executive Director. Because each case is usually different, the handling and referral of the case must be coordinated with the Executive Director and the Board.

Applicants who have a past history of substance abuse and who have demonstrated an ability to abstain from the substance, or who can provide medical assurance of acceptable control, may be considered for employment as long as they are otherwise qualified for the position for which they are applying.

Management has chosen to adopt an alcoholic beverage policy in keeping with the concern for and the risks associated with alcohol use. Alcoholic beverages shall not be served or used on the UCSRB premises at any time. Alcoholic beverages shall not be used in conjunction with any business meeting.

Social activities held off-premises and paid for on a personal basis are not affected by this policy. If management considers it appropriate, light alcoholic beverages may be served at UCSRB sponsored events held off-premises and for purely social reasons. The service must be managed in good taste and with good judgment.

When a supervisor or the Executive Director has reasonable suspicion to believe an employee is drug or alcohol impaired and not able to perform their job safely or efficiently, the supervisor or the Executive Director may require the employee to submit to a urine, blood, or breathalyzer test to determine the presence of alcohol or drugs in the body.

Employees with drug or alcohol problems that have not resulted in, and are not the immediate subject of, disciplinary action may request approval to take unpaid time off to

participate in a rehabilitation or treatment program through the UCSRB health insurance benefit coverage. Leave may be granted if the employee agrees to abstain from use of the problem substance; abides by all policies, rules, and prohibitions relating to conduct in the workplace; and if granting the leave will not cause the UCSRB any undue hardship.

Under the Drug-Free Workplace Act, an employee who performs work for a government contract or grant must notify the UCSRB of a criminal conviction for drug-related activity occurring in the workplace. The report must be made within five days of the conviction.

Nothing contained in this section shall eliminate or modify the UCSRB's right to terminate any employee at any time for any reason.

4.10 Gratuities to Government Employees or Officials

In adherence to government regulations, no employee may offer a gratuity to any government employee or official on behalf of, or in pursuance of, UCSRB business. Gratuities are defined as meals, drinks, gifts, expenses, cash or any other item of value, including personal service. The exception to this rule is a gift valued at \$20 or less per occasion to a single source, pursuant to 5 CFR 2635.

The UCSRB strictly forbids any form of a business gift to federal, state, or municipal employees. Management is charged with the responsibility of informing all employees of this policy and maintaining adherence to it. Violation of this policy will be treated as a major violation and, depending on the circumstances, may be grounds for immediate termination or other appropriate action.

4.11 Gratuities from Customer or Supplier Representatives

Pursuant to 5 CFR 2635, employees of the UCSRB may not offer to give or accept a gift, cash or other item of value — including personal service — from an existing or prospective customer, supplier or a representative of either in pursuance of business or in conjunction with negotiating business on behalf of the UCSRB. Receiving a gift valued at \$20 or less per occasion from a single source, or expenses for meals as part of a seminar, convention or business meeting are not within the definition of gratuities for purposes of this policy. Invitations extended by a customer or supplier to participate in any program or activity, such as a party or football game, should be referred to your supervisor/manager for approval on a case-by-case basis.

Violation of this policy in any form will require immediate disciplinary action.

4.12 Political Activities/Voting

In recognition of its responsibilities as a business citizen, the UCSRB encourages its employees to accept the personal responsibility of good citizenship, including participation in civic and political activities, in accordance with their interests and abilities.

The UCSRB accepts without reservation the basic democratic principle that all employees are free to make their own individual decisions in civic and political matters. Therefore no employee's status with the UCSRB will be affected, in any way whatsoever, because of participation or nonparticipation in lawful civic and political activities.

Participation in civic and political activities is considered to be a personal matter and, as such, is generally to be carried on outside of normal working hours. No political activities or solicitations will be carried on within UCSRB premises.

Political activities are defined for purposes of this policy as activities in support of any partisan political issue or activities in support of, or in concert with, any individual candidate for political office, or of a political party, which seek to influence the election of candidates to federal, state, or local offices. The definition includes employees who are or may be candidates for political office.

The UCSRB encourages all employees to vote. Employees are encouraged to use flextime hours for this purpose or to take advantage of polling hours prior to the beginning or following the end of your workday.

If this cannot be arranged, your supervisor/manager will approve time off to vote either at the beginning or end of your workday, provided that you give at least one day's notice to your supervisor/manager.

4.13 Whistleblower

UCSRB employees shall be encouraged to disclose, to the extent not expressly prohibited by law, improper actions of members of the organization without fear of retaliation.

"Improper action" means any action by an employee that is undertaken in the performance of the employee's official duties, whether or not the action is within the scope of the employee's employment, which is in violation of any federal, state, or local law or rule, is an abuse of authority, is of substantial and specific danger to the public health or safety, or is a gross waste of public funds.

"Improper action" does not include personnel actions including, but not limited to, employee grievances, complaints, appointments, promotions, transfers, assignments, reassignments, reinstatement, restorations, reemployments, performance evaluations, reductions in pay, dismissals, suspensions, demotions, violations of civil service laws, alleged labor agreement violations, reprimands, or any action that may be taken under other policies state or federal law.

Procedures for reporting:

- Employee submits a written report to the supervisor stating in detail the basis for the employee's belief that an improper action has occurred.
- If the employee feels that the improper action involves his or her supervisor, the employee may raise the issue directly with the next person above the supervisor in the chain of command; or may raise the issue directly with the UCSRB.
- The supervisor in receipt of the report shall promptly turn it over to the Executive Director.
- The Executive Director shall promptly investigate the matter. The name shall be kept confidential to the extent possible under the law, unless the employee authorizes the disclosure in writing.
- After the investigation, the employee shall be advised of a summary of the result of the investigation, except that personnel actions taken as a result of the investigation may be kept confidential.

No employee who in good faith reports a violation shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. The Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns prior to seeking resolution outside of the UCSRB.

4.14 Employee Conflict of Interest Policy/Outside Employment

Employees shall not, directly or indirectly, engage in any outside employment or financial interest which may conflict, in the UCSRB's opinion, with the best interests of the UCSRB or interfere with the employee's ability to perform his/her assigned UCSRB job. Examples include, but are not limited to, outside employment which:

- (1) Prevents the employee from being available for work beyond normal working hours, such as emergencies or peak work periods, when such availability is a regular part of the employee's job;
- (2) Is conducted during the employee's work hours;
- (3) Utilizes UCSRB telephones, computers, supplies, or any other resources, facilities or equipment;
- (4) Is employed with a firm that has contracts with or does business with the UCSRB, its member agencies, or its funding sources; or
- (5) May reasonably be perceived by members of the public as a conflict of interest or otherwise discredits the UCSRB.

An employee who chooses to have an additional job, contractual commitment or self-employment, may do so only after obtaining prior approval from the Executive Director.

5 STANDARDS OF CONDUCT

5.1 General Guidelines

Employees of the UCSRB are expected to perform their assigned duties in a professional, conscientious and responsible manner. Maintaining a positive relationship between employees and the public and within the region is dependent on the professional conduct and behavior of employees. Employees will be held accountable for their actions while acting on behalf, or having the appearance of acting on behalf of the UCSRB.

Cooperation and a positive attitude enhance performance and improve outlook within the workplace, increasing efficiency and interdepartmental relationships. Negative attitudes disrupt productivity creating a hostile and difficult working atmosphere for all employees in contact with the negativity. Employees are expected to maintain a positive work attitude, to be constructive in their criticisms and be proactive in searching for a solution to problems encountered.

Anyone who interacts with coworkers or the public must exhibit the personal integrity and professional skills necessary to perform assigned duties, including but not limited to cooperation, communication, honesty, diligence and mutual respect.

Employees are encouraged to demonstrate proactive problem solving when involved in difficult work situations, and to avoid pessimistic discussions, whether instigated by others or not, which may lead to a negative work environment for all parties involved.

Ethics and Conduct

The successful business operation and reputation of the UCSRB is built upon the principles of fair dealing and ethical conduct of our employees. Our reputation for integrity and excellence requires careful observance of the spirit and letter of all applicable laws and regulations, as well as a scrupulous regard for the highest standards of conduct and personal integrity.

The UCSRB will comply with all applicable laws and regulations and expects its Board members and employees to conduct business in accordance with the letter, spirit, and intent of all relevant laws and to refrain from any illegal, dishonest, or unethical conduct.

Employees are required to abide by laws governing behavior in certain situations, including, but not limited to:

- No employee may use his or her position to secure special privileges or exemptions for himself, herself, or others.
- No employee shall directly, or indirectly, give or receive or agree to receive any compensation, gift, reward, or gratuity from a source for any matter connected with or related to his or her services unless otherwise provided for by law.
- No employee shall accept employment or engage in any business or professional activity, which he or she might reasonably expect would require or induce him or her to disclose confidential information acquired by him or her by reason of an official position.
- No employee shall disclose confidential information gained by reason of his or her official position nor shall use such information for personal gain or benefit.

In general, the use of good judgment, based on high ethical principles, will guide you with respect to lines of acceptable conduct. If a situation arises where it is difficult to determine the proper course of action, or if you have any questions about whether or not something would be considered a gift, contact your supervisor.

Compliance with this policy of business ethics and conduct is the responsibility of every employee. Disregarding or failing to comply with this standard of business ethics and conduct could lead to disciplinary action, up to and including possible termination of employment.

5.2 Absence and Lateness

From time to time, it may be necessary for an employee to be late or absent from work. The UCSRB is aware that emergencies, illnesses, or pressing personal business that cannot be scheduled outside work hours may arise. It is the responsibility of all employees to contact all affected parties if they will be absent or late.

5.3 Dress Code

Employee dress should be neat in appearance. UCSRB employees are invited to dress "business casual" in a manner consistent with a professional atmosphere. The impression made on customers, visitors and other employees and the need to promote the UCSRB and employee safety should be kept in mind.

Good individual judgment is the best guideline.

6 EMPLOYEE COMMUNICATIONS

6.1 Open Communication

The UCSRB encourages employees to discuss any issues they may have with a co-worker directly with that person. If a resolution is not reached, employees should arrange a meeting with their direct supervisor. Any information discussed in an Open Communication meeting is considered confidential, to the extent possible while still allowing management to respond to the problem. Retaliation against any employee for appropriate usage of Open Communication channels is unacceptable.

6.2 Staff Meetings

In order to keep the communication channels open, the UCSRB will hold meetings of employees as necessary and when deemed appropriate. Employees are encouraged to keep each other informed with on-going activities and areas where additional assistance from other employees may be needed.

6.3 Suggestions

The UCSRB encourages all employees to bring forward their suggestions and good ideas about making the UCSRB a better place to work and enhancing service to the UCSRB and its constituents. Any employee who sees an opportunity for improvement is encouraged to talk it over with staff and supervisors. Staff and supervisors can help bring ideas to the attention of the people in the organization who will be responsible for possibly implementing them. All suggestions are valued.

7 GRIEVANCE AND SEPARATION POLICIES

7.1 Grievance Procedure

The UCSRB recognizes the value of a grievance procedure that provides for the timely review of employee grievances in a fair yet workable manner. A grievance is considered to be any dispute between an employee and the UCSRB which impacts on an employee's ability to perform his or her job.

Although purely personal matters between employees would not ordinarily give rise to a grievance subject to this grievance procedure, any matter that adversely affects an employee's ability to perform his or her job could be the subject of a grievance. Use good individual judgment and common sense as your guide.

An employee may express a verbal grievance to his or her immediate supervisor/manager. If the concern is not resolved to the employee's satisfaction within one week, the employee may put in writing the details of his or her grievance and submit the grievance to the Chair of the Board.

The Chair of the Board, who will appoint a person to decide the matter, will review the written statement. The employee and his or her supervisor/manager will request a hearing with the appointed person for resolution of the problem. The problem will be discussed in the presence of the employee and supervisor/manager. Final resolution of the grievance will be made by the appointed person and discussed with the employee and supervisor/manager.

The decision will be provided in writing, a copy given to the employee and supervisor/manager, with the original kept by the Executive Director. A copy will be filed in the employee's personnel file when appropriate.

7.2 Corrective Procedure

Performance improvement may be suggested whenever the UCSRB management believes that an employee's performance is less than satisfactory and can be resolved through adequate counseling. Corrective counseling is completely at the discretion of the UCSRB management. The UCSRB desires to protect its investment of time and expense devoted to employee orientation and training whenever that goal is in the UCSRB's best interests. The UCSRB expressly reserves the right to discharge "at will." Even if corrective counseling is implemented, it may be terminated at any step at the discretion of management. Management, in its sole discretion, may warn, reassign, suspend or discharge any employee at will, whichever it chooses and at any time.

The supervisor/manager will determine the course of action best suited to the circumstances. The steps in performance improvement are as follows:

Verbal counseling — As the first step in correcting unacceptable performance or behavior, the supervisor/manager should review pertinent job requirements with the employee to ensure his or her understanding of them. The supervisor/manager should consider the severity of the problem, the employee's previous performance appraisals and all of the circumstances surrounding the particular case. Stating that a written warning, probation or possible termination could result if the problem is not resolved should indicate the seriousness of the performance or misconduct. The employee should be asked to review what has been discussed to ensure his or her understanding of the seriousness of the problem and the corrective action necessary. The supervisor/manager should document the verbal counseling for future reference immediately following the review.

Written counseling — If the unacceptable performance or behavior continues, the next step should be a written warning. Certain circumstances, such as violation of a widely known policy or safety requirement, may justify a written warning without first using verbal counseling. The written warning defines the problem and how it may be corrected. The seriousness of the problem is again emphasized, and the written warning shall indicate that probation or termination or both may result if improvement is not observed. Written counseling becomes part of the employee's personnel file, although the supervisor/manager may direct that the written warning be removed after a period of

time, under appropriate circumstances. The employee shall acknowledge the written warning by signing the warning, along with a signature by the Executive Director.

Probation — If the problem has not been resolved through written counseling or the circumstances warrant it, or both, the individual should be placed on probation. Probation is a serious action in which the employee is advised that termination will occur if improvement in performance or conduct is not achieved within the probationary period. The employee's supervisor/manager, after review of the employee's corrective counseling documentation, will determine the length of probation. Typically, the probation period should be at least two weeks and no longer than 60 days, depending on the circumstances. A written probationary notice to the employee is prepared by the Executive Director. The letter should include a statement of the following:

- The specific unsatisfactory situation;
- A review of oral and written warnings;
- The length of probation;
- The specific behavior modification or acceptable level of performance;
- Suggestions for improvement;
- A scheduled counseling session or sessions during the probationary period; and
- A statement that further action, including termination, may result if defined improvement or behavior modification does not result during probation. "Further action" may include, but is not limited to, reassignment, reduction in pay, grade or demotion.

The supervisor/manager should personally meet with the employee to discuss the probationary letter and answer any questions. The employee shall acknowledge receipt by signing the letter, along with a signature by the Executive Director. If the employee should refuse to sign, the supervisor/manager may sign attesting that it was delivered to the employee and identifying the date of delivery. The probationary letter becomes part of the employee's personnel file.

On the defined probation counseling date or dates, the employee and supervisor/manager will meet to review the employee's progress in correcting the problem which led to the probation. Brief written summaries of these meetings should be prepared with copies provided to the employee.

At the completion of the probationary period, the supervisor/manager will determine whether the employee has achieved the required level of performance and to consider removing the employee from probation, extending the period of probation or taking further action. The employee is to be advised in writing of the decision. Should probation be completed successfully, the employee should be commended, though cautioned that any future recurrence may result in further disciplinary action.

Involuntary Termination —The employee is notified of involuntary termination by the Executive Director or the supervisor/manager in consultation with the Executive Director, and will be directed to report to him or her for debriefing and completion of termination documentation. Corrective action may be taken at the sole discretion of UCSRB for any job performance including, but not limited to the following:

- Excessive tardiness;
- Unsatisfactory job performance;
- Defacing UCSRB property;
- Interfering with another employee's job performance;
- Excessive absenteeism;
- Failure to observe working hours, such as the schedule of starting time, quitting time, rest and meal periods;
- Performing unauthorized personal work on UCSRB time;

- Failure to notify the supervisor/manager of intended absence either before or within one hour after the start of a shift; and
- Unauthorized use of UCSRB telephone or equipment for personal business.
- Fighting on UCSRB premises;
- Repeated occurrences of related or unrelated minor violations, depending upon the severity of the violation and the circumstances;
- Any act which might endanger the safety or lives of others;
- Departing UCSRB premises during working hours for personal reasons without the permission of the supervisor/manager;
- Deliberately stealing, destroying, abusing, or damaging UCSRB property, tools, or equipment or the property of another employee or visitor;
- Disclosure of confidential UCSRB information or trade secrets to unauthorized persons;
- Willfully disregarding UCSRB policies or procedures;
- Willfully falsifying any UCSRB records;
- Willfully deleting any files and UCSRB records;
- Employee's conviction for or confession to fraud, misappropriation, embezzlement, theft or the like against the UCSRB;
- Employee's conviction of a felony or a crime involving moral turpitude;
- If Employee performs any intentional act which, under the reasonable man standard, damages the reputation of the UCSRB;
- Employee's conviction for or confession to sexual harassment in any form towards employees of the UCSRB or anyone affiliated with the UCSRB; or
- Employee's excessive absence from performing his duties for the UCSRB, as determined by the UCSRB, in the UCSRB's sole and absolute discretion.

7.3 Termination

Terminations are to be treated in a confidential and professional manner by all concerned. The supervisor/manager must assure thorough, consistent and evenhanded termination procedures. This policy and its administration will be implemented in accordance with the UCSRB equal opportunity statement.

Terminated employees are entitled to receive all earned pay, including annual leave and compensation time pay, but not sick leave, except in the case of eligible retirement (see 11.2 Annual Leave below).

Employment with the UCSRB is normally terminated through one of the following actions:

- **Resignation** — voluntary termination by the employee;
- **Dismissal** — involuntary termination for substandard performance or misconduct; or
- **Layoff** — termination due to reduction of the work force or elimination of a position.

Resignation — An employee who wants to terminate employment, regardless of employee classification, is expected to give as much advance notice as possible. Two weeks or ten working days is generally considered to be sufficient notice time. At its sole discretion, UCSRB may require the employee to leave the UCSRB immediately rather than work during the notice period. This is not to be construed as a reflection upon the

employee's integrity but an action in the best interests of business practice. When immediate voluntary termination occurs for the above reasons, the employee may be granted pay "in lieu of notice," the maximum being two weeks of pay based upon a 40-hour work week at the employee's straight-time rate or salary.

Dismissal — An employee may be involuntarily dismissed by the Executive Director or designee, at any time for any reason. Severance pay or benefits granted upon involuntary termination shall be at the discretion of the Executive Director in consultation with the UCSRB Executive Committee.

The Executive Director may be involuntarily dismissed by the UCSRB at any time for any reason. Severance pay or benefits granted upon involuntary termination shall be at the sole discretion of the UCSRB.

Layoff — When a reduction in force is necessary or if one or more positions are eliminated, employees will be identified for layoff after evaluating the following factors:

- UCSRB work requirements;
- Employee's abilities, experience, and skill;
- Employee's potential for reassignment within the UCSRB; and
- Length of service.

The immediate supervisor/manager will personally notify employees of a layoff. After explaining the layoff procedure, the employee will be given a letter describing the conditions of the layoff, such as the effect the layoff will have on his or her anniversary date at time of call-back, the procedure to be followed if time off to seek other employment is granted and the UCSRB's role in assisting employees to find other work. After consultation with the employee's supervisor/manager, the employee will follow one of the following procedures:

- The employee may continue employment for a specified period of time to be determined by the supervisor; or
- The employee will be terminated immediately and will receive, in lieu of notice, a severance pay for two weeks unless a different severance package is specified in the termination clause of his/her employment agreement. The payment will be based on a 40-hour work week at the employee's straight time rate or salary.

7.4 Termination Processing Procedures

The supervisor/manager must immediately coordinate with the Executive Director to notify the Board of the termination. The supervisor/manager in consultation with the Executive Director will approve and direct the termination procedure.

On the final day of employment, the supervisor/manager must receive all keys and UCSRB property from the employee.

The supervisor/manager shall conduct an exit interview with the employee.

The employee's final payroll check may be sent or directly given to the employee after the exit interview on the next pay date. The final check shall include all earned pay and any expenses due the employee.

7.5 Return of UCSRB Property

Any UCSRB property issued to employees, such as computer equipment, keys, parking passes or UCSRB credit card, must be returned to the UCSRB at the time of termination. Employees will be responsible for any lost or damaged items.

8 Safety

The UCSRB strives to provide its employees with a safe and healthful workplace environment, and makes every effort to comply with all federal and state workplace safety requirements. To accomplish this goal, both management and employees must diligently undertake efforts to promote safety.

All job-related injuries or illnesses are to be reported to your supervisor immediately, regardless of severity. In the case of serious injury, an employee's reporting obligation will be deferred until circumstances reasonably permit a report to be made. Failure to report an injury or illness may preclude or delay the payment of any benefits to the employee and could subject the UCSRB to fines and penalties.

8.1 Medical Attention and Labor and Industry Accident Reporting Process

When an accident occurs it is the responsibility of the supervisor to seek medical attention for the injured employee. It is also the responsibility of the supervisor to assist in filling out paperwork and L & I claims associated with the injury or accident.

Record of Minor Injury

Instead of filling out a Labor and Industries Report for incidents that do not qualify for, or necessitate medical attention, employees should fill out a record of minor injury report form.

Regardless of the nature or severity, all injuries incurred while on the job must be reported immediately to the employee's supervisor.

The injury report shall contain the following information:

- A. The name of the injured party.
- B. The time, date, and place that the injury occurred.
- C. To whom the injury was reported.
- D. Nature of the injury.
- E. Details of the accident
- F. What equipment or tools were involved, if any.
- G. People involved.

The injury report shall be forwarded to the Executive Director for review.

Employee Requiring Medical Attention

Employees should report all work-related injuries and accidents immediately to their supervisor, and then follow these steps:

- Determine if emergency assistance is needed (ambulance/paramedics) and call 911 as appropriate.

- If the incident is non-emergency in nature, the employee should go to the hospital or other medical facility to get treated. If needed another employee should provide assistance and transport.

L&I Claims: Workers' & Employers' Rights

Workers and employers have rights if a worker is injured on the job

Workers' rights

- Medical & financial help - If a worker is hurt on the job, s/he should go to a doctor for assistance filing a workers' compensation claim. L&I pays medical bills for injured workers and often replaces lost wages when time off work is required for recovery.
- Manage claims online - Injured workers can log on to L&I's online Claim and Account Center to view and manage compensation claims.
- Protection from discrimination - It is illegal for employers to discriminate against workers for filing compensation claims. Workers can file discrimination complaints with L&I.
- Protests and appeals - If a worker disagrees with the decision L&I makes on a claim, s/he can protest or appeal the decision.
- Employers' rights
- No-fault workers' comp - Washington is a no-fault state for workers' compensation insurance. This means workers usually can't sue employers for on-the-job injuries.
- Manage claims online - Employers can log on to L&I's online Claim and Account Center to manage employees' claims.
- Protests and appeals - If an employer disagrees with the decision L&I makes on a claim, they can protest or appeal the decision.

8.2 Health-related Issues

Employees who become aware of any health-related issue should notify their supervisor of health status as soon as possible.

8.3 Return to Work After Serious Injury or Illness

As a joint protection to the employee and the UCSRB, employees who have been absent from work because of serious illness or injury are required to obtain a doctor's release specifically stating that the employee is capable of performing his or her normal duties or assignments. A serious injury or illness is defined as one that results in the employee being absent from work for more than two (2) consecutive weeks or one which may limit the employee's future performance of regular duties or assignments. (Also see Family/Medical Leave policy.)

The Executive Director shall ensure that employees who return to work after a serious injury or illness are physically capable of performing their duties or assignments without risk of re-injury or relapse.

If the cause of the employee's illness or injury was job-related, the employee's supervisor/manager will make a reasonable effort to assign the returning employee to activities consistent with the instructions of the employee's doctor until the employee is fully recovered. A doctor's written release is required before recovery can be assumed.

8.4 Weather-related and Emergency-related Closings

Except for regularly scheduled holidays, the UCSRB will be open for business on Mondays through Fridays during normal business hours. The UCSRB recognizes that circumstances beyond its control, such as inclement weather, national crisis or other emergencies do occur. On such occasions the UCSRB may close for all or part of a regularly scheduled workday.

In such event the UCSRB will endeavor to notify all employees. Employees may also contact their supervisor/manager or other offices. Employees able to work from a home office may continue working during these events as appropriate and will be paid as normal. Administrative leave may be applied at the Executive Director's discretion in cases where the office is closed and employees are unable to continue working from home.

9 COMPENSATION POLICIES

9.1 Work Schedules/Time Keeping

Typical office hours of the UCSRB are 8:00 a.m. to 5:00 p.m., Monday to Friday. However, the nature of our business sometimes demands work day or work week hours different than those set forth above.

Flexible schedules and alternative work locations may be approved on a case-by-case basis at the discretion of the Executive Director.

By law, the UCSRB is obligated to keep accurate records of the time worked by employees. Each employee must fill out the appropriate electronic time record each week, and time records must be completed, with the assistance of the Finance Manager, in accordance with the assigned task names and/or numbers for accounting purposes.

9.2 Payroll and Paydays

UCSRB employees (exempt or non-exempt) are paid monthly, by the fifth day of each new month.

9.3 Pay Advances

It is the policy of the UCSRB to decline all requests for early paychecks or pay advances for personal reasons.

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9.4 Overtime Compensation

Overtime compensation is paid to non-exempt employees at the rate of one and one-half times their regular hourly rate of pay for all time worked in excess of 40 hours in any one work week, in accordance with federal and state wage and hour restrictions. All overtime work performed must receive the supervisor's prior authorization.

9.5 Compensation Time

Exempt salaried employees will earn comp-time on an hour-by-hour basis for hours worked in excess of 40 hours in any one work week. An employee may not exceed a comp-time balance of 120 hours. Comp-time is never converted to payment except upon termination of employment.

10 GROUP HEALTH AND RELATED BENEFITS

10.1 Health, Dental, and Vision Insurance

The UCSRB offers all employees working equal to or greater than 30 hours per week a group medical insurance plan. Each employee in the plan will receive a booklet completely detailing the policies, procedures and benefits of the insurance plan. Each eligible employee will have the option to join or waive participation in the health insurance plan, however, all eligible employees will receive the employer paid dental, long-term disability and basic life insurance. The employee shall select the range of coverage when enrolling in the plan (e.g. employee only, full family, medical, vision, etc.). The UCSRB shall pay 100 percent for each employee, and 50% for each dependent. Note that coverage rates are reevaluated and adjusted by the insurance provider on an annual basis.

Eligibility

1. The employee is in regular status, working equal to or greater than 30 hours per week.
2. The employee is eligible for coverage effective on the first day of the month following the date of full-time employment.

For changes to the employee's health insurance benefits see the insurance carrier's policies.

The UCSRB has the right to change insurance companies or to modify or terminate eligibility requirements, benefits, or coverage at any time.

10.2 Pre-tax Deductions for Expenses

UCSRB employees participating in any of the basic health insurance plans (i.e., group medical, dental and/or vision) are required to contribute to payment of the plan(s) premium(s) via payroll deduction cost sharing, if payment is required.

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Employees are covered by a group medical plan through the UCSRB. The UCSRB is exempt from COBRA as we normally employ fewer than 20 employees in a calendar year. However, employees may be eligible for the medical plan's state continuation program. Employees should consult the office manager and/or plan administrator for information about benefit options.¶

10.3 Worker's Compensation

All employees are entitled to Workers' Compensation benefits paid by the UCSRB. This coverage is automatic and immediate and protects employees from work-related injury or illness. If an employee cannot work due to a work-related injury or illness, Workers' Compensation insurance pays his or her medical bills and provides a portion of his or her income until he or she can return to work.

10.4 Unemployment Compensation

Unemployment compensation is designed to provide a temporary income for those who are out of work through no fault of their own. Depending upon the circumstances, employees may be eligible for Unemployment Compensation upon termination of employment with the UCSRB. The Division of Unemployment Insurance of each Washington State's Department of Labor and Industry determines eligibility for Unemployment Compensation. The UCSRB pays the entire cost of this insurance program.

10.5 Social Security FICA

The United States Government operates a system of mandated insurance known as Social Security. As a wage earner, employees are required by law to contribute a set amount of weekly wages to the trust fund from which benefits are paid. As employer, the UCSRB is required to deduct this amount from each paycheck an employee receives. In addition, the UCSRB matches employee contribution dollar for dollar, thereby paying one-half of the cost of employee Social Security benefits.

10.6 Retirement Program

The UCSRB offers employees the opportunity to participate in a Simple IRA plan.

Eligibility – Regular employees who are reasonably expected to receive at least \$5,000 in compensation during the calendar year, and who have received at least \$5,000 in compensation in any one previous calendar year are eligible to participate in the plan.

Contributions –The UCSRB will match 100% of eligible employee contributions, up to 3% of gross salary. See the plan administrator for current maximum contribution limits and other rules.

Rollovers – The Simple IRA plan will accept qualified rollover distributions from your date of hire.

Withdrawals – Monies, which do not have to be repaid, may be withdrawn from your Simple IRA plan only for:

- Termination of employment
- Disability
- Death
- Retirement
- Hardship

Fees, penalties, and taxes will be charged to any such withdrawal.

The UCSRB has the right to change retirement programs or to modify or terminate eligibility requirements or benefits at any time.

10.7 Life Insurance/Long Term Disability

The UCSRB offers employees the opportunity to participate in life insurance and long-term disability programs. Please see the Office Manager or plan administrator for eligibility and complete details.

10.8 Training and Professional Development

The Executive Director or designee shall identify the training needs of employees and shall have the ability to provide employees with opportunities to obtain various skills to enhance the performance of their position. The training may include on-the-job training, in-service training offered among participating entities, or conferences, seminars, and classes offered by outside educators. The Executive Director, at the service of the Board, shall have discretion to approve or disapprove training requests. The annual IDP/performance review process, described in Section 3.4, is the primary vehicle for planning and requesting training. In addition to Executive Director approval, all training is subject to budget availability. Employees attending training may be expected to prepare a summary or presentation for the training received, and may be expected to train other employees as a result.

11 LEAVE BENEFITS

11.1 Holiday Policy

The UCSRB provides ten (10) paid holidays each year. After four months of continuous employment, each employee is also entitled to one (1) "floating" holiday each year. The following shall be recognized as legal, paid holidays:

Holiday	Day
New Year's Day	Variable
Martin Luther King Jr. Day	Monday
President's Day	Monday
Memorial Day	Monday
Independence Day (observed)	Floating
Labor Day	Monday
Veteran's Day	Variable
Thanksgiving	Thursday
Day after Thanksgiving	Friday
Christmas Day	Variable
Floating Holiday	TBD

If these holidays fall on Saturday, the proceeding Friday will be a holiday. If they fall on Sunday, the following Monday will be a holiday.

All employees are eligible for holiday pay. Holiday pay will be pro-rated on the basis of employee hours. If a designated holiday falls within an employee's annual leave period,

the holiday is not considered an annual leave day. Employees may take religious holidays not designated as a UCSRB holiday with annual leave, with accrued comp-time, or without pay. Prior approval in advance must be obtained from the employee's supervisor/manager.

11.2 Annual Leave

All full-time employees will accrue annual leave each month based on the schedule described below (following WAC 357-31-165). Part-time employees will earn annual leave at a rate proportional to the number of hours worked each week. No more than 240 hours of annual leave may be accrued.

New employees become eligible to take annual leave after they have worked 3 months. Employees may request permission from their supervisor/manager to take unpaid annual leave.

All annual leave must be scheduled in advance with the employee's supervisor/manager. Employees are responsible for planning ahead for annual leave and working out a complete schedule with their supervisor/manager. Annual leave entitlement is administered by the Executive Director.

Upon termination, the employee's accrued, but not taken, annual leave and/or compensatory time will be added to the final paycheck using the employee's then-current straight-time hourly rate for conversion.

Annual Leave Schedule

Years of Service	Accrual per month
During years 1 and 2	9 hours and 20 minutes
During year 3	10 hours
During year 4	10 hours and 40 minutes
During years 5 and 6	11 hours and 20 minutes
During years 7, 8, and 9	12 hours
During years 10, 11, 12, 13, and 14	13 hours and 20 minutes
During years 15,16,17,18,19	14 hours and 40 minutes
During years 20, 21, 22, 23, and 24	16 hours
During the 25th year	16 hours and 40 minutes

11.3 Sick Leave

In the event that an employee gets sick, the UCSRB provides all full-time employees with sick leave, which can be used by an employee beginning on the 90th calendar day after employment begins. Sick leave is accrued at 8 hours per month for all full-time employees. Part-time employees will earn sick leave at a rate proportional to the full-time rate, based on the number of hours worked each week. No more than 960 hours of annual leave may be carried over from one State biennium to the next.

It is in the best interests of an employee who is ill or injured that the employee not remain at work. It is the supervisor or manager's responsibility to send the employee home if the employee is incapacitated.

Employees are encouraged to make their routine doctor or dentist appointments before arriving for work or after leaving work for the day, if possible. If time off is required for

such appointments, arrangements should be made in advance with the employee's supervisor or manager.

An employee is expected to notify his or her supervisor/manager at the beginning of each work day during illness or injury. Exceptions to this include a serious accidental injury or hospitalization, or when it is known in advance that the employee will be absent for a certain period of time.

A medical statement from the employee's doctor may be requested by the UCSRB when an employee is absent from work for more than five working days.

Upon termination, the employee's accumulated sick leave will pay out only in the case of eligible retirement, as defined by *Treas. Reg. § 1.401(a)-1(b)(2)(i)* (i.e. *voluntary termination after the age of 62 with no intention of re-entering the workforce, etc.*).

11.4 Bereavement Leave

Generally, a full-time or part-time employee shall be entitled to Bereavement Leave upon the death of a spouse (including a *de facto* spouse), son, daughter, stepson, stepdaughter, parent, stepmother, stepfather, brother, sister, stepbrother, stepsister, grandson, granddaughter, grandparent, mother-in-law, father-in-law, son-in-law, or daughter-in-law.

Employees shall be granted up to three (3) consecutive workdays of paid bereavement leave at the time of a death in the employee's immediate family as defined above. An employee shall be granted up to an additional two (2) workdays of paid sick leave when substantial travel is necessary. Bereavement leave may be used for qualified family members in the case of imminent death, but the total bereavement leave portion shall not exceed the three or five workday limitation.

11.5 Jury Duty

The UCSRB will grant employees paid time off for mandatory jury duty or court appearances as a witness when the employee must serve or is required to appear as a result of a court order or subpoena. A copy of the court order or subpoena must be supplied to the employee's supervisor/manager when requesting time off. Compensation received by the employee from the jury service or other duties will be deducted from the normal salary or the compensation signed over to the UCSRB as may be permitted by law.

11.6 Military and Personal Leaves of Absence

Military – Pursuant to [RCW 38.40.060](#), a UCSRB employee who is a member of the WA National Guard or U.S. military is entitled to a military leave of absence with normal pay for a period not exceeding twenty-one (21) days each year.

Personal — Except for those situations covered under the Family/Medical Leave policy, personal leaves may be granted to employees having special nonmedical personal needs for an extended period of absence. Each case will be evaluated on its own merits, and the following will be taken into consideration:

- The reason for the request;
- The amount of time required; and
- The employee's length of service and past record.

Normally personal leaves are granted for periods of up to 90 days.

11.7 Family/Medical Leaves of Absence

The [WA Paid Family and Medical Leave Act](#) (PFMLA), administered by the WA Employment Security Department (ESD) allows all eligible employees to take leave for qualifying events such as a serious health condition, to care for their child after birth or adoption or foster care placement, to care for their spouse, child or parent with a serious health condition, or to spend time with family member because of a military deployment. Eligibility and benefits are defined in [RCW 50A.04](#) (<https://app.leg.wa.gov/RCW/dispo.aspx?cite=50A.04>)

12 SUPPLIES, PURCHASES, AND REIMBURSEMENTS

12.1 Introduction

The UCSRB will pay actual and other reasonable business-related expenses incurred by employees in the performance of their job responsibilities. Hotels, meals and incidental expenses shall not exceed the approved rate published by the General Services Administration (GSA). All items purchased or charged by the employee are to be itemized on the approved UCSRB expense report. The Executive Director must approve all such expenses incurred by an employee at the end of each month, and before reimbursement will be made.

Expense reports are to be submitted to the Executive Director and supported by evidence of proof of purchase (e.g., receipts). Expense reports are due to the Executive Director on the last working day of each month.

Expenses submitted after the last working day of the month in which they are incurred will be paid on a deferred basis.

For more information on the process for acquiring goods and services, please see Section B of the UCSRB Operational Policies: Purchasing Goods, Services and Equipment, which describes the process in detail.

12.2 Required Management Approval

All employee travel, mileage, purchase requisitions and other business-related expense reports must have a supervisor's/manager's approval. Employees are required to request approval in advance of expenditures whenever possible. Specific procedures for obtaining and documenting appropriate approval of purchases and expenses are described in the UCSRB purchase request form, available from the Executive Director or the Finance Manager.

All expense reports are due to the Executive Director prior to the final working day of each month. Prior to being honored by the Finance Manager, these reports must have the employee's signature and date and must be approved by the employee's supervisor/manager.

12.3 Travel Expenses

This policy establishes the general guidelines and procedures to be followed when business travel is required:

1. Travel-related expenses are to be detailed on the UCSRB expense claim form;
2. Use of personal vehicles on UCSRB business will be reimbursed at the standard mileage rate published by the General Services Administration (GSA), assuming that the time and distance involved is reasonable under the circumstances;
3. All parking expenses incurred as a result of business travel will be reimbursed;
4. All air travel must be approved in advance by the employee's supervisor/manager. All personnel will travel economy class. The duplicate airline ticket receipt should be attached to the expense claim form;
5. Employees should request advance approval for use of a rental car at their destination. A copy of the rental car agreement form must accompany the expense claim form;
6. Employees should select moderately priced lodging convenient to their destination to minimize time and expense. Maximum hotel room rates are published by the GSA. A detailed receipt from the hotel or motel must accompany the reimbursement form unless such is unavailable, in which case a credit card receipt is acceptable;
7. Reimbursement for meals and travel expenses at established GSA per diem rates is triggered when you have been in travel status for at least eleven (11) hours. Employees may submit for the allowable GSA per diem rates on the expense form for the days of approved travel.
8. Expense forms approved and signed by supervisors are to be submitted to the Finance Manager along with timesheets. Expense forms should include all receipts for reimbursements claimed. Expense forms should be submitted monthly.

12.4 Vehicle Use

The Vehicle Use Policy addresses the use of both UCSRB or GSA vehicles and personal vehicles for UCSRB business. The purpose of this policy is to:

- Provide uniform and consistent criteria for the use of vehicles.
- Ensure vehicles are operated consistent with state law and GSA rules.
- Ensure that UCSRB/GSA vehicles are used only in the course of doing UCSRB business, and in accordance with their intended use.

All employees are expected to follow the Washington State traffic laws and possess a valid Washington driver's license. Vehicles may be used only when they are in safe operating condition, any problems with UCSRB/GSA vehicles should be reported to the Executive Director and repaired as necessary. Private vehicles are the responsibility of the employee to repair and maintain as appropriate. Employees/volunteers will be

personally responsible for any fines related to the violation of RCW's related to traffic laws.

Violation of these policies may result in disciplinary action, including possible termination.

Use of Tobacco, Drugs or Alcohol

Use of tobacco, drugs, or alcohol while operating an UCSRB/GSA vehicle is strictly prohibited. Use of drugs or alcohol while driving a personal vehicle on UCSRB business is strictly prohibited.

Authorized Drivers

Only UCSRB employees are authorized to operate UCSRB/GSA vehicles, except in an emergency where no other alternative exists.

Authorized Passengers

Only individuals directly engaged in activities which are associated with UCSRB business may ride as passengers in an UCSRB/GSA vehicle. No animals may be transported in an UCSRB/GSA vehicle unless necessary to complete normal job duties.

Driving Record

Employees should be aware that they may be subject to a driving record history review. Drivers must have a driving record which demonstrates their ability and willingness to drive in a safe and legal manner.

Insurance (Personal Vehicles)

UCSRB employees may, upon the request of the UCSRB be required to provide a copy of current insurance coverage prior to driving a personal vehicle on UCSRB business. Mileage reimbursement for business use of a personal vehicle contains compensation for fuel, insurance, vehicle depreciation, and vehicle maintenance. Mileage reimbursement is given at the current federal government rate. The employee's automobile insurance is the primary carrier. Employees using a personal vehicle on UCSRB business are required to carry a minimum of \$100,000 liability coverage through his or her personal automobile insurance carrier.

Limitation on Personal Use (UCSRB/GSA Vehicles)

UCSRB/GSA vehicles shall only be used in the scope and course of UCSRB business. Employees may not use vehicles for personal matters (including transport of children to school or daycare facilities) except under one of the following conditions:

- Travel when an employee is on UCSRB business, in a location where driving to a personal vehicle would result in an extra and unnecessary expenditure of UCSRB time or money; or the employee has a vehicle specifically assigned to him or her.
- Limited and incidental personal use, such as driving to eating establishments while traveling or at a conference, or traveling to events and emergencies.

Employees required to travel because of their job responsibilities may rent a car upon receiving the approval of their supervisor/manager.

An economy or compact size car will be the employee's first choice in obtaining a rental car. The UCSRB is not insured for damage to rental cars used on UCSRB business. Any additional insurance charges offered as an option by the rental company are reimbursable. A copy of the rental car agreement must accompany the employee's monthly travel expense report.

12.5 Conferences and Meetings

Employees may request time off or financial support or both to attend conferences or meetings sponsored by institutions or professional organizations. The subject matter to be presented must relate directly to the employee's position or provide beneficial information to be shared in the employee's department.

The employee's supervisor/manager must approve the employee's participation in the conference or meeting. The UCSRB will pay for the following expenses if attendance is approved: registration fees, travel costs, lodging and meal expenses not covered by registration. Time off for attendance and travel during normal working hours will be paid at the normal rate of pay.

12.6 Cell Phones

The nature of the duties performed by some UCSRB employees requires the use of a cell phone to stay in contact and to conduct business while on the road. Eligible employees may choose to use a phone provided by the UCSRB or to be reimbursed at a market-driven rate for use of their personal phone in conducting UCSRB business. At the discretion of their Supervisor and/or the Executive Director, employees whose work requires occasional use of a cell phone may be compensated on a per-call basis for the cost of necessary business calls.

Use of cellular telephones is not authorized when operating a motor vehicle, unless a hands free apparatus is available. To dial, or otherwise initiate a call, or to respond to a call, the driver will leave the road and safely park the vehicle.

Eligibility- Business use of a phone is necessary because of the extent of travel on a regular basis or other non-compensatory need, as determined by their Supervisor and Executive Director. Determination of eligibility will be based on:

- The job function of the employee requires considerable time outside of his/her assigned duty station or work area and it is important to the UCSRB that she or he is accessible during those times;
- The job function of the employee requires him/her to be accessible outside of scheduled or normal working hours; and/or
- The job function of the employee requires him/her to have wireless data and internet access.

UCSRB Supplies Cell Phone

- The use of company cellular telephones for personal calls is permitted, and these calls do not need to be justified as long as they do not go over their allotted monthly minutes. In cases where additional monthly charges are incurred because the allotted minutes have been exceeded, the applicable employee must review the bill to isolate all personal calls made during the month and submit the bill with a justification to the Executive Director. The Finance Manager will then review the itemized bill and justification to determine which, if any, calls the employee will be responsible for paying.

UCSRB Reimburses for Cell Phone Plan

- The maximum rate for reimbursement is set by the Executive Director accounting for market rates, what it would cost the UCSRB to provide a phone and plan, and need based on the employee's position.

- After approval, eligible employees may claim the reimbursement on their monthly expenses form and submit their monthly cell phone bill as back-up.
- Regardless of the maximum reimbursement rate set by the Executive Director, cell phone plan reimbursements may not exceed employee costs.
- Eligible employees provide their own phone equipment.

UCSRB Reimburses on a Per-Call Basis

- On approval, employees not eligible for a UCSRB-supplied cell phone or cell plan reimbursement, but whose work may require occasional use of a cell phone for UCSRB calls, when authorized by the Executive Director, may make business calls with their personal cellular telephones and be reimbursed for the cost of the calls, although the use of UCSRB calling cards for associated business is preferred.
- The employee must submit a log of calls with their monthly bill, including an explanation of the purpose of calls claimed for reimbursement
- Each claim for reimbursement must be approved by the employee's supervisor or the Executive Director.

12.7 Public Transportation Incentive

Consistent with the "wise resource management" mission of the UCSRB, the Executive Director may approve for employees on a case-by-case basis transit passes, tokens, farecards, vouchers, or similar items subsidizing use of public mass transit. This public transportation incentive is a qualified fringe benefit, and is governed by the rules outlined in IRS Publication 15-B (<https://www.irs.gov/pub/irs-pdf/p15b.pdf>).

12.8 Relocation Expenses

Written approval from the Board is required to provide moving expenses incurred by any new or current employee.

13 Changes to Employee Policies and the Employee Manual

The UCSRB Personnel Policy shall be administered by the Board or its designee(s) and shall be periodically reviewed by the Board to consider changes in the organization's needs and goals, and compliance with state and federal law.

All persons responsible for the operation of the Personnel Policy shall know and understand their responsibilities and effectively administer their responsibilities.

The Executive Director shall periodically review the Personnel Policy, solicit input from employees and make recommendations for any changes to the UCSRB's Executive Committee. The Committee shall submit its recommendations to the Board for adoption.

It shall be the responsibility of the Board to adopt changes in personnel policies and procedures by resolution as it deems necessary. All proposed changes shall be

submitted to the Executive Committee and their suggestions forwarded to the UCSRB before adoption.

It shall be the responsibility of the Executive Director to:

- A. Review proposed changes to personnel policies and procedures and provide the Executive Committee with suggestions regarding proposed changes in these policies and procedures;
 - B. Review and adopt changes in the Personnel Policy that are adopted by the Board;
 - C. Administer the Personnel Policy;
 - D. As needed assign a designee to administer specific portions of the Personnel Policy.
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14 EMPLOYMENT MANUAL ACKNOWLEDGMENT

I acknowledge that I have received a copy of the UCSRB Employment Policies, and I do commit to read and follow these policies.

I am aware that if, at any time, I have questions regarding the UCSRB policies I should direct them to my supervisor.

I know that the UCSRB policies and other related documents do not form a contract of employment and are not a guarantee by the UCSRB of the conditions and benefits that are described within them. Nevertheless, the provisions of such UCSRB policies are incorporated into the acknowledgment, and I agree that I shall abide by its provisions.

I also am aware that the UCSRB, at any time, may on reasonable notice, change, add to, or delete from the provisions of the UCSRB policies.

Employee's Printed Name

Position

Employee's Signature

Date