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Ukiah Valley Basin Groundwater Sustainability
Agency

Communication and Engagement Plan

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GSP Communications Plan

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GSP Communications Plan

Introduction

This Project Communication Plan (CommPlan) is developed to promote the efficient and effective coordination of internal/external communications and stakeholder engagement in the Ukiah Valley Basin Groundwater Sustainability Agency (UVBGSA) effort to develop a Groundwater Sustainability Plan (GSP). The CommPlan will serve as the primary guideline for addressing the requirements outlined in Department of Water Resources (DWR) Groundwater Sustainability Plans (GSP) Regulations Section § 354.10:

“Each Plan shall include a summary of information relating to notification and communication by the Agency with other agencies and interested parties including the following:

- (a) A description of the beneficial uses and users of groundwater in the basin, including the land uses and property interests potentially affected by the use of groundwater in the basin, the types of parties representing those interests, and the nature of consultation with those parties.*
- (b) A list of public meetings at which the Plan was discussed or considered by the Agency.*
- (c) Comments regarding the Plan received by the Agency and a summary of any responses by the Agency.*
- (d) A communication section of the Plan that includes the following:*
 - (1) An explanation of the Agency’s decision-making process.*
 - (2) Identification of opportunities for public engagement and a discussion of how public input and response will be used.*
 - (3) A description of how the Agency encourages the active involvement of diverse social, cultural, and economic elements of the population within the basin.*
 - (4) The method the Agency shall follow to inform the public about progress implementing the Plan, including the status of projects and actions.”*

The CommPlan serves as the communication and engagement plan for the Ukiah Valley Basin (UVB) GSP and is developed in response to the following requirement of the DWR evaluation criterion in GSP Regulations Section § 355.4.b.(4):

“Whether the interests of the beneficial uses and users of groundwater in the basin, and the land uses and property interests potentially affected by the use of groundwater in the basin, have been considered.”

The CommPlan will be updated as needed throughout the project term. This will ensure that up-to-date information related to project communication is contained in the CommPlan. The CommPlan will be accompanied by a web-based Communication and Engagement (C&E) tool to streamline its implementation. The C&E Tool will contain a communication tracking system to document outreach and engagement activities, compile mailing lists, and summarize communications with stakeholders. It will be used in the implementation of the CommPlan and evaluation and assessment of its effectiveness.

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Project Organization

The Ukiah Valley Basin GSP is being developed for the Ukiah Valley Basin Groundwater Sustainability Agency (UVBGSa). Larry Walker Associates, Inc. in collaboration with GEI Consultants, University of California Cooperative Extension (UCCE), and SCI Consulting Group (LWA Team) are responsible for the development of the GSP at the direction of the UVBGSa. The UVBGSa Board of Directors (the Board) is shown in **Table 1**. The Board acts as the GSP's overall Project Management Team (PMT) and is scheduled to meet on the second Thursday of every other month at 1:30 PM in the Mendocino County Board of Supervisors Chambers. All meetings are open to the public with notices, agendas, and minutes posted on Mendocino County's (County) website¹.

Public engagement is encouraged at the Board's meetings and an e-Notification² capability will be offered by the County to reinforce this purpose for interested parties. Draft deliverables, draft GSP chapters and other important development milestones are scheduled to be discussed at the scheduled Board meetings in order to promote transparency regarding the decision-making process.

Table 1. UVBGSa Board of Directors.

Member Agency	Director	Alternate Director
County of Mendocino	Carre Brown (Chair)	
City of Ukiah	Douglas F. Crane (Vice Chair)	
Russian River Flood Control	Alfred White	
Upper Russian River Water Agency	Jerry Cardoza	
Tribal Seat	Brandi Brown	Sonny Elliott
Agricultural Seat	Zachary Robinson	Levi Paulin

CONSULTANT TEAM

As mentioned above, the consultant team is led by Larry Walker Associates, Inc. in collaboration with GEI Consultants, UCCE, and SCI Consulting Group. Dr. Laura Foglia, LWA Project Manager (PM), will serve as the primary point of contact for the LWA Team, providing clear, consistent, and effective communication with the PMT and the County.

TECHNICAL ADVISORY COMMITTEE (TAC)

UVBGSa has convened a TAC to provide input and recommendations on the technical aspects of the GSP development process. TAC members and the represented agencies are shown in **Table 2**. TAC meetings are scheduled at a similar frequency to the Board's meetings, on the second Thursday of every other the month, at 9:30 AM. All meetings are open to the public with

¹ <https://www.mendocinocounty.org/government/affiliated-agencies/ukiah-valley-basin-gsa>

² <https://www.mendocinocounty.org/community/enotification>

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notices, agendas, and minutes posted on Mendocino County's (County) website¹. Subscribers to the e-notification system will be notified automatically for the TAC meetings.

Table 2. UVB TAC members.

Member Agency	Member
County of Mendocino	Glenn McGourty
City of Ukiah	Sean White
Upper Russian River Water Agency	Ken Todd
Russian River Flood Control	Tyler Rodrigue
Tribal Representative	Sonny Elliot, Jr.
Agricultural Representative	Levi Paulin
Sonoma County Water Agency	Don Seymour
Mendocino County Resource Conservation District	Mike Webster
California Land Stewardship Institute	Laurel Marcus

DEPARTMENT OF WATER RESOURCES (DWR) POINT OF CONTACT

All high and medium priority groundwater basins in California are assigned a Point of Contact (POC) from the DWR Region Offices. POCs assist GSAs and stakeholders in the basin to connect with the statewide Sustainable Groundwater Management Program and to locate resources for assistance. POC information for the Regional Office corresponding to the UVB GSP is shown in Figure 1. Mr. Aaron Cuthbertson from the Division of Integrated Regional Water Management of the DWR North Central Region Office is the POC for this GSP and can be reached via email at: Aaron.Cuthbertson@water.ca.gov

¹ <https://www.mendocinocounty.org/government/affiliated-agencies/ukiah-valley-basin-gsa/technical-advisory-committee/tac-agenda-and-materials>

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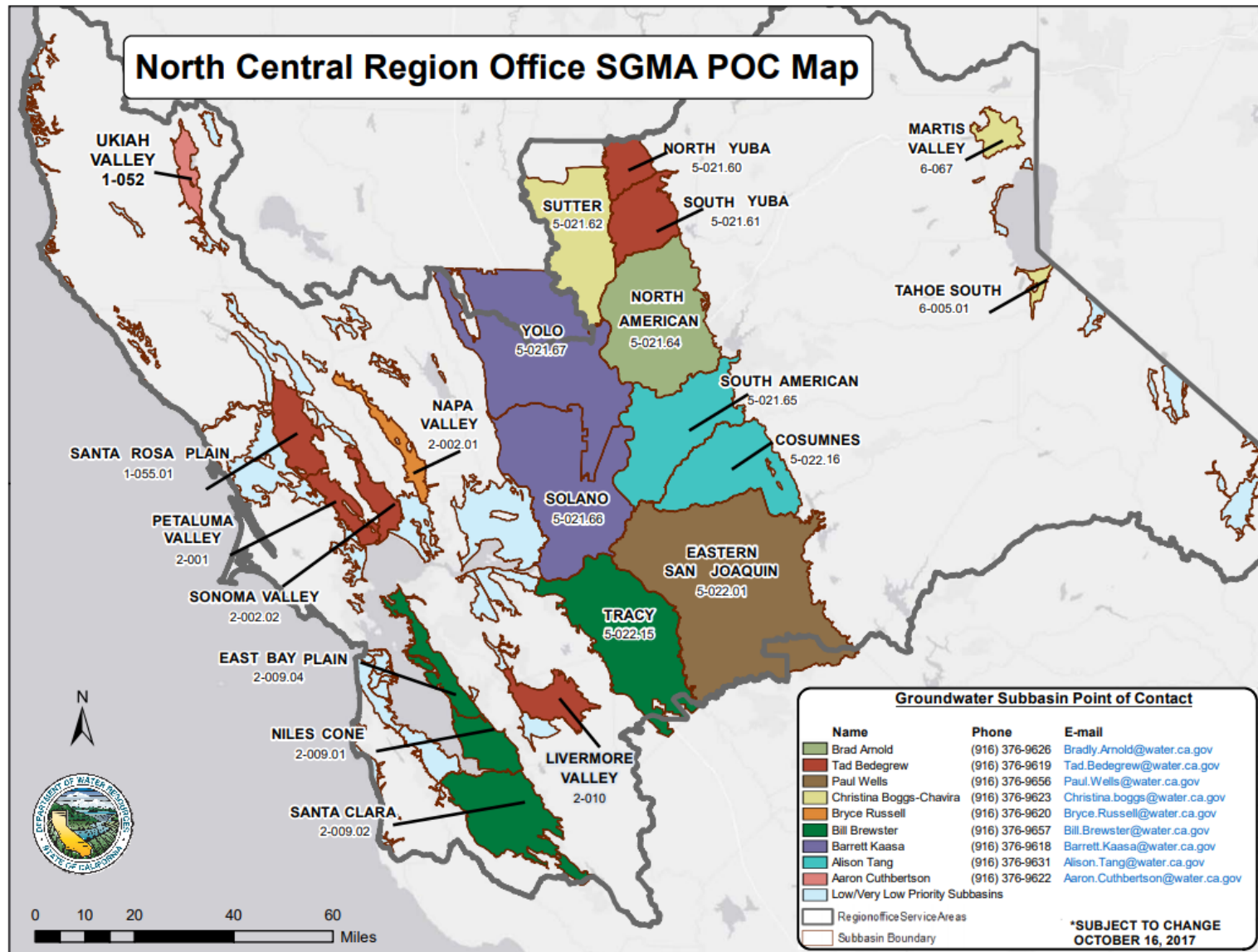


Figure 1. POCs at the North Central Region Office to support UVBGSF

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Goals and Desired Outcomes

In August 2014, the California Legislature passed the Sustainable Groundwater Management Act (SGMA), which went into effect January 1, 2015. SGMA, a package of three bills (AB 1739 Dickinson, SB 1168 Pavley, and SB 1319 Pavley), requires the long-term and sustainable management of groundwater resources and places this responsibility on local authorities. Groundwater Sustainability Agencies (GSAs) were required to be formed by June 30, 2017 as the responsible authorities for developing GSPs and achieving SGMA's implementation goals and mandates.

The key objective of the Ukiah Valley Basin GSP will be to address groundwater sustainability by designing strategies that avoid and prevent undesirable results to regional groundwater resources over the next 20 years, and beyond. Because SGMA requires local stakeholders and beneficial users to be part of the GSP planning and implementation process, the UVBGSA will identify and engage stakeholders to integrate their input into the decision-making, coordination, and management processes. Specific processes are not outlined for the consideration of these interests in the legislation and it is upon the UVBGSA to define such processes. However, SGMA specifically requires public meetings to be held during the GSP development and implementation when:

- When the GSA intends to adopt or amend a GSP (CA Water Code Section § 10728.4);
- Prior the GSA imposing or increasing a fee (CA Water Code Section § 10730.(b)(1))

In order to meet these requirements, UVBGSA is implementing an adaptive management strategy as explained in detail in the sections below. This strategy contains three phases: (1) planning, (2) implementation, and (3) evaluation/response, and is intended to work fundamentally as described in the Community Water Center whitepaper⁴ on this topic. For the planning phase, this CommPlan will serve as the document for communication and engagement in the GSP development and will be updated as necessary. For the implementation phase, the methods and strategies to be used are described in the **Communications Strategy Section**. Finally, for the third phase, the **Evaluation and Assessment Section** identifies questions to assess the effectiveness of the C&E plan and to deliver effective and comprehensive responses.

UVBGSA AND UVB GSP

In May 2017, UVBGSA was created to by a Joint Powers Agreement (JPA) to serve as the official GSA for the UVB to comply with SGMA. Under the agreement, the UVBGSA shall take actions deemed necessary to ensure sustainable management of the UVB, as required by SGMA⁵.

The UVBGSA consists of a variety of local public agencies with water supply, water management and land use responsibilities. These include the County of Mendocino, the City of

⁴ Dobbin, K., Clary, J., Firestone, L., Christian-Smit, J. (2015), "Collaborating for Success: Stakeholder Engagement for Sustainable Groundwater Management Act Implementation." Prepared by community water center.

⁵ Resolution of the election of the UVBGSA can be found here:
<https://sgma.water.ca.gov/portal/service/gsadocument/download/3980>
JPA forming the UVBGSA can be found here:
<https://sgma.water.ca.gov/portal/service/gsadocument/download/4159>

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Ukiah, the Upper Russian River Water Agency, and the Russian River Flood Control and Water Conservation and Improvement District. The boundaries of these agencies are shown in **Figure 2**. The County of Mendocino exercises land use authority on the land overlying the basin. The City of Ukiah is a local municipality that exercises water supply, water management and land use authority within the City's boundaries. The Upper Russian River Water Agency is a JPA representing Millview County Water District, Willow County Water District, Calpella County Water District, and Redwood Valley Water District. The County Water Districts have water supply and water management responsibilities within the UVB. The Russian River Flood Control and Water Conservation and Improvement District is a special district created by State statute (State of California Statute, Act 4830). The District exercises water supply and water management authority within the UVB.

The UVBGSA Board also includes a tribal representative and an agricultural representative, as noted in **Table 1**. Representation by these stakeholder groups on the Board of Directors was a decision made by the members of the JPA.

In accordance with SGMA priorities established by DWR, the UVBGSA must develop and submit its GSP by January 31, 2022; the plan must include actions to maintain or achieve sustainability within twenty years of the GSP's adoption. The information contained in the GSP will comprehensively characterize the conditions in the UVB, determine strategies for sustainably managing groundwater resources, satisfy the requirements of SGMA, be consistent with Emergency Regulations and guidance prepared by DWR, be implementable by stakeholders of the UVB, and describe monitoring and reporting to DWR. Moreover, in order to reach the best outcome for the GSA and local stakeholders, and to satisfy SGMA requirements, all beneficial uses and the interests of beneficial users of groundwater must be considered through the active involvement of local stakeholders.

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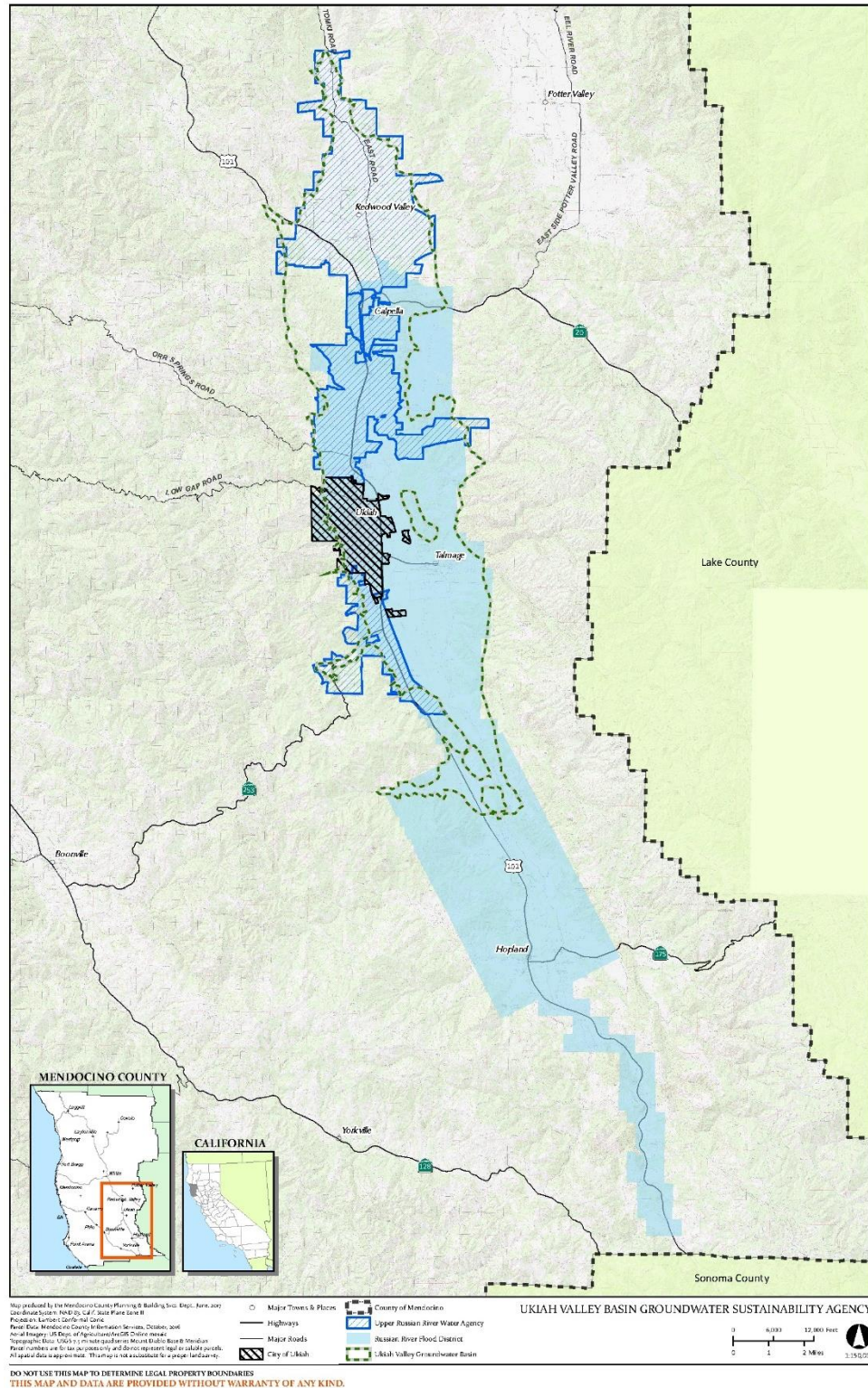


Figure 2. UVBGSA JPA members and their respective boundaries.

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UVBGSA DECISION-MAKING PROCESS

The general voting procedure of the UVBGSA is outlined in the JPA. Each member of the Board has one vote. Unless otherwise specified, all affirmative decisions of the Board require the affirmative vote of a simple majority of all the Board's Directors participating in voting, provided that, if a Director is disqualified from voting on a matter before the Board because of a conflict of interest, that Director shall be excluded from the calculation of the total number of Directors that constitute a majority. The Board of Directors shall strive for consensus of all members on all items.

With respect to GSP development, the above-mentioned procedure will be used for all subjects that require Board's action.

The LWA Team, the Board, and the TAC have come up with a preferred method of communication with regards to GSP deliverables and additional matters that need the Board's approval and/or the TAC's involvement and direction. As a soft arrangement, meaning the timeline can be adjusted respective to the task in hand, the LWA Team will provide a month for the TAC to review a document or elaborate on a subject that is scheduled to be acted upon in the upcoming meeting. GSA Board will be provided with at least two weeks advance time before an official review/presentation of a document for approval at a Board meeting. As explained, all efforts will be made so that discussions and/or presentations are conducted in the TAC and Board public meetings to facilitate input from stakeholders and interested parties. In addition, key documents will be available in advance on County's website or via the C&E Tool, whichever appropriate, as a working draft document. Comments made by the TAC, the Board, or by the public will be addressed in a reasonable timeline (if possible up to the next public meeting) and the final draft of the deliverable will be presented and action taken by the Board in the next scheduled meeting. This procedure is illustrated in **Figure 3**.

During all public meetings, time constrained opportunities will be offered for the public to comment on all public agenda items. In addition, an opportunity for public comment on items not on the agenda will be provided.

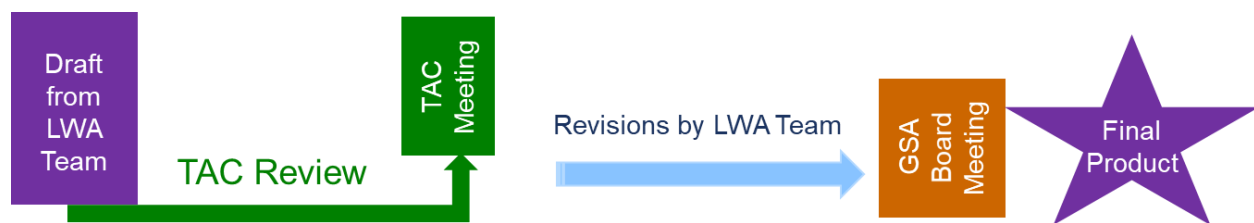


Figure 3. General review process of deliverables.

COMMUNICATION OBJECTIVES TO SUPPORT THE GSP

The UVBGSA will strive to build broad support for key elements of the GSP and will facilitate the effective engagement of stakeholders and beneficial users of groundwater to achieve the best outcome for its GSP. The following are the guiding principles of the GSP communication strategy:

- **Inform the public** with balanced information to assist them in understanding the issues to be addressed, alternative management measures, opportunities, and/or solutions.

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- **Consult** with the **public** by obtaining feedback and public comments on analyses and decisions. UVBGSA will encourage the public to be involved in the decision-making process since they are affected by the GSP and can influence the outcome.
- **Involve beneficial users** and work with them throughout the process to ensure that their concerns, aspirations, and their overall input is understood and considered.
- **Collaborate** with **stakeholders** in the decision-making process including the development of management alternatives and identification of preferred solutions.
- **Empower** the members of the **GSA** by fully considering their priorities and sufficiently implementing them in the GSP.
- **Inform all engaged** on how their input affected the decision.
- Ensure process integrity and transparency.
- Utilize facilitation and outreach methods that minimize the cost and environmental impacts of travel.
- Leverage available technological platforms to increase collaboration and efficiency.
- Maintain appropriate alignment between engagement, content development, and project management.

Details of the methods and strategies used to accomplish these objectives are laid out in the following sections.

OVERRIDING CONCERNS, MAJOR CONCERNS OR CHALLENGES

A challenge in developing and implementing the GSP is the time constraint that may limit the capability to build relationships and underlying trust between all sectors of the public involved and/or affected by the GSP. UVBGSA made the necessary efforts through several public meetings, adequate outreach and notices, and involving major beneficial users in its board of directors during the formation of the GSA. The GSP development process brings about new challenges that will need broader involvement and trust to be established. Conflicting interests on the use of the shared resources may arise that can only be resolved through an effective decision-making process. It is also possible that needs and interests of particular stakeholders may change throughout the development process, complicating the dynamics of the planning process. The CommPlan and its thorough implementation will assist the UVBGSA in overcoming these types of challenges.

In addition, public outreach and stakeholder engagement takes time and resources to be done well. This can become a significant challenge since both the time and the resources available to the UVBGSA are limited. However, the Board believes that its planned strategies and venues of engagement will enable its communication and engagement efforts to be effective. The Board is confident that a balanced and effective investment in effective communication and engagement will lead to improved outcomes, optimized resources, broad support, and reduced conflicts, which subsequently outweighs its respective cost.

Stakeholders Involved in the Project

SGMA (CA Water Code Section § 10723.2) and GSP Regulations Section § 354.10.(a) collectively require the UVBGSA to consider interests of all beneficial uses and users of groundwater basin and provide a description of those users and uses, the types of parties representing those interests, and the nature of consultation with those parties. **Table 3**

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summarizes the list of stakeholders identified by the UVBGSA. This list will be updated as necessary.

Table 3. Identified stakeholders and interested parties for the UVB.

Category of Interest	Stakeholder Groups	Contact Person
UVBGSA Board of Directors		
Land Use	County of Mendocino	Carre Brown
Land Use/Urban Use	City of Ukiah	Douglas F. Crane
Integrated Water Management	Russian River Flood Control	Alfred White
Urban Use	Upper Russian River Water Agency	Jerry Cardoza
California Native American tribes	Tribal Seat	Brandi Brown
Agricultural Use/ Private Users	Agricultural Seat	Zachary Robinson
UVB TAC Members		
Land Use	County of Mendocino	Glenn McGourty
Land Use/Urban Use	City of Ukiah	Sean White
Urban Use	Upper Russian River Water Agency	Ken Todd
Integrated Water Management	Russian River Flood Control	Tyler Rodrigue
Land Use	Sonoma County Water Agency	Don Seymour
Urban/ Agricultural Use	Mendocino County Resource Conservation District	Mike Webster
General Public/Land Use	California Land Stewardship Institute	Laurel Marcus
Land Use	County of Mendocino	Glenn McGourty
California Native American tribes	Tribal Representative	Sonny Elliot, Jr.
Agricultural Use/ Private Users	Agricultural Representative	Levi Paulin
Public Water Systems		
Urban Use	Redwood Valley County Water District	
	Millview County Water District	
	Willow County Water District	
	Calpella County Water District	
Private Water Companies		

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Category of Interest	Stakeholder Groups	Contact Person
Urban Use	City of 10,000 Buddhas Rogina Water Company Yokayo Water Systems	
California Native American Tribes		
California Native American tribes	Redwood Valley Rancheria Coyote Valley Reservation Pinoleville Pomo Nation Potter Valley Rancheria Guidiville Rancheria Hopland Reservation	Tribal Representative on UVBGSA and the TAC
Agriculture		
Agricultural Use	Mendocino County Farm Bureau Mendocino County Wine Growers Association Pear Growers Cannabis Cultivation	Agricultural Representative on UVBGSA and the TAC
State Entities		
Environmental and Ecosystem	UC Davis Cooperative Extension	
State Lands	Department of Water Resources (DWR)	
State Lands/Environmental and Ecosystem	North Coast Regional Water Quality Control Board	
State Lands/Environmental and Ecosystem	California Department of Fish and Wildlife (CDFW)	
Federal Entities		
Federal Lands/Environmental and Ecosystem/Integrated Water Management	US Army Corps of Engineers	
Federal Lands/Environmental and Ecosystem	US Fish and Wildlife Service (USFWS)	
Environmental and Ecosystem	NOAA Fisheries	
Environmental and Ecosystem	Forest Service	
UVB Residents		
General Public	Public Disadvantaged Communities Citizen Groups	

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METHODS FOR PROMOTING ACTIVE STAKEHOLDER INVOLVEMENT

As UVBGSA moves towards developing its GSP, it will initially focus on stakeholder identification and assessment. The LWA Team will conduct stakeholder interviews at the outset of the planning effort to understand the interests, concerns, opportunities, and resources that exist in the stakeholder community. During the GSP development process, the Board will evolve its outreach efforts by identifying additional stakeholders, understanding their interests and concerns, and providing a transparent and responsive communication venue for their engagement. This will happen through the following approach:

- Develop and maintain an updated interested parties' list through UVBGSA stakeholder identification and outreach, voluntary subscription, and e-notification system.
- Conduct interviews with key stakeholders at the outset of the GSP planning effort.
- Hold regular public meetings of the UVBGSA Board and the TAC, encouraging public participation through County website and the C&E Tool. Convene a collaborative decision-making process through public meetings with the goal of building a shared understanding and reducing conflicts. This will provide an additional venue for interested parties to get involved in the more technical side of development and implementation of GSP.
- Provide alternative opportunities for stakeholders or interested parties that face more barriers to participation such as holding interviews with the LWA Team, translated materials, evening meetings, etc.
- Use the C&E Tool as the web-based tool to provide increased access to data and information in a user-friendly form. Provide emails/newsletters to interested parties updating them on newly developed documents or information and seeking their participation and/or comments.

Methods outlined above will help UVBGSA conduct the implementation phase of its adaptive management strategy.

USE OF PUBLIC INPUT AND RESPONSE

The Board's success in implementing their adaptive management strategy will depend, in part, on how it responds to public input. Moreover, a recognizable employment of the public input boosts engagement and increases the trust in the process and plan. The UVBGSA will respond to constructive public comments and concerns and demonstrate how they shaped the outcome at hand. Efforts will include:

- Making draft deliverables provided for the TAC or the UVBGSA review available to the public to materialize a more fruitful public discussion during the public meetings scheduled for deciding on those deliverables.
- Publishing Board-approved draft final GSP Chapters for public comment with reasonable commenting periods. If necessary, responses to comments will be published to elaborate on how they were implemented or considered in revising the documents.
- Continued implementation of the methods for promoting active engagement of the public with a focus on obtaining comments and responding to concerns.

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Communications Strategy

As explained in the previous sections, UVBGSA will use a multitude of communication methods to convey information and obtain input from stakeholders. The applicability of each method will depend on the goal of the intended communication. As a general rule of thumb, the communication strategy is divided into external and internal communications as explained below. UVBGSA will implement a comprehensive communication and engagement plan that meets SGMA requirements and will try to optimize its strategies in external and internal communications to maximize the end benefits.

INTERNAL COMMUNICATION

Internal communication is defined as any communication between and among the UVBGSA Board members, Mendocino County, the TAC or other convened committees, and the LWA Team that is necessary to keep the planning effort moving forward and to execute the scope of services articulated in the contract with the LWA Team. The Board, County, and the TAC will convey internal communications among their own members or with each other using their preferred methods such as emails, phone conversations, etc., consistent with applicable regulatory requirements. If a meeting is arranged between any combination of the three, notes will be taken and kept on record by an assigned member of the participants. The LWA Team will take and keep notes of the meetings with the Board and the TAC. These notes will be made available following the approval of the Board via the C&E Tool. The LWA Team will provide monthly progress reports to the Board.

EXTERNAL COMMUNICATION

External communication is defined as any communication of the UVBGSA, the TAC, the LWA Team, or any other committee with the public (which includes DWR POC). These communications may occur through emails and newsletters, public meetings, mailed flyers/brochures/advertisement, handouts, group interviews, and web-based communications through the C&E Tool.

For all public meetings, including but not limited to regular Board and TAC meetings, agenda for the meeting is posted online on the County website and subscribers to the e-notification system are notified. Electronic flyer for the meeting is also included in the newsletter and interested parties are notified through their preferred contact method. Meeting minutes are recorded as the normal procedure of the Board and the TAC and will be posted afterwards on County website. In addition, the LWA Team keeps record of all its communication with external parties including group interviews. Those records will be available through appropriate procedures if approved by the Board.

Online and web-based resources including the C&E Tool, County Website, and County Social Media outlets are regularly updated and utilized for informing the public of the project status, posting draft GSP Chapters, publishing notices, receiving comments, demonstrating how public input is being implemented, disclosing results and data, and sharing news and updates.

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Public Meetings

Currently scheduled public meetings are shown in **Table 4**. This schedule is subject to change as the GSP development process progresses and the GSP development schedule is updated (**Appendix A**). Meetings with the UVBGSA Board and the TAC are multi-purpose venues for public engagement and outreach. The LWA Team will provide progress reports at the meetings unless directed otherwise by the Board; presentations for the Board members or the TAC may be conducted to assist in the decision-making process or to provide for information to the public; public comments regarding scheduled and non-scheduled items will be received; and, actions will be taken and decisions will be made with regards to the GSP development and implementation.

Table 4. UVBGSA important meeting dates for GSP development process.

Date	Subject of Discussion at UVBGSA Meeting (1:30 PM)	Subject of Discussion at TAC Meeting (9:30 AM)
13 September 2018	Introduction Project Schedule	
8 November 2018	Data Management Plan Needs Assessment	Data Gap Analysis Monitoring Network Analysis
10 January 2019	Communication Plan Data Management Plan Data Gap Analysis Monitoring Network Analysis	Phase 1 Documents Review
9 May 2019	Data Gap Analysis Monitoring Network Analysis	Hydrogeologic Conceptual Model
10 October 2019	Data Management System Hydrogeologic Conceptual Model	Groundwater Model
9 January 2020	Groundwater Model	Sustainable Management Criteria Measurable Objectives
12 March 2020	Sustainable Management Criteria Measurable Objectives	Future Baseline Water Budget Alternatives Evaluation
9 July 2020	Future Baseline Water Budget Alternative Scenarios	Sustainable Management Criteria Measurable Objectives
10 September 2020	Final Sustainable Management Criteria Final Measurable Objectives	
12 November 2020	Final GSP Implementation Plan	
14 January 2021		Draft GSP
11 March 2021	Final GSP Draft/ GSP Submittal	Draft GSP

If determined essential by the Board, additional public meetings may be scheduled to further distribute the information to the public at specified locations and times. These meetings will be

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appropriately advertised through the County website, emails and newsletters, interested party list subscribers, and postal mail or flyers.

Stakeholder Survey and Mapping

At the outset of the GSP development effort, the LWA Team will convene meetings with identified key stakeholders to gather important information using a survey form tailored to the UVB GSP effort.

The LWA Team will contact representatives for the key stakeholder organizations to learn more about them, describe the GSP development process, and will invite them to engage in the process. Prior to these meetings, the LWA Team will develop background information, maps, and a stakeholder survey form. Follow up communications may be made to answer questions that come up or to better understand stakeholder interests, issues, and challenges.

After the stakeholder surveys are completed, the LWA team will compile the information received in a “Lay of the Land” document. This document will summarize information received from stakeholders regarding initial concerns/issues, interests, challenges, preferred methods of communication, and desired level of engagement.

Venues for Engaging

To achieve the goals and objectives of the CommPlan, the UVBGSA will utilize multiple outreach venues as well as broader communication tools. This will allow stakeholder engagement at different levels best suited to stakeholder needs. The Board will use these venues to provide regular feedback and updates and to receive comments. These venues are discussed in previous sections and are listed below:

- Public meetings of the Board and Advisory Committees: for all interested parties. Advertised and announced through appropriate means such as email newsletters, interested parties subscription lists, e-notification system, flyers and banners, etc.
- Stakeholder interviews and/or work group meetings
- Community or regional forums: conducted on as needed basis by the UVBGSA, the LWA Team, or appropriate public agencies identified by the Board.
- Public workshops/briefings: Conducted if deemed necessary by the Board with the help of the LWA Team, DWR, and/or other appropriate public agencies for information sharing and receipt of input.
- Digital venues: County website and the C&E Tool will be used as the main online resources for conducting and tracking engagement and outreach activities. Emails and newsletters will be delivered to the interested parties’ list and subscribers. Available social media outlets will be used as needed.
- Mailing services: provided on as needed basis and may include one or a combination of informational brochures, advertisement, flyers, handouts, etc.

C&E IMPLEMENTATION TIMELINE

Implementation of the C&E Plan (CommPlan) will follow the timeline shown in **Figure 4**. The implementation timeline is subject to periodic update and change dependent on the status of the project and the GSP development schedule (**Appendix A**).

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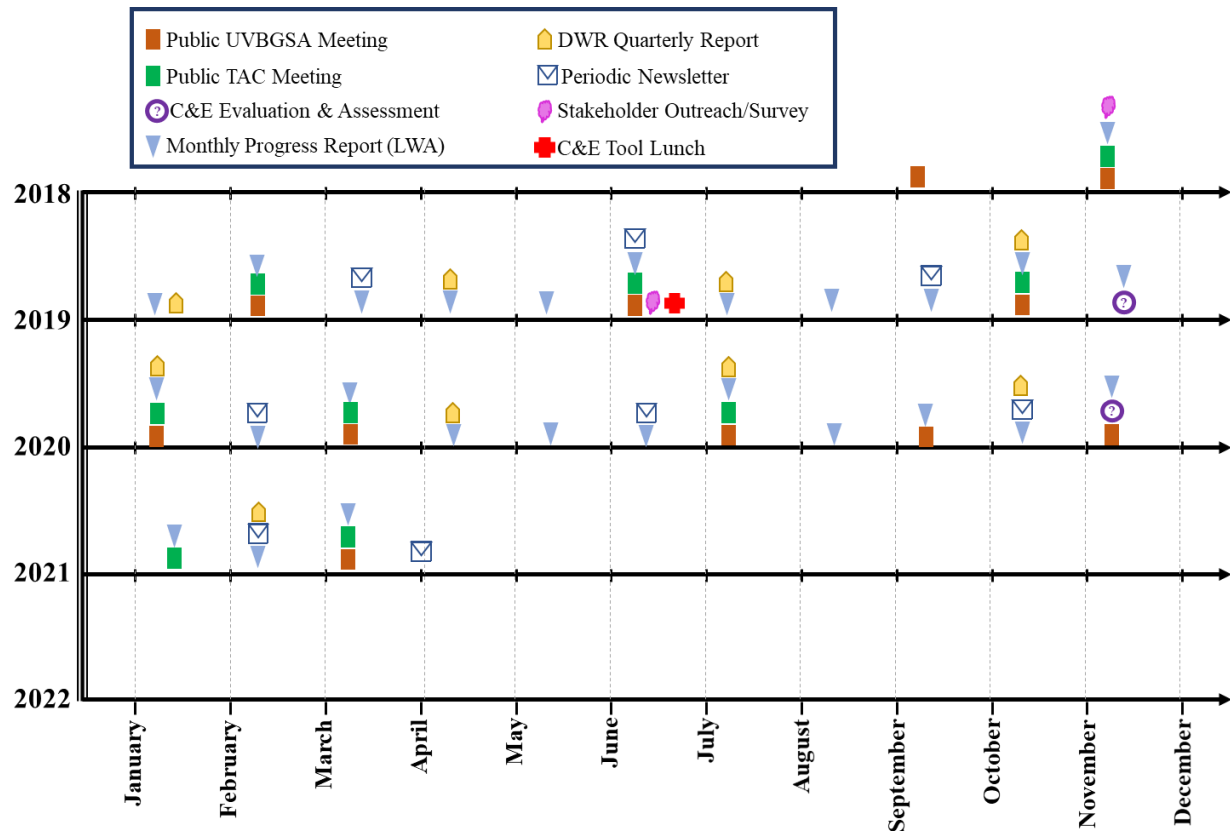


Figure 4. C&E implementation timeline.

Evaluation and Assessment

At key C&E milestones laid out in the **C&E Implementation Timeline Section**, the UVBGS will evaluate the effectiveness of its responses to the following questions:

- Is there a shared understanding of the GSP's goals and its implementation timeline?
- Are stakeholders educated about the GSP development process and their own role?
- Has the GSA received positive press coverage?
- Do diverse stakeholders feel included?
- Has there been behavior changes related to the program goals? Or is improved trust/relationships in evidence among participants?
- Has the CommPlan been implemented and updated?
- Has the interested parties' list been expanded?
- Have there been well-attended and robust public hearings at all of the necessary junctures?
- Are all established venues for stakeholders open and effective?
- Are there formal mechanisms to assess outcomes and make improvements?

Reviewing these results will help identify what worked well, what did not work as planned, and to summarize lessons learned.

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Appendix A. GSP Development Schedule

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