

Dunes Collaborative 2009 Strategic Work Plan Version 4

Introduction

This Work Plan has been developed through the collective efforts of the Dunes Collaborative members. The Dunes Collaborative is comprised of land-owners, land-managers, public agencies, and non-profit environmental organizations working in the Guadalupe-Nipomo Dunes Complex. Every five years¹, the Collaborative revisits its Strategic Work Plan and makes refinements to maximize its effectiveness in implementing the goals of the Guadalupe – Nipomo Dunes Final Restoration Plan² dated August 2001 and to continue to refine and enhance the work conducted by the Collaborative.

As a brief background, in 1994 state agencies filed a lawsuit against the Union Oil Company due to discharges of diluent (a diesel-kerosene mixture) into the environment at the Guadalupe Oil Field. The parties settled in July 1998 and as part of the settlement, \$9,000,000 was dedicated to fund projects to restore, replace, rehabilitate and/or acquire the equivalent of the natural resources and related resources that were injured, lost, or destroyed by the diluent releases. The funds were placed into the Guadalupe Natural Resources Restoration Trust Account (Trust) established with the National Fish and Wildlife Foundation (NFWF). The 2001 Restoration Plan outlined the types of projects that are to be funded from this Trust. A Restoration Subcommittee comprised of the California Department of Fish and Game Office of Spill Prevention and Response and the California Coastal Conservancy manages the Trust in regards to deciding and approving how the money is spent. During the initial restoration planning efforts a Public Advisory Committee was formed and recommended that a significant portion of the settlement monies be set up as an endowment whereby the interest earned could be used for the restoration projects. The endowment was established with \$7.5 million of the settlement funds and the Dunes Collaborative (which now fills the role of the Public Advisory Committee) assists the Restoration Subcommittee by identifying, evaluating, developing, and implementing ecological and visitor serving restoration projects that are funded from the endowment in accordance with the Restoration Plan objectives. The purpose of establishing the endowment was to provide a long-term source of funding for restoration, monitoring, research, visitor serving enhancements, stewardship, and education about the dunes.

This 2009 Work Plan update reflects the efforts of the Collaborative, working hand in hand with the Restoration Subcommittee on a series of initiatives designed to make substantial progress in resource restoration and visitor services enhancement. Since the development of its original Work Plan in 2002, the Dunes Collaborative has expanded its project-related and programmatic successes. The organization has matured into a more nimble partnership of land managers and agencies having focused its efforts on three overarching goals:

1. To restore ecological habitat that maximizes native and endemic biological diversity;

¹ Per the Final Restoration Plan, this Work Plan is to be updated yearly, to identify restoration needs/projects - this function has been and will continue to be accomplished via the yearly or bi-yearly update of the “Needs Lists” and the development of each year’s Work Programs (or scopes of work) for the restoration projects.

² See: Final Restoration Plan for Natural Resources Impacted by the Guadalupe Oil Field Diluent Release, August 2001, Prepared for: Guadalupe Fund Committee: Office of Spill Prevention and Response, California Department of Fish and Game, and State Coastal Conservancy for detailed programmatic and technical information.

2. To be the nexus for education and conservation efforts within the Guadalupe Nipomo Dunes Complex through open dialogue with all interested parties;
3. To create and foster responsible visitor serving activities balancing many land use objectives; and,
4. To increase the capacity of the Dunes Collaborative and its partners to maximize long term beneficial impacts with regard to ecological restoration and visitor services.

The Dunes Collaborative has demonstrated success with actions and outcomes that have manifested these overarching goals with substantial benefits. For example:

- ❖ Weed Abatement in the Dunes - Over the past seven years, Collaborative members have worked closely with volunteers and scientists to strategically treat approximately 400 acres of highly invasive non-native plant species within the Dunes Complex. Non-native species jeopardize the survival of native plant communities and the native wildlife species that live there.
- ❖ Education Programs - Collaborative members have implemented numerous K-12 school programs and currently more than 7,700 students are served each year through formal education and outreach programs. In-classroom events serve districts throughout San Luis Obispo and Santa Barbara counties. Organized student field trips include classes from throughout California and beyond. Hundreds of guided hikes are led each year as well as special events and other educational programs for all ages.
- ❖ Staff and Docent Training Programs - In October 2007 and May 2008 the Dunes Collaborative completed training events for staff and volunteers of the Collaborative members. These events focused on training the “on the ground” staff (docents, volunteers, seasonal interpreters) with the most public contact and who most frequently answer questions about the dunes. The Collaborative brought together some of the foremost experts on natural history, cultural history, geology, and interpretive methods. More than 70 participants attended each session and provided positive feedback.
- ❖ Endangered Species Monitoring and Protection – Collaborative members monitor the breeding success of sensitive resources such as the federally-listed endangered Western snowy plover and threatened California least tern. Exclusion areas are established and monitored throughout the Dunes Complex to provide safe breeding and foraging areas. Many other protected and sensitive botanical and wildlife species and the broader habitat resources they depend on are also continuously monitored and protected by Collaborative members throughout the dunes.
- ❖ Long-rang Planning for Public Use - The Collaborative worked through its partners to develop an Interpretive Master Plan and to subsequently implement specific visitor-serving projects and programs including consistent signage, location of an interpretive trailer at the entrance to Rancho Guadalupe County Park, and an interpretive/educational map showing access points, campgrounds, land uses and management units.
- ❖ Land Acquisition and Protection - Collaborative members have facilitated the successful acquisition of 143 acres of pristine dune habitat, including ½ mile of Paradise Beach near Point Sal. The property was transferred to Santa Barbara County Parks and is now a part of the Pt. Sal Reserve Management Area.
- ❖ Science and Technical Studies - The Collaborative has sponsored a series of symposia (DuneQuest) to bring together scientists, elected officials, volunteers, stakeholders, and land managers to study and share data on the dynamics of the dune system and the

latest restoration efforts being implemented within dune ecosystems to address endangered species management, eradication of invasive species, cultural and historic resources, and education of tomorrow's leaders. The Collaborative also serves as a clearinghouse for research and a repository for digital and hard-copy technical reports and studies that focus on the environment of the dunes system.

Figure 1 Regional Map of Guadalupe-Nipomo Dunes System



- ❖ Public Outreach - Community educational and information opportunities have been designed to provide collaborative partners and the public with opportunities to share accurate and current understanding of the dunes and the work being done within the Guadalupe-Nipomo Dunes Complex.

Who We Are and What We Do

The Dunes Collaborative is a strategic alliance of state, federal and not-for-profit entities who have come together to restore the physical resources of the ecosystems and to facilitate access to and appreciation of the largest coastal dunes complex on the west coast of North America. Born out of an interest to repair and respond to the largest land-based oil spill in the United States, the Collaborative is focused on resource restoration, access enhancements and consensus-based stewardship as the medium for environmental education and building healthy communities. The core partners of the Collaborative include the following entities:

State and Federal Agencies:	U.S. Fish and Wildlife Service - Guadalupe-Nipomo Dunes National Wildlife Refuge* California State Parks, San Luis Obispo Coast District* California State Parks, Oceano Dunes District*
Local Agencies:	San Luis Obispo County Santa Barbara County* The City of Guadalupe
Organizations (Non-Governmental)	The Center for Natural Lands Management* The Dunes Center (Guadalupe-Nipomo Dunes Center) The Land Conservancy of San Luis Obispo County*

*Entity with landowning or land-managing responsibility within the dunes system

Beyond these core partners, the Collaborative actively seeks and involves strategic partners to implement discrete projects and programs which respond to identified needs, pressing environmental problems, and unique opportunities. Other interested parties include those agencies and organizations who participate in a non-voting role and support the work of the Collaborative through financial, advice-giving and volunteer support.

In addition, the California Department of Fish and Game, Office of Spill Prevention and Response and California Coastal Conservancy make up the Restoration Subcommittee, and are core partners and are managers of the Guadalupe Natural Resources Restoration Trust Account.

Mission Statement

The Collaborative has adopted the following Mission Statement to guide its efforts:

The Dunes Collaborative employs and shares the best available scientific and other information to identify, evaluate, and strategically implement short-term and long-term restoration activities benefitting native dune habitats, sensitive species, environmental

education and outreach, and quality visitor experiences through multi-stakeholder participation and consensus.

Core Values

The Collaborative's commitment, motivation and track record is founded upon a set of core values that guide project prioritization, decision making, and conflict resolution. While each of these values can have many definitions and interpretations, simply stated, they include:

- Environmental and community stewardship
- Land conservation initiatives to protect the dunes in perpetuity
- Broad and continuing environmental education and outreach
- Natural resource protection and enhancement using a holistic approach
- Social equity and justice
- Protection, management, and improvement of public access to the dunes
- Balanced programs that seek to integrate, and when needed, reconcile land management objectives for resource protection and public use
- Advancement of scientific knowledge and integration of sound science into decision making and adaptive management for land use
- Transparency of procedures and decision making
- Productive working relationships that enhance collaboration and partnerships
- Strong collaborative leadership skills for present and future generations

Regional Location and Context

The focus of our work is the 15,500-acre Guadalupe-Nipomo Dune Complex³. This is one of the largest dune complexes in North America. The Dune Complex is located at the northern end of Santa Barbara County and continues north into southern San Luis Obispo County (See Figure 1). The area has been designated as a National Natural Landmark by the U.S. Secretary of the Interior because of the presence of outstanding natural resources including extensive sand dunes, dune uplands, lakes, and wetlands. Many rare, threatened, and endangered plants and animals exist within the Dunes Complex (State and Federally protected species include the western snowy plover, California least tern, California red-legged frog, and La Graciosa thistle).

The Guadalupe-Nipomo Dunes is located in a geologically unique area comprised of stable and unstable dunes lying within one of the larger coastal valleys of California at the juncture between the Coast Ranges and the Transverse Ranges. The foredunes and areas of active dunes within this 15-mile reach of shoreline have been created and are controlled by three factors - the large volumes of sand discharged in the Santa Maria River; restricted alongshore sediment transport volumes; and the local wind climate with the strong northwesterlies that moves sand in a near shore normal direction from the beach inland.

The Guadalupe-Nipomo Dunes Complex is a popular recreation destination. At the northern end of the dunes, there are two contiguous state parks, the Oceano Dunes State Vehicular Recreation Area (SVRA) and Pismo State Beach, totaling 3,000 acres of beaches, wetlands,

³ Final Restoration Plan , p. 1-3

and sand dunes. Combined, the two parks receive over one million visitors per year. Additional State Park access to the dunes is provided at Oso Flaco Lake. At the southern end of the Dune Complex beach access is through the Rancho Guadalupe Dunes Preserve, a 600-acre Santa Barbara County Park immediately south of the Santa Maria River, as well as the unimproved Point Sal and Santa Barbara County Paradise Beach access. An estimated 70,000 people access the Preserve each year to visit the beach, surf, fish, bird watch and enjoy other low-impact recreation.

The Dunes Complex serves as a local and regional laboratory and classroom for environmental education and engagement, connecting all ages of students to their environment in a way that builds lasting relationships and stewardship. Spanning two counties and multiple watersheds, we operate in an environment of overlapping jurisdictions, interests, and diverse demographics. Our active in-classroom programs include seven school districts serving nine cities within two counties. In 2009 we will have 7,700 K-12 students served by our programs.

Restoration Stakeholders and Roles

The Restoration Subcommittee is comprised of representatives of the California Department of Fish and Game Office of Spill Prevention and Response and the California Coastal Conservancy. The Restoration Subcommittee has responsibility for administration of the Guadalupe Natural Resources Restoration Trust which includes the Endowment that principally funds much of the work of the Dunes Collaborative. More specifically, the Restoration Subcommittee has final decision-making authority with regard to the restoration planning associated with the Trust, arranges for the award of grants or other funding for restoration projects, arranges for contracts; consults with a Public Advisory Committee (now the Dunes Collaborative fills this role); coordinates with other agencies including the Regional Water Quality Control Board (who also received substantial settlement funds for water quality restoration projects) through a Fund Committee, creates technical/policy groups as needed to develop and oversee project implementation, and makes decisions for the management, administration and disbursement of the Trust funds.

The Restoration Subcommittee provides endowment funds to project sponsors, via the Dunes Center, through a contractual arrangement with the National Fish and Wildlife Foundation, who manages the Trust funds for the Restoration Subcommittee.

The Dunes Collaborative functions in a technical advisory role and the partners individually and collectively implement restoration projects. In this context, it is the Collaborative's role to:

1. Advise the Restoration Subcommittee regarding the strategy, approach, selection and management of restoration projects;
2. Review technical and cost proposals for these restoration projects;
3. Monitor and adaptively manage the progress and efficacy of projects or activities funded or proposed to be funded by the Restoration Subcommittee;
4. Serve as the focal point for community interests and concerns regarding restoration planning for the Restoration Subcommittee;
5. Define the needs of the Guadalupe-Nipomo Dunes in areas of natural resources and visitor services consistent with the resources and services injured by the oil spill described in the 2001 Guadalupe-Nipomo Dunes Restoration Plan;

6. Encourage and support academic research both applied and basic in nature;
7. Collaborate and partner with individuals, organizations, and agencies to solicit and implement restoration projects;
8. Cultivate additional funding opportunities that support the mission of the Dunes Collaborative; and
9. Maintain a Work Plan that describes the process by which projects will be selected, reviewed and recommended to the Restoration Subcommittee.

The members of the Dunes Collaborative were appointed by the Restoration Subcommittee to serve the role of a public advisory committee and operate under the principles of consensus-based decision making. This means that all participants work toward reaching agreement as a group on all major elements of their decisions and find the highest level of agreement without dividing into factions. Each participating entity brings a different, yet complimentary skill set to the table and the projects and programs recommended for implementation leverage those complimentary skill sets to the maximum extent feasible. When decisions are made, the goal is to frame and refine proposals such that everyone in the group supports, agrees to, or can accept a particular decision. In the end, everyone can say “whether or not I prefer this decision, above all others, I will support it because it was reached fairly and openly.” Decisions where unanimity cannot be reached are elevated to the Restoration Subcommittee for judgment.

The Dunes Center functions as the program administrative agent for the Restoration Subcommittee and is contractually responsible for administering endowment funds on behalf of the Restoration Subcommittee by entering into contracts with project sponsors. The Dunes Center is responsible for getting project sponsors paid (from the Trust) for project implementation, assisting with contract management, and providing overall administration for the Dunes Collaborative.

The members of the Collaborative, including the Dunes Center, function as implementation agents for the Restoration Subcommittee, conceiving, refining, implementing and evaluating the outcomes of the projects funded by the endowment funds. In this role, they also consult with other members of the Collaborative and share observations and lessons learned to enhance the effectiveness of the projects they undertake, both individually and collectively.

Structure and Context for Restoration Efforts

To make strategic and well informed decisions regarding dune restoration and visitor services enhancement, the Collaborative has collectively adopted a set of core assumptions and guiding principles to ensure accountability and consistency and to reflect a systems approach to the tasks at hand.

Endowment Process – Core Assumptions

Allocation of the investment income from the Endowment is the principal vehicle for funding projects directed at resource restoration and visitor services enhancement. The initial endowment amount was \$7,500,000. Over the past eight years, the income generated by the endowment has varied from approximately less than 3% to 5%. Regardless of the actual dollar amounts that the endowment generates, there are three core assumptions that the Collaborative and the Restoration Subcommittee agree form the basis for the structure,

administration, and decision making regarding endowment-generated funds on a year to year basis. These core assumptions are as follows:

1. **Conservation and Enhancement of Endowment Principal:** Consistent with the 2001 Guadalupe-Nipomo Dunes Restoration Plan, the endowment should be managed in such a manner that the amount of initial endowment principal (\$7,500,000) is maintained over time after taking into account the annual effects of inflation as reflected by the Consumer Price Index. Regardless of the rate of return on the endowment, conservation and enhancement of endowment principal requires individual project proposals to include matching funds from other agencies, foundations and corporate supporters as a general rule. There may be circumstances where short-term invasion of the endowment principal may be warranted on a case-by-case basis, as long as it is a consensus (i.e., unanimous) decision by the Collaborative and approved by the Restoration Subcommittee. One example of this might be a project which includes an exceptionally high percentage of matching funds from an assured source for a project of special merit. However, as a general policy, enhancement of principal is preferred over invasion of principal. Towards this end, a maximum draw down percentage of 4% should generally be applied from year to year in order to minimize invasion of principal and provide the Collaborative with greater stability and predictability in terms of funds available from year to year.
2. **Framework for Allocating Endowment Funds:** As a general rule, consistent with the original settlement, two-thirds of the income stream generated by the Endowment should be directed to habitat restoration projects and programs and the remaining one-third of the interest should be directed to visitor services projects (including access and recreation enhancement). Measurement of the allocation ratio should be based upon a five-year, rolling average. This overall allocation framework should be reevaluated every five years, based upon the results of the adaptive management process. Revisions to the allocation formula shall be arrived at by a consensus (i.e., unanimity) of the Collaborative and approved by the Restoration Subcommittee.
3. **Evaluation of Programmatic Allocations of the Endowment:** Allocations of Endowment funds to individual programs or projects should be reviewed on an annual basis during timeframes where the return on investment from the endowment is projected to fall below 3.5%. At or above that level, the funding cycle should be increased to a two year timeframe to maximize administrative efficiencies.

Guiding Principles for Ecosystem Management

Ecosystem management has been defined in a number of ways since its emergence in the late 1980's and early 1990's. The Collaborative defines it as management driven by explicit goals, executed by policies, protocols, and practices, and made adaptable by monitoring and research based on our best understanding of the ecological interactions and processes necessary to sustain ecosystem structure and function (Christensen et al. 1996). Consistent with most definitions, the Collaborative also explicitly includes the integration of partnerships across technical disciplines and land ownerships to address societal objectives and sociopolitical opportunities and constraints within an ecosystem. It reflects a holistic approach to management that recognizes the interconnectedness of and addresses the linkages occurring between air, water, land, and living things. In the context of the Guadalupe Dunes system, it also seeks to integrate water quality and habitat and natural resources management, across jurisdictional boundaries, to protect and restore the beneficial uses and ecological services of the Guadalupe Dunes ecosystem. As such, ecosystem-based management decisions are predicated on three

interacting dimensions: the environment, the economy, and the social community. This approach recognizes that economic health and viability in the community is a critical element to maintain ecological health and viability. Ecosystem management entails a comprehensive and holistic approach to understanding and anticipating ecological changes, assessing the full range of consequences, and developing appropriate management responses.

Within this context, the Collaborative has adopted the following guiding principles⁴ as critical elements of its management approach:

1. **Interagency cooperation** – A recognition that ecological boundaries rarely correspond to jurisdictional boundaries, thus requiring the need for cooperative decision making and management by agencies with overlapping and adjacent jurisdictions.
2. **Stakeholder Engagement** - Government agencies, non-government organizations, universities, and local landowners are the most important stakeholder groups for the projects and should be engaged on a regular basis.
3. **Adaptive management** – An approach to management that recognizes complexity and uncertainty, and that builds on the knowledge and experience accumulated in and through program implementation; the need to establish qualitative and quantitative success criteria and apply these criteria during the review of projects over time.

Our approach to maintaining, restoring and conserving the natural resources at a landscape ecology level reflect the following additional principles:

1. **Humans embedded in nature** – An acknowledgement that human beings are a part of nature and are thoroughly dependent on ecosystem services provided by the surrounding biotic and abiotic environment.
2. **Ecological boundaries** – The use of ecological rather than political or social boundaries to define management units and objectives as feasible.
3. **Ecological integrity** – An integrated, holistic, and science-based approach to management and conservation that aims at maintaining or restoring ecological processes specific to particular biological resources, areas, plant communities or systems.
4. **Data collection** – An emphasis on quality assurance and quality control measures to validate the integrity of data collection techniques, the issues to be addressed through the data collection effort, and the representativeness of collected data in leading to conclusions.
5. **Monitoring** – A push to increase monitoring efforts to enable more effective evaluation of natural and social conditions targeted by program activity

The Use of Task Forces and Subcommittees

⁴ Adapted from R. Edward Grumbine. 1997. "Reflections on 'What is Ecosystem Management?'" *Conservation Biology* 11 pg 41-47. and Brush, M., Hance, A., Judd, K., Rettenmaier, E. 2000. "Recent Trends in Ecosystem Management." The University of Michigan School of Natural Resources and the Environment.

The Collaborative uses standing and ad hoc committees to enhance its efficiency, effectiveness and inclusiveness when developing initiatives, undertaking and addressing technical challenges and seizing fleeting opportunities. Two standing Task Forces develop specific programmatic elements, project selection criteria and identify near-term and long range needs and priorities. The Restoration Task Force focuses on habitat restoration and the Visitor Services Task Force focuses on access enhancement, interpretive master planning, and other visitor-oriented needs and interests. An Acquisition Task Force functions in a similar way, but on an ad-hoc rather than standing basis to identify, evaluate, and close on land acquisition opportunities. A water quality task force is under development to address watershed level issues. All four task forces serve to provide opportunities for expanded and extended public, agency, and organizational involvement in the process of conceiving, refining, proposing and monitoring projects which implement the three overarching goals described previously. The chairs of the two standing task forces serve as co-chairs of the Collaborative.

Subcommittees, on the other hand, focus on refinement of programmatic elements that apply to or compliment both resource restoration and visitor services enhancement efforts. The Fund Raising Subcommittee focuses on marketing, identifying sources of matching funds, external partnering opportunities and fund raising in general. The Science and Research Subcommittee focuses on the engagement of institutions of higher learning, science advisors, data management and other opportunities for the advancement of scientific knowledge as it pertains to the Dunes Complex. The Writing Subcommittee engages in document and/or policy vetting and refinement for the Collaborative as a whole. Where task forces are inclusive of parties and interests outside of the Collaborative, subcommittees are a smaller subset of the Collaborative and focused on the details of tasks after being given specific direction from the full Collaborative.

Taking a 'Needs-Based' Approach

Inherent in its approach to vetting and recommending specific projects for endowment funding is the Collaborative's delineation of a set of prioritized needs which drive project development, implementation, and outreach to foundations, and other governmental agencies as strategic partners. The two standing Task Forces have distilled both internal and external factors into prioritized needs lists so that proposal solicitation and evaluation is responsive to trends, conditions, and priorities identified for the Dunes Complex.

Restoration and Visitor Serving Needs Assessments

The current work of the Collaborative reflects the following ecological restoration and visitor serving needs as determined by the Collaborative after reviewing its progress and performance in resource restoration and visitor services enhancement efforts since the initiation of projects in 2001.

Restoration-Oriented Needs:

The Restoration Task Force informs the Dunes Collaborative on restoration needs, develops restoration project concepts and arranges for project implementation in the Guadalupe-Nipomo Dunes Complex. The overwhelming priority of the Restoration Task Force has been to control and reduce invasive botanical species with particular emphasis on veldt grass (*Ehrharta calycina*) and beach grass (*Ammophila arenaria*). These two highly invasive weeds are well documented in their ability to out-compete native dune scrub vegetation leading to a loss of rare

plants, loss of areas of high biodiversity, and an overall loss of ecosystem function and services. While the Restoration Task Force's approach to invasive species treatment and native dune scrub restoration is continually evolving, it remains preeminent long-term restoration need in the Dunes. The Collaborative recognizes the long-term nature of this effort and has made a commitment to its implementation.

Visitor Serving Needs

The Visitor Serving Task Force informs the Dunes Collaborative and potential project fund applicants on visitor serving needs, develops and implements project selection criteria and recommends project funding to the Restoration Subcommittee. Guided by visitor surveys, current interpretive standard practices, land managers' institutional knowledge and the Dunes Complex Interpretive Master Plan, the task force identifies needs focusing on; onsite and offsite educational panels and directional signage, improvement of dunes entrances and trails, and encouragement of visitation by non-traditional users through community outreach and multi-language printing of literature and program presentation.

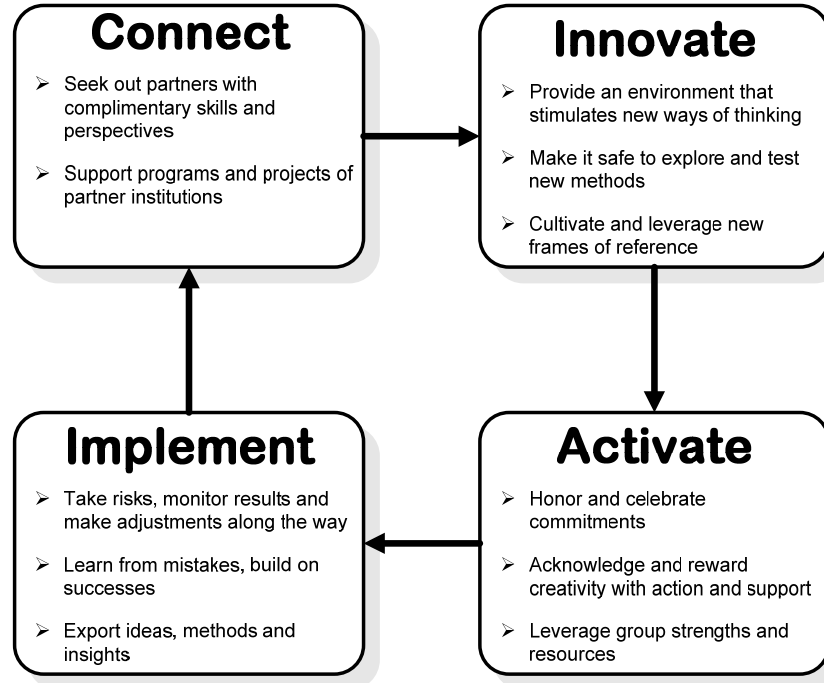
From Planning to Implementation

Over the past eight years, the Collaborative has implemented over two dozen projects valued at approximately **\$1.75 million (Check this Figure)** with substantial long-term direct and indirect benefits to the Guadalupe Nipomo Dunes Complex. In doing so, the Collaborative has employed a set of metrics and strategies which build upon each other to utilize a continual feedback loop fostering adaptive management for project planning and implementation. The diagram below reflects the overall approach of engaging people, developing concepts, implementing projects and learning from the results.

In applying the guiding principles summarized above, the Collaborative appreciates that the work of the group to develop and implement long term solutions requires the recognition and response to challenging and contentious problems that face the dunes system. Many of these challenges have a high level of complexity, require substantial multi-stakeholder interaction, and involve information uncertainty that must be addressed in a timely manner with transparent decision-making and a high level of involvement by people with disparate perspectives on the best outcome. Limited available funding and different ownership and jurisdictional interests further complicate strategic planning and implementation. It is in this context that the Dunes Collaborative continues to demonstrate success through cooperative stewardship and well defined goals and objectives that dictate the prioritization and implementation of restoration projects.

In 2009, the Dunes Collaborative and the individual members are expanding all elements of the educational programs, increasing the size of the protected areas through acquisition and management, increasing the monitoring and protection of sensitive resources, and implementing substantial weed abatement efforts throughout the complex. Through the approach described in this Work Plan, the goals and objectives of the Dunes Collaborative will continue to grow and to be adapted following a needs-based prioritization to protect and conserve the Guadalupe-Nipomo Dunes Complex.

Figure 2: Linking People, Ideas, Projects and Results



Work Plan Implementation and Amendment

This 2009 Work Plan is subject to the review and approval of the Restoration Subcommittee, as a prerequisite to its implementation. The Dunes Collaborative will continue to work closely with the Restoration Subcommittee in developing and implementing restoration, and recreation/access improvement programs through the endowment program described above. Specific Program expenditures will be reviewed and refined on an annual and bi-annual basis as noted above and based upon the principles of sound ecosystem management.

OBVIOUSLY ALL ATTACHMENTS WE INCLUDE NEED SOME INTRO TEXT IN THE WORKPLAN AND THEN REFERENCE THE ATTACHMENTS

ATTACHMENTS

Attachment "A" – List of Completed Projects (2002 – 2008)

Attachment "B" – Project Evaluation Process - Visitor Services Projects – need to make sure the original criteria from RP are included

Attachment "C" – 2009 Needs Lists for Restoration Projects and Visitor Services Projects

Attachment "D" – Operational Procedures – Yet to be refined.