



DRAFT
Strategic Plan 2020-2025

BEACON

BEACH EROSION AUTHORITY FOR CLEAN OCEANS AND NOURISHMENT

Table of Contents

Background	2
Mission, Vision, Operating Principles	3
Goals and Objectives	4
Goal 1 Promote Beach Preservation and the Beneficial Use of Sediment	4
Objective 1.1 Preservation and restoration of natural sources of sediment delivery	4
Objective 1.2 Beneficial Reuse of Sand trapped at harbors to replenish regional beaches	5
Objective 1.3 Beneficial use of inland sediment and sand sources	5
Goal 2 Expand use of Best Available Science in BEACON’s Programs and Policies	6
Objective 2.1 Establish Science Advisory Committee	7
Objective 2.2 Integrate Current Climate Science into BEACON documents, policies, and projects	7
Objective 2.3 Strengthen Regional Monitoring Programs	8
Objective 2.4 Promote Interdisciplinary Science Efforts	8
Goal 3 Develop Innovative Techniques and Projects to Retain Sand and Sediment on Beaches	9
Objective 3.1 Seek funding to study innovative planning and technical approaches	9
Objective 3.1 Develop Innovative Sand Retention Projects	9
Objective 3.2 Complete Final Engineering for Surfers Point Project	9
Objective 3.3 Oil Piers Demonstration Reef Project	13
Goal 4 Support Expanded Coastal and Marine Resources Projects	13
Objective 4.1 Support Natural Infrastructure Demonstration Projects	13
Goal 5 Maintain and Enhance Coastal Water Quality as part of beach restoration projects	13
Objective 5.1 Integrate coastal water protection objectives into multi-purpose beach projects	14
Goal 6 Support Coastal Access and Recreation in BEACON projects	14
Objective 6.1 Complete the Surfers Point Project	14
Objective 6.2 Complete the Mondo’s Cove Beach Access Project	14
Objective 6.3 Ensure coastal access and recreation is maximized in BEACON projects	16
Goal 7 Improve Long-Term Planning, Governance, and Funding	18
Objective 7.1 Develop Strategic Planning Goals and Objectives	18
Objective 7.2 Strengthen Governance Partnerships	18
Objective 7.3 Develop Sustainable Local Funding	18
Outcomes and Success Metrics	19
Work Plan Schedule 2020-2025	20

BEACON Strategic Planning Goals, Objectives and Work Plan Actions
2020-2025

Draft November 2020

Background

BEACON's policies, projects, and programs seek to accomplish important complimentary goals and objectives. BEACON's Coastal Regional Sediment Management Plan (CRSMP, 2009) is intended to outline the ways and means to conserve and restore the valuable sediment resources along the Santa Barbara and Ventura Counties coastline.

BEACON's programs and projects seek to reduce shoreline erosion and coastal storm damages, protect sensitive environmental resources, increase natural sediment supply to the coast, preserve and enhance beaches, improve water quality along the shoreline, and optimize the beneficial use of material dredged from ports, harbors, and other opportunistic sediment sources.

However, BEACON has not adopted formal multi-year Strategic Planning Goals and Objectives in the past. At this point in its history, it is appropriate for BEACON to consider specific goals and objectives for the next several years as BEACON evolves and further develops its projects and programs.

BEACON staff have developed the draft Strategic Planning Goals, Objectives, and Work Plan Actions for consideration by the BEACON Board to guide its investments in staff and in project and program support for the next five years. In addition, BEACON staff have included draft statements addressing BEACON's Mission, its Vision, and its Operating Principles.

BEACON Mission, Vision, and Operating Principles

BEACON Mission

Provide venue for regional coordination of beach nourishment, coastal resources restoration, and protection of coastal water quality within Ventura and Santa Barbara counties to ensure that beaches are sustainably maintained and preserved, coastal shoreline resources are enhanced, coastal water quality protected, and coastal beach access provided.

BEACON Vision

The BEACON coast, its beaches, and its natural coastal resources are preserved, enhanced and sustainably managed in perpetuity through close coordination and collaboration among its member agencies, the public, and its community and private partners.

BEACON Operating Principles

Collaborative: Partnering with Others

Inclusive: Informing and Including all interested Stakeholders

Science-based: Utilizing the Best Available Science to Support Decisions

Transparent: Open Communication of Intentions and Plans

Accountable: Documenting and Measuring Outcomes

Goals, Objectives and Actions

Goal 1 Promote Beach Preservation and the Beneficial Use of Sediment

The most significant source of natural sediment supply to the BEACON Coast is that delivered by the numerous creeks, streams, and rivers that discharge within the BEACON region. The Ventura River and Santa Clara River are the most dominant sources, but the sediment budget is also critically dependent upon the lesser known and smaller streams that drain the southern face of the Santa Ynez Mountains watershed. Unfortunately, many of the creeks and rivers contain debris basin and other barriers that obstruct the natural transportation of sediment. As a result, a large portion of the natural sediment never reaches the BEACON coast. Opportunities to remove or mitigate these obstructions is a priority of the Plan.

Sand supply in the Santa Barbara Littoral Cell is affected by numerous manmade coastal improvements, mainly a series of public harbors, including Santa Barbara, Ventura, Channel Islands, and Port Hueneme. Harbor development has interrupted natural sand littoral transport at important locations, including both Santa Barbara Harbor and at Port Hueneme. BEACON has supported local and regional efforts to provide for regular dredging and bypass initiatives to supply sand needed to retain East Beach in Santa Barbara and Hueneme Beach in the City of Port Hueneme. A major goal of Regional Sediment Management and BEACON's Coastal Regional Sediment Management Plan is the beneficial use of sediment.

Objective 1.1 Preservation and restoration of natural sources of sediment delivery

The creation of appropriate sediment preservation policy is intended to prevent further degradation of the coastal sediment system and hopefully provide the opportunity to allow for recovery and enhancement where possible.

Objective 1.1.1 Collaborate with local watershed agencies to maintain natural sediment delivery.

Complete implementation of the Santa Barbara Debris Basin project with Santa Barbara County Flood Control and investigate development of similar project with Ventura County Flood Control District.

Action: Complete Ocean Protection Council (OPC) funded debris basin grant project (Years 1-2)

Objective 1.1.2 Support the removal of Matilija Dam.

Assist and support project partners in securing remainder of final planning funding and in securing funding for project implementation.

Action: Support Requests for Funding for Final Planning and Project Implementation (Years 1-5)

Objective 1.2 Beneficial Reuse of Sand trapped at harbors to Replenish Regional Beaches

Sand bypass and dredging projects have been a regular part of sand replenish projects along the South Coast at both Santa Barbara and Channel Islands/Hueneme Beach for the past several decades. Actively support local efforts to maintain sand re-supply at local beaches and provide lobbying and coordination support to ensure adequate dredging and bypass efforts to maintain local beaches. Given the potential impact that each harbor could have on the cost if sand were not regularly bypassed around them, it is important to preserve the existing practice and seek opportunities whereby the trapped sand may be placed on nearby beaches to maximize benefits. Support Plans to Reuse sand trapped by harbors from Santa Barbara to Pt Hueneme.

Action: Establish a regional long-term program of sand re-use.

Objective 1.2.1 Channel Island Harbor Sand Trap Bypass

West Hueneme Beach is critically dependent upon sand re-nourishment from Channel Islands Harbor bypassing. This activity would ensure an adequate level of the bypassed sand to maintain a desirable beach width.

Action: Work with County of Ventura, Channel Islands Harbor, Oxnard Port District, Federal Representatives, and City of Pt. Hueneme to ensure federal authorization fulfilled bi-annually to nourish Pt. Hueneme beach.

- A1 Assist in organizing and conducting annual sand summit with partners to review progress to goals
- A2 Assist local lobbying efforts to secure full project funding for Channel Islands dredging for Pt. Hueneme beach nourishment.

Objective 1.2.2 Port of Hueneme Dredging and Hueneme Beach Nourishment

Support opportunistic program of beach nourishment using dredged sand from the Port of Hueneme.

Objective 1.3 Beneficial use of inland sediment and sand sources

Develop a new program to allow for real-time deposition of inland sediment and sand to supplement existing coastal sediment resources. In 2005, BEACON established the South Central Coastal Beach Enhancement Program (SCCBEP) which successfully secured permits for the placement of sand for nourishment purposes at five selected beach locations. However, the program was only utilized on two occasions and when the permits expired in 2010, they were not renewed. This task is intended to review the performance history of the historic SCCBEP opportunistic sand program and create a new version with a modified scope as appropriate to support smaller scale projects and increase its utilization within the region.

Actions:

- A1 Develop Scope of Work and Funding for Opportunistic Sediment Management Program (OSMP). (Years 1-2)
- A2 Undertake necessary project evaluation and assessment of opportunistic sand management program (OSMP). (Year 3)
- A3 Complete Permitting and Approvals for OSMP Regional Permits. (Year 4)
- A4 Undertake sediment deposition projects. (Years 5-10)

Goal 2 Expand use of Best Available Science in BEACON's Programs and Policies

In the past twenty years, BEACON has supported several science support efforts, including data collection and various research efforts involving partner organizations, such as the United States Geological Service (USGS). Based on these efforts, BEACON developed innovative beach nourishment, sediment disposal, and coastal resources restoration policies and projects. Currently, several data collection and research efforts are underway by partner organizations focused on coastal sediment processes, coastal and ocean physical and ecological systems, and climate adaptation needs, which could inform future BEACON activities. Increasing the level of understanding of BEACON staff and board members about these efforts will improve policy and decision-making about pressing issues, including climate adaptation and climate resilience. In addition, it is important for BEACON to understand how BEACON can better support and utilize this data and information. While local jurisdictions have completed climate adaptation plans that suggest strategies to address regional adaptation

actions, BEACON is developing a work plan for such a regional adaptation strategy. Therefore, further integration of best available science into BEACON’s activities and programs and the inclusion of science goals into BEACON strategic planning goals and objectives is needed.

Objective 2.1 Establish Science Advisory Committee (SAC)

A Science Advisory Committee would assist in implement enhanced science assistance as part the BEACON Strategic Plan, including: identifying science support resources; developing ways to better integrate science into its policy and decision-making; identifying data collection and scientific research initiatives that could benefit BEACON programs and policies, and that BEACON should support; collaborating with academic and agency partners on new science initiatives; providing up-to-date science data and research results to regional and local program managers; and where needed and appropriate, providing scientific advice on new BEACON projects or identifying scientific expertise to be consulted on project evaluations.

Actions:

- A1 Board Approve Formation of SAC and SAC Bylaws; (Year 1)
- A2 Chair Appoints initial Co-Chairs and SAC Members and Board Confirm; (Year 1)
- A3 SAC Holds Initial Annual Meeting and Manager Workshop (Years 1-2)

Objective 2.2 Integrate Current Climate Science into BEACON program documents, policies and projects

Climate change and sea level rise represent the most serious threat to successful sediment management and coastal adaptation within the BEACON coast. BEACON must integrate up-to-date climate science into its policies, programs, and projects. Considerable new science and policy guidance addressing climate and sea level rise impacts on coastal erosion and storm damage has been developed since the original regional plan was adopted by BEACON in 2009. The completed studies and reports should guide BEACON’s effort to incorporate climate change and sea level rise considerations into a SLR update to the CRSMP.¹

Objective 2.2.1 Develop updated regional plan to address impacts of climate and sea level rise on local sandy beaches

¹ National Academy of Sciences (2012); CA Coastal Commission (2013, 2015); Ocean Protection Council (2013; 2018; 2020); CA Governor Executive Order (2015).

Currently BEACON's coastal regional sediment management plan (CRSMP) does not include the best available science regarding climate change and does not contain complete preservation strategies to address sea level rise threats to its sandy and coble beaches. BEACON is planning to work with cooperating science and technical agencies, including US Geological Survey staff, and is proposing to coordinate closely with the CA CSMW.

Action: Update CRSMP to incorporate best available science and adaptation policies to address the impacts of climate change and sea level rise to BEACON south coast recreational beaches.

Objective 2.2.2 Develop Regional Climate Adaptation Strategy

Action: Compile Inventory of Regional Adaptation Actions; Prepare Draft Regional Adaptation Policies Report

Objective 2.3 Strengthen Regional Monitoring Program

Long range planning and management of the shoreline requires accurate data and continuing monitoring of the key shoreline and watershed processes. This task would establish a long-term agreement whereby the USGS would formally partner with BEACON to monitor sediment delivery to the coast, how it moves alongshore, and short term and long-term trends so that planning decisions can be made.

Action:

Formalize the ongoing relationship with USGS to continue long-term monitoring of the shoreline and sediment delivery processes.

Objective 2.4 Promote Interdisciplinary Science Efforts

BEACON's programs and projects have to address combined social and ecological systems (SES) if they are to be successful. Regional Sediment Management (RSM) approaches emphasize the development of multiple benefit projects that address both environmental and social benefits. Interdisciplinary studies are growing within the BEACON coast and BEACON could play a catalyst role to further expand those efforts. Through the SAC activities, BEACON will have the requisite information to intentionally encourage interdisciplinary science for improved decision-making.

Action: Support SAC activities that generate interdisciplinary work

Goal 3 Demonstrate Effectiveness of innovative Techniques to Retain Sand and Sediment on Beaches

Demonstrate and implement new and innovative sand retention technologies that are more compatible with the Santa Barbara and Ventura Counties shoreline setting and provide multi-purpose benefits of beach preservation, biological enhancement, and increased recreation opportunities. Preservation of beaches and beach re-nourishment will require sand retention solutions in order to effectively and economically achieve the goal of beach stability and enhancement. However, traditional approaches to beach stabilization are less acceptable to the permitting agencies and stakeholders.

Objective 3.1 Seek funding to study innovative planning and technical approaches

Secure grant funding to study new and innovative planning and technical approaches that will address multiple objectives, comply with the concerns of the permitting agencies, provide environmentally sensitive project designs, and be accepted by stakeholders.

Objective 3.2 Identify, analyze, and develop innovative sand retention projects

Identify and develop alternative multi-purpose sand retention solutions to find feasible ways to retain, preserve, or enhance beaches.

Objective 3.3 Complete the final engineering and implementation of the Surfers Point Living Shoreline and Managed Retreat Demonstration Project

The Surfers Point Living Shoreline Project (Surfers Point Project) provides an innovative means to return the encroached shoreline to a more natural beach state by using buried cobble, which occurs naturally in the area, covered with sand dunes. The project is a model demonstration project that will help show ‘proof of concept’ for both living shoreline treatments and managed retreat. The intent is to use unique shoreline stabilization methods which will help to preserve and restore the beach, mitigate for past land use encroachment practices. Project components include, removal of all existing parking and bike path improvements seaward of Shoreline Dr., shorten the length of Shoreline Dr. by 1,200 feet, protect the beach with natural buried cobble stone, create sand dunes over the buried cobble, relocate and rebuild the State-Owned Omer Rains beach front bike path, and construct Fairgrounds parking lot improvements drainage/water quality improvements on the north side of Shoreline Dr.

Actions: complete OPC funding final engineering grant project; complete final development plan; seek implementation grant funding



Surfers Point Phase 1 Cobble, sand beach and dunes 'Living Shoreline' and new bike path moved out of hazard zone



Phase 1 Cobble, sand beach and dunes post 2015 El Nino Storm impact with 'room to move'



Phase 2 Surfer's Point Project Area: Continued Beach Erosion and Bike path damage from 2017-2019

Objective 3.3 Oil Piers Demonstration Reef Project

The goal of the project is a submerged reef system is to stabilize future beach nourishment efforts through wave rotation and energy dissipation. The proposed structure will be constructed of sand-filled geotextile containers. The offshore submerged reef will reduce wave heights at the shoreline during high wave events, while still allowing sediment to bypass alongshore between the structure and the beach, and will provide a sediment retention mechanism for Oil Piers beach. The prototype was designed to also provide multipurpose recreational surfing benefits and potential habitat enhancement.

Action: Update the feasibility of using a multipurpose offshore reef sand retention demonstration project.

Goal 4 Support Expanded Coastal and Marine Resources Restoration

An important goal of BEACON is to maintain, enhance, and restore coastal resources. BEACON has committed staff and technical support to projects which seek to restore coastal habitats and resources at different locations along the BEACON Coast, and will continue to pursue projects that seek to achieve this goal.

Objective 4.1 Support Natural Infrastructure Demonstration Projects

Objective 4.4.1 Goleta Kelp Demonstration Project

Since 2014 BEACON has supported the Goleta Kelp Demonstration Project. BEACON seeks to continue its sponsorship of this project and to evaluate the effectiveness of the project in order to determine if the project should be expanded.

Action: Document Project Success Metrics and Evaluate Feasibility of Project Expansion

Objective 4.4.2 Dunes Demonstration Model Project

BEACON seeks develop one or more Dune Restoration Demonstration Projects at different locations along the BEACON Coast in order to evaluate a range of suitable locations for beach and dune restoration.

Action: Identify and Secure Project Funding

Goal 5 Maintain and enhance coastal water quality as part of beach restoration

An important goal of BEACON is to maintain and enhance coastal water quality. BEACON seeks to further develop project designs and implementation protocols that address maintaining and enhancing coastal water quality.

Objective 5.1 Integrate coastal water quality objectives into multi-purpose beach restoration and preservation projects

BEACON's legislative authority seeks to balance and integrate beach erosion and nourishment goals with protecting and enhancing coastal water quality. BEACON needs to better understand the coastal water impacts from its beach restoration projects and develop project guidelines and protocols integrating these complimentary values.

Action: Support development of specific project protocols addressing coastal water quality criteria in project design and implementation.

Goal 6 Support Coastal Access and Recreation

Objective 6.1 Surfers Point Project

BEACON has long supported the Surfers Point Managed Retreat and Living Shoreline Project (Project). The City and the Fairgrounds have agreed to cooperate on the completion of the Surfers Point Project through a Memorandum of Understanding (MOU). Phase 1 was constructed in 2011-2012. The completed portion of the larger project, Phase 1, has become a national model of a multiple benefit living shoreline and managed retreat adaptation project. The City has been actively planning for Phase 2 since 2016-17, and is currently completing final design of Phase 2 of the Project, supported by a grant from the Ocean Protection Council (OPC) administered by BEACON. Final design will be completed in 2020 and the next step involving securing funding to construct Phase 2 starting in 2021.

Actions:

A1- Secure Funding

A2 Complete Phase 2 Construction

Objective 6.2 Mondo's Cove Beach Access

In 2014, BEACON and the California Coastal Commission signed a Memorandum of Agreement (MOA), establishing a Shoreline Sand Supply and Public Access Fund, including a payment of \$60,000 in mitigation funds for public access as a result of the issuance of Coastal Development Permit (CDP) #4-07-154. Mondo's Cove beach was identified by BEACON staff, working in cooperation with staff of the Coastal Commission, as a priority location for the use of the monies. Mondo's Cove is among the most popular and heavily visited beaches along the Ventura coastline with a large supply of parking located across from the beach. Mondo's provides beach and ocean access and water sports opportunities for visitors of all ages and all abilities and skills.

In 2019 the BEACON Board approved use of the monies for final planning, design and engineering for a beach access stairway at Mondo's Cove. The final engineering will be completed in 2020 and working with local stakeholders a final design selected and approved. Following final design and engineering, BEACON staff will coordinate project approvals and project implementation funding.

Actions:

A1-Complete Engineering, Select Final Design

A2-Secure Project Approval and Funding and Install Beach Stairway



Mondo's Cove Beach: Very Popular Ventura County Beach Destination



Currently No Safe Public Access to Beach

Objective 6.3 Ensure coastal access and recreation is maximized in BEACON projects

The BEACON beach nourishment goal is driven in large part on the desire of local citizens and local member agencies to preserve area beaches for public access and recreation. It is paramount that BEACON beach nourishment and enhancement projects be designed and implemented to preserve the use of beach areas for public access and coastal recreation.



Carpinteria City Beach During Beach Nourishment and After Beach Nourishment: 2019

Goal 7 Improve Long-term Planning, Governance, and Finance

BEACON effectiveness will depend on deepening its planning, governance and funding. BEACON should continuously examine its program and funding priorities. BEACON should adopt Strategic Planning Goals and Objectives and periodically review same and revise as necessary. BEACON should periodically examine its governance structure to ensure the most effective regional coordination, collaboration, and successful outcomes. Collaboration with state and federal agencies will remain as the most viable means to fund sediment management and beach preservation and enhancement programs. However, these partnerships will continue to require local cost sharing in order to move forward. Therefore, BEACON will need to continue the collaboration with external partners and participate in state and federal program initiatives. At the same time BEACON will need to develop and maintain sustainable local funding necessary to produce the required state and federal matching funds.

Objective 7.1 Develop Strategic Planning Goals and Objectives

BEACON has never adopted Strategic Planning Goals and Objectives. As BEACON develops its complementary program goals and employs executive staff it needs to better define its priorities for utilizing its staff and fiscal resources. Adopting a set of measurable and feasible goals and objectives will allow the BEACON Board to better evaluate progress and be better able to make changes and adjustments to its programs and personnel assignments.

Objective 7.2 Strengthen Governance Partnerships

Increase participation in the California Coastal Sediment Management Workgroup, the California Shore and Beach Preservation Association, California Marine Affairs and Navigation Council, and the American Shore and Beach Preservation Association in order to strengthen BEACON's effectiveness.

Objective 7.3 Develop Sustainable Local Funding

Federal and state funding programs require a local cost sharing match. BEACON staff should analyze a range of local revenues sources that are politically feasible and economically sustainable that could be utilized as local matching funds. In addition, Funding to support science research from state and federal sources is inadequate to meet current needs. BEACON needs to support the development of increased funding for science research initiatives important to the successful implementation of BEACON's programs and projects.

BEACON Strategic Planning Outcomes and Success Metrics

Outcomes

- Increase Awareness of Role and Contributions of BEACON
- Increase Political Support for BEACON
- Provide project implementation and funding assistance to local member agencies projects
- Maintain and Increase Partnership Funding
- Provide Timely and Useful Information to Member Agencies
- Compete project planning, feasibility, design and engineering, and secure approval and funding for implementation projects

Success Metrics

Participating in Partnerships:

- CSMW-Strategic Planning
- ASBPA-Government Affairs, Local Funding
- 4C-Central Coast Climate Collaborative
- Santa Barbara Co Regional Collaborative-SLR Subcommittee
- Regional Sand Summit-So. Ventura County/Hueneme Coast

Developing and Competing Plan and Projects:

- Feasibility Analyses
- Funding Assistance
- Implementation

Fiscal Health:

- Retain Healthy Reserve Funding
- Secure Annual Budget Revenues-Collections
- Successfully Manage Reimbursements
- Making Grant Requests
- Success in Raising Funds

Work Plan Actions 2020-2025

SP Work Plan Actions	1-2 years	3-5 years	Continuous
Goal 1 Promote Beach Rest/Beneficial Use of Sediment			
Obj. 1.1 Restoration Natural Sand Supply			X
<i>Obj. 1.1.1 Complete SB Debris Basin Project</i>	X		
<i>Obj. 1.1.2 Support Matilija Dam Project</i>		X	
Obj. 1.2 Support Harbor Sand By-pass Dredging			X
<i>Obj. 1.2.1 CI Sand Bypassing</i>	X		X
<i>Obj. 1.2.2 Port of Hueneme Sand Dredging</i>	X		X
Obj. 1.3 Opportunistic Sand-Regional Permit	A1; A2	A3; A4	
Obj. 1.4 Support Harbor Sand By-pass Dredging			X
Goal 2 Expand Science Support to BEACON			
Obj. 2.1 Create Science Advisory Committee	A1; A2; A3		
Obj. 2.2 Integrate Climate/SLR Science in BEACON Policies	X		
<i>Obj. 2.2.1 Complete SLR Update to CRSMP</i>	X		
<i>Obj. 2.2.2 Complete Regional SLR Adaptation Strategy</i>	X		
Obj. 2.3 Continue and Expand Regional Shoreline Monitoring			X
Obj. 2.4 Promote Interdisciplinary Science Research Efforts			X
Goal 3 Develop Innovative Sand Retention Projects			
Obj. 3.1 Seek funds to study innovative approaches	X		
Obj. 3.2 Identify and develop innovative demo projects			X
Obj. 3.3 Surfers Point Project-Complete Final Engineering	X		
Obj. 3.4 Oil Piers Reef Project-Update Feasibility Analysis		X	
Goal 4 Support Expanded Coastal and Marine Restoration			
Obj. 4.1 Support Natural Infrastructure Demo Projects			X
<i>Obj. 4.4.1 Expand Goleta Bay Kelp Demo Project</i>	X		
Goal 5 Maintain and Enhance Coastal Water Quality			
Obj. 5.1 Integrate Water Quality Criteria in Projects			X
Goal 6 Support Coastal Access and Recreation			
Obj. 6.1 Support Completion of Surfers Point Project	A1	A2	
Obj. 6.2 Complete Mondo's Cove Beach Access Project	A1	A2	
Goal 7 Improve Planning, Governance and Funding			
Obj. 7.1 Develop Strategic Planning Goals and Objectives	X		
Obj. 7.2 Strengthen Governance Partnerships	A1	A2	X
Obj. 7.3 Develop Expanded Local Funding			X
	14	8	12

Italics: Work Program priority years 1-2