Amador-Calaveras Consensus Group (ACCG)

TO: ACCG General Membership
FROM: ACCG Admin WG
RE: Draft ACCG Communication & Engagement Plan (C&E Plan)

February 8, 2021

[Note: The draft C&E Plan was first presented to the ACCG Members in September 2020 accompanied with an introductory memo. This memo has almost the same content (i.e., background and approach).]

Background: One of the recommended actions from the 2019 Collaborative Engagement Strategy (Strategic Element 4 [SE4]) called for developing "a comprehensive outreach, communications and engagement plan that focuses on the following principal audiences: 1) local ACCG communities/stakeholders; 2) regional landscape collaboratives in the Sierra Nevada; 3) policy makers and local, state and federal government agencies and tribal organizations relevant to the ACCG landscape; 4) general public statewide."

The Consensus Building Institute (CBI), with input and guidance from Admin Work Group (WG) members began to draft the C&E Plan in late 2019. The Admin Work Group (WG) waited until the revised ACCG Memorandum of Agreement (MOA) was finalized (July 2020) to ensure the C&E Plan aligned with the governance and responsibilities outlined in the revised MOA.

The Admin WG presents the latest iteration of the draft Communication & Engagement Plan for the full ACCG's review in preparation for future discussion. Several sections are still in progress and are intended to be updated on an ongoing basis; however, most of the content is complete enough for ACCG members' review.

Approach: General criteria used to develop the C&E Plan – We drafted the ACCG content to suit multiple objectives:

- Align and/or reinforce links with foundational ACCG documents (e.g., the ACCG 5-year Strategic Plan (2018), Updated MOA (2020), and Principles and Policies Guide to Operations). For instance, the goals and potential strategies/actions listed in **Section X. Implementation** are derived from the Strategic Plan.
- Update previous policies to better align with how the ACCG has come to operate (e.g., the External Communication Policy – view previous 2011 policy)
- Facilitate planning and documentation of activities and/or opportunities that demonstrate C&E implementation. For instance, priorities for the upcoming year are called out to help focus C&E activities and facilitate later evaluation of progress.
- NOTE: Actions or implementation strategies do not commit a member or work groups to specific tasks or preclude them to pursuing other strategies aligned with the ACCG goals.

Requested Action for February 17, 2021 General Meeting: This iteration is an update-only for the February General Meeting. The Admin WG wanted to provide members ample time to review and discuss at a future General Meeting.

If you have questions or comments, please email them to Stephanie Horii (shorii@cbi.org) by ==Wednesday, March 3, 2021.==

Amador-Calaveras Consensus Group

[DRAFT]
WORKING DOCUMENT - Communication & Engagement Plan

Update: February 5, 2021
Developed by the Consensus Building Institute

CONTENTS

I.   Purpose and Overview

This Communication and Engagement (C&E) Plan provides information to guide the communication, outreach and engagement, and education activities of the Amador-Calaveras Consensus Group (ACCG). It identifies goals, principles, audiences, basic messages, communication objectives and strategies, education objectives and strategies, and annual evaluation and prioritization. This plan is meant to serve as a living document that will be updated, as warranted.

Unless otherwise noted, "ACCG" refers to all members, supporting staff (e.g., the ACCG Administrator/Coordinator), and work groups involved in the process, meaning everyone has a role to play in implementing a given element or strategy. Certain elements and strategies will require further specification and development.

II.   2021 Priorities Overview

An overarching near-term goal for the ACCG is to increase the pace and scale of land management projects that align with the ACCG's triple bottom line for environment, community, and economy. The following communication, outreach and engagement, and education priorities will support this goal:

- Support collaborative communication, outreach and engagement to develop the project mapping and prioritization tools and to refine and pilot the project development process.
- Refine the website as needed to be more relevant and more frequently accessed by making it easier to navigate and by providing a broad spectrum of relevant content.
- Identify, conduct, and document guest presentations and field tours.
- Engage key entities typically absent from ACCG meetings.

There are prominent challenges as well as opportunities in 2021 that the ACCG will need to consider, such as:

Challenges | Impacts of COVID-19, uncertain funding, competition for limited funding and other resources, enhanced requirements for grant applications, value conflicts, declining/limited budgets, evolving environmental stressors, fewer volunteers and skilled workers, ACCG member representative changes or reduced participation

Opportunities | Project Development and Support Process, strategic landscape planning & mapping tools, Socioeconomic Monitoring Ad Hoc WG, MOA update, 3rd-party facilitation, USFS Region 5's request for increasing pace and scale guidance and input, CFLR funding, Funding Coordination WG, Engagement Strategy implementation.

[Refer to **Appendix D** for specific 2021 implementation strategies for ACCG members and work groups.]

III.   Background

The ACCG is a collaboration among diverse stakeholders that was originally formed in 2008. The group is an informal, community-based group that works to promote fire safe communities, healthy forests and watersheds, and sustainable local economies in Amador and Calaveras counties. ACCG members include individuals, nonprofit organizations, businesses, tribal interests, and local, state, and federal government entities. In 2012, the ACCG was awarded Collaborative Forest Landscape Restoration (CFLR) Program funding for ten years to fund the "Cornerstone" project. Since that time, much of the ACCG's collaborative efforts have focused on United States Forest Service managed public lands on the Amador Ranger District on the Eldorado National Forest and on the Calaveras Ranger District on the Stanislaus National Forest. Additionally, the ACCG serves as an information sharing and networking forum for members and others who are committed to an all-lands, landscape approach in pursuit of the group's triple bottom line mission.

IV.   Goals

The goals of this plan support the goals and objectives outlined in the ACCG Strategic Plan (2018) and Engagement Strategy (2019) and the principles and policies described in the ACCG Memorandum of Agreement (2020 update). Communication, outreach and engagement, and education goals include the following:

1. **ACCG Participation**. Increase, broaden, and renew participation in the ACCG at all levels and thereby expand its capacity.
2. **Public/Private Projects**. Work through public and private entities to identify and support public- and private-lands projects.
3. **Local Partner**. Function as an active and welcome partner in local watershed management projects.
4. **Capacity Support to Partners**. Provide expertise, resources, and consensus from critical partners.
5. **Zones of Agreement**. Refine ACCG Members' "Zones of Agreement" through the project development process to increase understanding of the many perspectives represented by the group, help guide project development to support meaningful and efficient ACCG engagement, and to use as a basis for ACCG project support and the advancement of partnerships.
6. **Consistent External Messaging**. Develop consistent public messages about the ACCG's purpose and processes across the ACCG membership that builds awareness and support for the work of the collaborative.
7. **Broad Awareness and Understanding**. Conduct education and outreach at multiple levels (including statewide and among land management leaders, residents, and businesses within the ACCG landscape) to raise awareness and understanding of the goals, structure, work products, and accomplishments of the ACCG.

Section X. Implementation describes potential strategies and methods for meeting these goals.

V.   ACCG Communication Principles

The ACCG's communication will be guided by the following principles. The ACCG will:

1. Ensure consistency with ACCG governance and policies, including the ACCG Memorandum of Agreement (MOA), the Principles and Policies to Guide Operations and External Communication Policy.
2. Partner with and leverage the existing networks and communication and education mechanisms of its General Meeting and work groups as well as other agencies and organizations to avoid duplicative efforts, increasing efficacy and efficiency.
3. Develop communication, outreach, and education relationships to allow for regular information sharing and input, engage new participants, and broaden the reach of the ACCG.
4. Encourage its members involved in partnerships to coordinate their communication efforts, including press releases and media advisories.
5. Make it easy for people to find information and obtain direct and timely responses to their inquiries.
6. Keep its messages sharply focused and concise.
7. Use language and frame issues in ways that are appropriate and accessible for diverse audiences in the region, such as avoiding jargon and using plain language for general public communication.
8. Make explicit the positive local environmental, community, and economic benefits and successes of specific projects.
9. Use audience-appropriate messengers to improve the effectiveness of outreach, communication, and education, and draw from original information sources whenever possible.
10. Document and share ACCG success stories (Refer to **Appendix C** for potential opportunities).

VI.   Audiences

Primary audiences for ACCG communication efforts are focused on those located in and adjacent to (including Alpine, Tuolumne, and El Dorado counties), having jurisdiction over, or otherwise interested in Amador and Calaveras counties. Some of these may overlap (for example, a homeowner who is also a conservationist and recreational user). Primary audiences include but are not limited to:

1. General public
2. Homeowners and other residents, private landowners, and their associations
3. Agriculture
4. Conservation and environmental organizations and associations
5. Recreational users, providers, organizations, and associations
6. Community organizations and associations, including the underserved
7. Workforce development organizations and forums
8. Civil service programs
9. Youth organizations and teaching forums
10. Businesses and their associations
11. Land conservancies

12. Fire agencies and districts
13. Water agencies
14. Other utilities
15. Forestry contractors, including vegetation management and forest products
16. Tribal interests
17. Public agencies and their boards (state, local, and federal)
18. Regional associations
19. Integrated Regional Water Management
20. Professional associations
21. Foundations
22. Academic Institutions
23. Inactive ACCG MOA signatories

[Refer to **Appendix A** for a table that provides more details about key audiences and engagement purposes.]

VII.　Key Messages

These are main messages about the ACCG. They are aspirational in that they identify items that ACCG seeks to demonstrate and achieve. They are also consistent and support the ACCG Principles and Policies to Guide Operations. ACCG members will work together to develop additional messages that address specific issues.

Refer to **Appendix B** for the ACCG's external communication policies. For instance, only the ACCG Administrator/Coordinator may speak for the ACCG. Any member may (of course) speak about the ACCG.

About the ACCG
   a) The ACCG is a community-based collaborative that came together in 2008 to create fire-safe communities, healthy forests and watersheds, and sustainable local economies.
   b) Its diverse stakeholders include state and federal agencies, business owners, nonprofit organizations, elected officials and private individuals. The group refers to its focus on environmental, economic and community benefits as a "triple bottom-line approach".
   c) The ACCG broadens understanding and awareness of the issues, fosters new partnerships, and collaboratively develops and implements projects on the ground that support the ACCG triple bottom line.
   d) The ACCG works primarily in the upper Mokelumne River, Calaveras River, Cosumnes River, and North Fork Stanislaus watersheds east of Highway 49.
   e) The group makes decisions by a consensus process guided by a voluntary and non-binding Memorandum of Agreement and a set of Principles and Policies to Guide Operations.
   f) The ACCG is committed to learning and applying the best available knowledge and science in its activities.

How to Get Involved
   a) The ACCG encourages participation from the public and interested parties in full group and working group meetings. However, decision-making is reserved for signatories of the ACCG Memorandum of Agreement.
   b) The ACCG invites organizations to become signatories of the MOA. To learn more (link to website) and contact (Megan Layhee: meganl.chips@gmail.com).
   c) The ACCG offers various opportunities for participation depending on the focus and interests of a group or individual, ranging from monthly general meetings to several different working groups, field trips, and periodic symposiums.

Focus Areas & Accomplishments
   a) ACCG brings together stakeholders representing the interests of public and private lands across different jurisdictions. Managing lands across different jurisdictions and land ownership requires collaboration.
   b) The ACCG is working together to find ways to increase the pace and scale of forest treatments in order to address the threat of high intensity wildfire to communities, natural resources, and wildlife.
   c) Given the scale of the problems, solutions can best be achieved through joint action among ACCG participants.
   d) Since 2008, ACCG participants have been awarded tens of millions of dollars in funding for forest health, fire fuel reduction, and ecological restoration activities.
   e) In 2012, the ACCG's Cornerstone project application was selected as one of ten projects to receive funding for ten years through the Collaborative Forest Landscape Restoration (CFLR) Program. The Cornerstone project area encompasses approximately 390,904 acres, representing 76% USFS, 22% private, and <1% state and county .
   f) ACCG accomplishments include cumulative totals of tens of thousands of acres treated in the ACCG footprint, more than 10,000 acres treated inside the wilderness urban, and more than 600 full or part-time jobs created in local economies.
   g) Several projects in the ACCG landscape have been implemented by local contractors. The ACCG is working to engage partners to expand the economic and community benefits from forest management activities in the landscape.

Additional information about the ACCG (including history, accomplishments, and goals) can be found in the ACCG's 2018 Strategic Plan.

VIII. Forums for Engagement

This section identifies the various forums that support communication, education, outreach, and engagement with interested parties and the general public. This section also describes the roles and activities of ACCG-specific forums (e.g., General Meetings and work group meetings), as described in the ACCG MOA, to help interested parties understand which forums may relate more closely with their questions and interests.

ACCG Stakeholder Meetings

The following ACCG meetings are open to the public. Interested parties can learn about these meetings and involvement opportunities by visiting the ACCG website or by contacting the ACCG Administrator.

- **General Meeting** – serves as the forum wherein ACCG membership discussion and consensus decisions occur.
- **Planning Work Group** – reviews, discusses, and makes recommendations for policy and program development; designs implementation projects consistent with approved policy and resources reasonably available; prepares project proposals; drafts position papers; and assesses opportunities. Planning WG may engage in joint fact-finding (e.g., research and analysis, as needed).
- **Strategic Landscape Assessment Work Group (SLAWG)** – a subgroup of the Planning Work Group, coordinates and guides efforts to conduct a landscape-level assessment of the ACCG footprint and develop processes and tools to help advance projects aligned with the ACCG's all-lands, landscape-scale vision and triple bottom line mission.
- **Monitoring Work Group** – provides ecological, economic, and social monitoring oversight to 1) meet the objectives for the CFLR program and ACCG, and 2) translate the benefits and lessons learned from restoration efforts to future management activities. The work group accomplishes this in a collaborative multi-party environment to oversee the implementation of the monitoring strategy and guide monitoring activities on the ground.
- **Funding Coordination Work Group** – promotes collaboration and partnership to seek funding in order to maximize the ACCG's funding potential and capacity to pursue grants and avoid duplication of effort and competition. The work group helps the ACCG work toward financial sustainability after Collaborative Funding Landscape Restoration Act funding ends.

The ACCG is also supported by the Administration Work Group which provides guidance for day-to-day ACCG management (e.g., coordination with the ACCG administrator, developing monthly agendas, and evaluating and recommending policy options). Members include a subset of the ACCG members. Administration Work Group monthly meetings are not open to the public; however, interested parties can contact the ACCG Administrator to offer topics or issues for the work group to consider.

[Refer to **Section XI** to learn more about roles and responsibilities within the ACCG.]

ACCG Workshops, Field Trips, and Public Meetings
- **Monitoring and Science Symposium** – serves as an opportunity to share knowledge and discuss ongoing monitoring and research work occurring within the ACCG footprint. The Monitoring Work Group hosts the symposium.
- **Mapping Workshops** – enable land managers and other interested parties to help develop strategic landscape planning tools (i.e., a project mapper of forest management activities and an associated landscape prioritization tool to help identify and prioritize future management activities). Workshops will also provide training to ensure the tools can be utilized and maintained going forward.
- **Field Trips / Public Meetings / Workshops** – offer a forum to raise awareness and understanding about the ACCG and its work. Events occur on a periodic basis.

Partnerships Outside of the ACCG
ACCG members and partners within and around the Amador and Calaveras counties have been working together closely on education and outreach consistent with and in support of the ACCG

mission and principles, advancing the all-lands triple bottom line approach (e.g., CAL FIRE Forest Stewardship Education Initiative and other efforts).

Community Groups
- Public meetings
- Civic organizations
- Fire Safe Councils
- Chambers of commerce and other business organizations/sectors

Events (Regional and Community)
- Conferences
- Job Fairs
- Interpretive programs (e.g., hikes and campfire programs)

Regional Collaboratives
Several Sierra Nevada landscape collaboratives representing diverse interests work on similar issues as the ACCG. Prominent examples include:
- **Sierra Institute's Sierra to California All-Lands Enhancement (SCALE) Project** – a mechanism for collaboration between collaborative groups working on landscape-scale forest restoration and community improvement across California. The ACCG is a member.
- **South Fork American River (SOFAR) Collaborative** – diverse group whose members who work together to make steady progress toward three primary goals of the National Cohesive Wildland Fire Management Strategy – resilient landscapes, fire-adapted communities, and safe and effective wildfire response.
- **Yosemite Stanislaus Solutions (YSS)** – highly diverse coalition of interests working together to restore and maintain healthy forests and watersheds, firesafe communities, and sustainable local economies using a science-based approach.
- **Dinkey Collaborative** – stakeholder group representing diverse public interests and California Native American Tribes, who work with the U.S. Forest Service and other public agencies to implement the federal Collaborative Forest Landscape Restoration Program and the Dinkey Landscape Restoration Project on the Dinkey Landscape, Sierra National Forest, California.
- **Alpine Biomass Committee (ABC)** – group that aims to unify partners, promote forest and watershed health, and strives for sustainable local economic development for Alpine County.

Other
- High-use visitor areas (e.g., trails, river, parks)
- Education programs
- Media interviews

Online tools also provide ongoing forums for engagement, as described in the next section, *Communication Tools and Materials*.

IX.   Communication Tools and Materials

Website

Maintained hub for ACCG information (e.g. meetings, reports, studies, plans, data, analysis, surveys, etc.) and other events/announcements related to local healthy and sustainable natural environments, communities and economies.

Email List

Maintained email list for interested persons to receive information about ACCG meetings and other announcements related to ACCG activities and goals.

Social Media

Currently the ACCG does not have active social media accounts (e.g., Facebook, Twitter, or Snapchat), but will consider how to best utilize social media (e.g., utilize ACCG members' existing social media platforms and/or coordinate with other entities who actively and regularly use social media and connect with the desired audiences).

Informational Handouts

(e.g., factsheets and brochures)

Educational Videos and Infographics

(e.g., PowerPoint presentations, website photo galleries, YouTube channel)

Research Studies and Materials

Posted on the website and distributed via the email list.

Surveys

Periodic surveys on an as-needed basis.

ACCG Reports

Annual report on ACCG projects and successes.

X.   Implementation

The following offer potential strategies and methods the ACCG may choose to pursue to achieve the goals outlined in this plan. This section does not indicate the ACCG's commitment to implement all of these strategies and methods, nor does it preclude the ACCG from pursuing other options aligned with plan goals. Rather, this section is meant to **offer a range of options the ACCG may choose to implement in part or in whole**.

Goal 1: ACCG Participation

Goal 1 calls for increasing, broadening, and revitalizing participation in the ACCG at all levels and thereby expand its capacity. The ACCG has identified the need for broader participation, new ideas and energy, and greater public awareness of ACCG.

- Secure coverage in mass media (news op-eds, press releases, videos, etc.) at least twice (2x) per year.
- Invite broader public involvement in at least one (1) field trip or volunteer opportunity per year.
- Develop and deploy a standard ACCG PowerPoint presentation to be delivered to local groups (4 times per year).
- Conduct a contest to develop an ACCG logo.
- Maintain an email distribution list of interested parties that directly requested to receive all relevant information, including meeting notices and materials, periodic progress updates and milestones, and notices of public meetings.
- Maintain a list of organizational contacts, including emails and phone numbers, with at least one representative from each core interest, to be available as a stand-alone document and posted on the website.
- Maintain a section on the website that identifies public participation opportunities, meetings for specific audiences, and special events, as well as an archived list of historical opportunities.
- Issue media releases in advance of regular General Meeting, field trips, and special events with information on guest speakers or key topics to be discussed.
- Conduct targeted outreach to ACCG members whose participation has recently declined.

Goal 2: Public/Private Projects

Goal 2 entails working through public and private entities to identify and support public- and private-lands projects. Expanding beyond CFLR has been identified as a critical goal for ACCG beyond the end of the CFLR program funding.

- This will be primarily implemented through the Planning Work Group (e.g., developing and maintaining a list of current projects on both public and private lands).
- Use the website to share project information and updates.
- Consistent communication and coordination with the Planning Work Group enables the rest of ACCG to identify opportunities and support the Planning Work Group and other efforts to realize this goal.

Goal 3: Local Partner

Goal 3 calls for the ACCG to enhance its function and role as an active and welcome partner in local forest management projects. Expansion beyond US Forest Service projects is crucial to the ACCG Strategic Plan engagement, involvement, and outreach goal.

- Given that meeting attendance and MOA signatories can serve as a success indicator, efforts to increase and revitalize participation (Plan Goal 1) will support this goal as well.

Goal 4: Capacity Support to Partners

Goal 4 calls for the ACCG to provide expertise, resources, and to create a venue to seek consensus from critical partners. Bringing together a group that represents a broad spectrum of knowledge, skills, perspectives, and resources is a key element to ACCG's success.

- Use the ACCG website – www.acconsensus.org - as a clearinghouse for all general information, meeting materials, and communication materials. Key website materials may include but are not limited to:
    1. Point of Contact information (e.g., ACCG Administrator/Coordinator)
    2. ACCG MOA with list of member signatories and links to their websites
    3. Description of ACCG project boundary and activities including maps
    4. Calendar of meetings and activities
    5. Agendas and meeting materials
    6. Project development and support guidance materials
    7. Work products
    8. Communication materials

  These materials will have a version number or date, as applicable, to help ensure that people have the most recent information.
- Maintain a series of general information communication materials, potentially including but not limited to a brochure, frequently asked questions, a table identifying stakeholders and interest areas, timeline, and, for use by members when doing their own presentations, a slideshow with notes.
- Invite subject matter experts to conduct presentations during meetings and field trips.

Goal 5: Zones of Agreement

Goal 5 focuses on ACCG Members' "Zones of Agreement" to increase understanding of the many perspectives represented by the group, help guide project development to support meaningful and effective ACCG engagement, and to use as a basis for project development and endorsement.

- Much of this will be supported by the project development and approval process.
- Use professional facilitator to support development of a process to identify and reach consensus on zones of agreement.
- Develop a chart, graphic, and/or short document illustrating the range of potentially controversial issues.

Goal 6: ACCG's Consistent Messaging

Goal 6 calls for the ACCG to maintain transparency and develop a consistent, unified voice across the ACCG landscape that builds awareness and support for the process and its outcomes.

- Periodically develop and approve joint statements (and possibly other materials) to update and share information with audiences in alignment with the ACCG External Communication Policies (Refer to **Appendix B** for the External Communication Policies). Members may share these statements with agreed-upon standard supporting materials as desired.

Goal 7: Broad Awareness and Understanding

Goal 7 requires conducting education and outreach at multiple levels (including statewide and among land management leaders, residents, and businesses within the ACCG landscape) to raise awareness and understanding of the goals, structure, work products, and accomplishments of ACCG.

- Work with members to distribute through their existing mechanisms (e.g., websites, social media, newsletters, email lists, utility bill inserts, databases) periodic progress updates and milestones, and notices of public meetings.
- Members will present on ACCG, and/or distribute updates and relevant information, to their agency, membership or constituency at least once each year.

Specific Audiences

- Conduct briefings for specific audiences, with a frequency based on input from that audience when possible.
- Maintain a log of historical briefings.
- Every other year, conduct a tour for local, state, and federal elected officials, public agency executives, and their representatives.
- Help publicize others' events and activities at popular events and locations to communicate with homeowners and other audiences and provide ACCG materials as needed.
- Join existing homeowner and community meetings led or attended by elected officials and fire districts.
- Support participating homeowner and property owner associations in neighbor-to-neighbor outreach (e.g., ACCG provides appropriate messaging and materials to distribute), including to other homeowner and property owner associations, that builds on existing relationships.

Regional

- Provide materials that support the efforts of members to raise the visibility of and build support for ACCG during trips to Sacramento and Washington, D.C.
- Partner with established institutions and organizations that have special expertise, a history of successful endeavors, and trusted reputations, to reach diverse publics, including youth and children. Activities may couple education about restoration with education about fire safety, as appropriate.
- Develop visual education materials that use historical events, such as specific fires, to illustrate the benefits of fuels treatments for fire behavior and impacts.

- Develop visual education materials that show historical vegetation patterns in the region (or analogs), how vegetation is expected to grow back at various years after thinning, and how climate change might affect vegetation.

XI.   ACCG Member and Work Group Roles / Responsibilities

ACCG members, supporting staff, and work groups all have valuable communication, education, and outreach roles and responsibilities. This subsection outlines several activities (based on the roles and responsibilities articulated in the ACCG MOA) that support implementation of this C&E Plan.

A. Members

ACCG member communication, education, and outreach roles and responsibilities include, but are not limited to, the ACCG's expectation that members:

1) Foster collaborative dialogue and learning:
   - Support and share as appropriate available information and resources for achieving the projects, initiatives, funding proposals, and related activities collaboratively approved by the ACCG.
   - Assist in and advocate for achievement of the collaborative goals of the ACCG.
   - Share experience and expertise as a means of advancing the ACCG's common interests.
   - Educate others in the community and member workplace on the ACCG and its activities (e.g., serve as liaison to their respective organization, agency, or government's membership or constituency). ACCG also welcomes individual members.

2) Support members being informed and engaged:
   - Attend ACCG meetings regularly, participate in ACCG deliberations and decisions, and as and when appropriate, be involved in activities supported or sponsored by the ACCG.
   - Inform their leadership and constituents about major outcomes of ACCG discussion and activities. The expectation is that this occurs regularly, so that members can share news about ACCG with their colleagues, and bring their colleagues' questions, concerns, and ideas into the ACCG conversation.
   - Brief new representative(s) in the case of permanent changes in member representation to transfer knowledge and provide continuity.
   - Facilitate orientation of new member entities (e.g., encourage mentorship with an existing ACCG member).

B. ACCG Administrator/Coordinator

The ACCG Administrator/Coordinator provides administrative support for ACCG's day-to-day activities. Communication and outreach responsibilities include:

- Serves as the primary point of contact for inquiries, announcements, updates, etc. related to the ACCG (e.g., point person for project proponents seeking to engage the ACCG for support on project development, or for media requests seeking more information and the point-of-contacts for a particular project).
- Distributes information and announcements to the ACCG mailing list.

- Provides oversight for other administrative activities such as website updates and meeting planning/scheduling.
- Supports productive communication and networking among ACCG members and external parties.
- Coordinates development and submission of ACCG communications, such as press releases and Letters of Support to inside and outside organizations.

C. Work Groups

The standing work groups conduct several communication, education, and outreach-related activities; for instance:

Administration Work Group

- Supports the ACCG Administrator/Coordinator and take on the ACCG Administrator/Coordinator communication and outreach responsibilities if there is not a designated Administrator/Coordinator.
- Provides oversight for internal and external communication, media relations, record keeping, and major ACCG events (e.g., public meetings).
- Resolves communications and coordination issues that may arise between work groups to minimize duplication of effort or working at cross purposes.
- Recommends training activities to improve members' abilities to participate effectively and to be able to cooperatively self-organize projects that implement ACCG-supported activities.
- Evaluates and recommends ACCG policies and processes.

Planning Work Group

- Provides oversight for gathering and evaluating project development.
- Considers external stakeholders and partners' challenges and needs to support effective project development.
- Recommends and potentially coordinates field trips.

Strategic Landscape Assessment Work Group (SLAWG)

- Engages land managers and other subject matter experts as it develops tools for strategic landscape assessment and planning.
- Organizes and hosts the Mapping Workshops.

Monitoring Work Group

- Engage experts to develop and implement monitoring activities.
- Hosts an annual science symposium

Funding Coordination Work Group

- Promotes collaboration and partnership to seek funding in order to maximize the ACCG's funding potential and capacity to pursue grants and avoid duplication of effort and competition.

XII.   Annual Review and Prioritization

The ACCG will evaluate annually the effectiveness of its communication and education efforts, and revise this plan accordingly. The ACCG will identify or modify existing short-term and long-term priorities and objectives. In addition to aligning with ACCG plans and policies, these priorities and objectives should consider capacity implications to implement such actions, and should be incorporated, as appropriate, into the yearly work plan.

Appendix A: Summary Table of Target Audiences and Engagement Purposes

The following table identifies key interests related to the work of the ACCG, example audiences and suggested person(s) responsible for leading the engagement. Most often the purposes for engaging these audiences are to raise awareness about the ACCG, keep audiences informed, and develop/enhance partnerships. This table is not an exhaustive list, but can serve as an important tool for guiding engagement activities (e.g., identify key audiences that may warrant more focused outreach).

<mark>Audiences highlighted in YELLOW were identified as near-term priorities for engagement.</mark>

List of interest categories captured in the table:

1. General public
2. Homeowners (first and second), other residents, and private landowners, and their associations
3. Agriculture
4. Conservation and environmental organizations and associations
5. Recreation users, providers, organizations, and associations
6. Community organizations and associations
7. Workforce Development
8. Civil Service Programs
9. Youth organizations and teaching forums
10. Businesses and their associations
11. Land conservancies
12. Fire agencies and districts
13. Water agencies
14. Other Utilities
15. Forestry Contractors, including vegetation management and forest products industry
16. Tribal interests
17. Public agencies and their boards (State, local, and federal)
18. Regional associations
19. IRWM
20. Professional associations
21. Foundations
22. Academics
23. Inactive ACCG MOA signatories

Category of Interest	Example Audiences	Proposed Engagement Lead(s)[1]
1. General public	• Boards of Supervisors (televised updates from ACCG- community service announcements) • Public and independent radio and TV- PSAs and features • Blue Mountain Radio (KQBM)	•
2. Homeowners (first and second), other residents, and private landowners, and their associations	• Calaveras County HOAs • Mountain Ranch Community Club	•
3. Agriculture	• Cattlemens association • Farm bureau • Ranching organizations	•

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[1] The "Proposed Engagement Lead(s)" column is meant to help identify entities, including ACCG work groups, who might serve as a leading role in engaging a specific audience. However, it is important to note that this does not commit any of the proposed entities in this column to implementing said engagement.

4.	Conservation and environmental organizations and associations	• Audubon Society chapters • CA Native Plant Society chapters • **Resource Conservation Districts**	• RCDs: Amanda Watson (Amador); Bob Dean (Calaveras) Sid Beckman (Calaveras) (all three attended SLAWG wkshps); Gordon Long (Am and Cal RCD)
5.	Recreation users, providers, organizations, and associations	• Day-use and short-term visitors • River rafting - OARS (HQ in Angels Camp- Foothill Conservancy outreach lead) • Ebbetts Pass Sporting Goods • Sierra Nevada Adventure Co. • Mountain Store in Sutter Creek • REI • American Whitewater • Trout Unlimited (also enviro org) • Caltrout • Amador Flyfishers • Delta Flyfishers • Amador County Recreation Agency • 4WD clubs (through resource officers on the NFs - Robin)	• (some outreach leads indicated in Audience column)
6.	Community organizations and associations	• Underserved communities • Fire Safe Councils • CA Deer Association • Faith-based organizations (Interfaith Power and Light; unitarian universalists in Ebbetts Pass area)	• FSCs (Terry Woodrow, Tim Tate)
7.	Workforce Development	• County Probation Dept • Mother Lode Job Training • Indian Manpower	• CHIPS and other ACCG members
8.	Civil Service Programs	• Americorps	•
9.	Youth organizations and teaching forums	• UCCE youth 4-h • Mountain Ranch Youth Alliance • California Conservation Corps for youth • Local high schools- Forestry Challenge Teams and competitions- FFA program (Mountain Oaks Home School; Amador HS) • Colleges – Columbia College, UC Davis Extension • Blue Mountain Coalition for Youth and Families • High School science teachers	•

	• Youth -- UMRWA annually funds the Stewardship Through Education program which provides classes in watershed & fish protection for middle school students in Amador and Calaveras Co. • The HUB Youth and Community Center	
10. Businesses and their associations	• Chambers of Commerce • Visitor Bureaus • Calaveras Visitors Bureau and Film Commission (good contact for networking; e.g., Martin Huberty) • Retailers • Fairgrounds CEOs (e.g., Laurie Giannini)	•
11. Land conservancies	• Mother Lode Land Trust • Pacific Forest Trust	•
12. Fire agencies and districts	•	•
13. Water agencies	• El Dorado Irrigation District, Calaveras County Water District • Water Agencies in Amador and Calaveras Counties: Amador Water Agency, First Mace Meadows Water Association, Pine Grove Public Utilities District, Calaveras Public Utilities District (as well as Ca Co WD) and any others in Cal Co thru CCWD Staff.	•
14. Other Utilities	• **PG&E** (Haz fuel reduction work) • EBMUD • NCPA • UWPA	• Matt Waverly – Vegetation Manager for Tuolumne, Cal, Am counties; Kelly O'Flynn
15. Forestry Contractors, including vegetation management and forest products industry	• CalAm Forestry Team • ACRT (business- PG&E contractor)	•
16. Tribal interests	• CA Native American Tribes • Jackson Racheria Ban of MiWuk Indian • Ione Band of MiWuk • Buena Vista Band of MiWuk • Calaveras Band of MiWuk • Hung-A-Lel-Ti Bad of Southern Washoe • Wilton Racheria of MiWuk Indians • Tuolumne Band of MiWuk Indians (work crew in Stan, including) • Shingle Springs Band of MiWuk Indians • Indian Basketweavers Association (Thurman contact) • Indian Manpower	•

17. Public agencies and their boards (State, local, and federal) *(Provide legislative updates)*	• **<mark>Elected officials and legislators</mark>** <mark>(for funding and resources support)</mark> • **<mark>CAL FIRE</mark>**, BLM, Sierra Nevada Conservancy, County Ag Commissioners, Amador County OES, Calaveras Council of Governments • **NRCS** (link to private landowners) • Transportation districts and associations • Amador County Transportation Commission • Air Board • **<mark>Caltrans Division</mark>**	• Electeds – Amador: Jeff Brown (District 2 Supervisor who has attended meetings), Frank Axe; *Lynn Morgan (previous)* Calaveras: Garamendi (District 2): Alpine: Terry Woodrow and David Griffith • CAL FIRE – Adam Frese (Calaveras TCU Forester); Charlie Blankenheim and Dan Garnin; Amador: __ • Caltrans – Lisa Worthington • NRCS: Vincent Campa (Amanda Watson connection)
18. Regional associations	• Regional Collaboratives (SCALE, SOFAR, YSS, Dinkey, ABC)	•
19. IRWM	• MAC • CABY • TSTAN	•
20. Professional associations	• Society of Professional Foresters [Should this be combined with "Forestry Contractors"]	•
21. Foundations	• Pacific Forest and Watershed Lands Stewardship Council (PG&E)	•
22. Academics	• University of California • County GIS specialists	• Monitoring WG
23. Inactive ACCG MOA signatories *(Revitalize participation and engagement)*	• Ebbetts Pass Forest Watch (old signatory)	• Admin WG

Appendix B: ACCG External Communication Policies (2020)

A. External communication will be coordinated by the Administrative Work Group.
B. ACCG spokespeople shall represent the decisions and positions agreed upon by the collaborative and not express their own or their organization's opinion when representing the ACCG.
C. The ACCG will not take public positions on issues not directly related to its mission.
D. Requests from media for ACCG-related comments or appearances should be directed to the ACCG Administrator/Coordinator. As appropriate, the ACCG Administrator/Coordinator will consult with the Administrative Work Group and other ACCG members as needed.
E. ACCG Administrator/Coordinator will refer the media to the appropriate members for inquiries related to member projects or actions.
F. Only the ACCG Administrator/Coordinator may speak for the ACCG. Any member may (of course) speak about the ACCG.
G. ACCG media releases should be developed and distributed by the ACCG Administrator/Coordinator in coordination with the Administrative Work Group (or appropriate parties) using a standard media release form developed by the work group. They will be distributed to the members for comment before distribution (excluding generic meeting/event announcements or generic media announcements with previously agreed upon language).
H. The ACCG Administrator/Coordinator will report any media contacts and the results to the group at the next regular meeting, or by e-mail distribution if timely reporting is prudent.
I. ACCG members should give public credit to the ACCG for contributions to a member or joint project when discussing the project in public or with media.
J. ACCG members should notify the Administrative Work Group and ACCG Administrator/Coordinator if the news media is expected to attend an ACCG meeting.

Appendix C: Tools for Communicators – Success Story Opportunities

Sharing success stories is important to demonstrate the value and progress of the ACCG. The following lists examples of potential opportunities for communicating success. Sharing success stories would be conducted in a way that is aligned with ACCG external communication policies and the ACCG MOA.

Example Success Story Opportunities:

- In any media presence (personal or non-personal), share success stories (e.g., from collaborative projects and management actions, hiring local contractors, efforts of local volunteers, etc.).
- Report annual progress and accomplishments for the ACCG.
- Report annual project/treatment outcomes including acres, effects, and priorities (and customize reporting as needed depending on the audience, ranging from technical experts to the general public).
- Conduct annual discussions with partners' Public Affairs Officers or Public Information Officers (PAO/PIO).
- Develop an ACCG media presence where forest science, visuals, history, and other related background information are accessible for ACCG partners and the public.
- Address misperceptions, particularly related to certain treatments or natural processes like fire. For example, share events where previous fires helped contain the spread of current undesirable wildfire events, save taxpayers money, and/or other inspirational stories.
- Demonstrate how management actions for resource benefit can save taxpayers money (e.g., economic benefits related to reestablishing appropriate fire in California's fire-associated landscapes).

Appendix D: 2021 Implementation

This section is intended to help identify and map out specific strategies that the ACCG members and work groups will consider pursuing during 2021. This does not commit a member or work groups to specific tasks or preclude them from pursuing other strategies aligned with the ACCG goals. Implementation of these strategies will be conducted in alignment with the ACCG MOA, Strategic Plan (2018), and the Principles and Policies to Guide Operations.

2021 Priorities

An overarching 2021 goal for the ACCG is to dramatically increase the pace and scale of land management projects that align with the ACCG's triple bottom line for environment, community, and economy. The following communication, outreach, and education priorities will support this goal:

- Support collaborative communication and engagement to develop and pilot the project support evaluation tool
- Refine and reorganize the website as needed to be more relevant and more frequently access by making it easier to navigate and by providing a broad spectrum of relevant content
- Identify, conduct, and document guest presentations and field tours
- Engage key entities typically absent from ACCG meetings.

There are prominent challenges as well as opportunities in 2021 that the ACCG will need to consider, such as:

Challenges | Impacts of COVID-19, uncertain funding, competition for limited funding and resources, enhanced requirements for grant applications, value conflicts, declining/limited budgets, evolving stressors, fewer volunteers and skilled workers, ACCG member representative changes or reduced participation

Opportunities | Project Development and Support Process, strategic landscape planning & mapping tools, Socioeconomic Monitoring Ad Hoc WG, MOA update, 3rd-party facilitation, USFS Region 5's request for increasing pace and scale guidance and input, CFLR funding, Funding Coordination WG, Engagement Strategy implementation

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Specific activities that support implementation of the C&E Plan:

A. ACCG Members

As individuals:
- Sign the updated MOA
- Engage and encourage others to participate in the ACCG.
- Conduct briefings to specific audiences

As a group:
- Articulate approach and communicate progress on efforts to increase pace and scale.
- Develop outreach materials (e.g., ACCG factsheet or summary update)

- Invite guest speakers to increase understanding of issues important to the ACCG; document information from guest presentations.
- Invite other guests (experts, other collaboratives, community leaders, etc.) to particular meetings that may be of interest to those audiences.
- Explore opportunities to continue and expand local socioeconomic benefit in the future (i.e., help with building the capacity of partners, addressing barriers that local contractors face, and further exploring USFS contracting and partnership mechanisms. Refer to Sierra Institute 2020 Socioeconomic Report)
- Include work group updates as standard agenda items for monthly General Meetings.

B. ACCG Administrator/Coordinator

- Oversee website re-organization and update -- want to make sure content is "attractive" attention-grabbing and captivating; in-demand information needs to be easily accessible (videos, presentations, etc.)
- Work with the 3rd-party facilitator to support ACCG activities.

C. Work Groups

Administrative Work Group
- Help track and support implementation of the Engagement Strategy and Strategic Plan
- Include work group updates as standard agenda items for monthly meetings.
- Develop and propose process for tracking and documentation for reporting annual progress and accomplishments
- Oversee and support outreach to major stakeholder groups who have not been actively involved, particularly Tribes.
- Work with the ACCG Administrator/Coordinator, facilitator, and other interested parties as appropriate to oversee development of captivating and engaging materials (existing members and potential new members may have media and communication professionals).

Planning Work Group
- Support finalization and implementation of the project development process.
- Support documentation of key takeaways from information-sharing presentations (e.g., General Meeting guest speaker presentations) and field trips.
- Host at least one field trip (subject to social distancing constraints).

SLAWG
- Develop project mapper and project prioritization tool
- Host mapping workshops

Monitoring Work Group
- Host 2021 science symposium

Funding Coordination Work Group
- Convene and outline approach for supporting the ACCG
- Develop list of funding opportunities and potential interested partners
- Utilize the project mapper and project prioritization tool to identify priority areas that may need funding coordination support.