



STAFF REPORT

Meeting Type: Board of Directors
Title: One Tam MOU, Strategic Plan and Work Plan
From: Shaun Horne, Director of Watershed Resources
Through: Ben Horenstein, General Manager
Meeting Date: April 2, 2024

TYPE OF ACTION: X Action Information Review and Refer

RECOMMENDATION: Staff is requesting the Board to approve the One Tam’s Memorandum of Understanding (MOU), Strategic Plan 2024-2028 and Work Plan 2024-2025, and authorize the General Manager to sign the One Tam MOU.

SUMMARY: In 2014, the four land management agencies on and around Mt. Tamalpais: the Marin Municipal Water District, National Parks Service, California State Parks, Marin County Parks, and the Golden Gate National Parks Conservancy launched the Tamalpais Lands Collaborative-now called One Tam. The MOU outlines the individual agencies’ responsibilities, the collective responsibilities, and the backbone support role of the GGNPC as the non-profit sponsor. It also details the governance structure and process for developing the Five Year Strategic Plans and Work Plans that guide the One Tam Collaborative and the annual work plans. Staff with the Watershed Committee recommendation is requesting the Board to approve the One Tam’s Memorandum of Understanding (MOU), Strategic Plan 2024-2028 and Work Plan 2024-2025, and authorize the General Manager to sign the One Tam MOU.

DISCUSSION: On March 14, 2024, the Memorandum of Understanding was signed by the Tamalpais Lands Collaborative (One Tam or collaborative) partner agencies. In alignment with the MOU, every five years the One Tam partners develop a Strategic Plan with a “5 Year List” of projects and programs that are compatible with the purpose, vision, and agencies’ interests. To inform the implementation of the Strategic Plan, partner agencies also develop a two-year work plan. The updated Strategic Plan and Work Plan were developed through a series of meetings guided by the One Tam Steering Committee with input from the various working groups to inform annual priorities. Additionally, the One Tam Executive Committee provided guidance to inform the development of the Strategic Plan and updated MOU. As One Tam transitions from the first ten years into its next chapter, the collaborative seeks to maintain the spirit of ambition that delivered so many successes. The 2024-2025 Work Plan outlines an ambitious body of work, while also serving as a clear guide to staff across the partnership. The work outlined signals a transition from the startup work of One Tam to a more sustainable model. Staff across the partnership will utilize this One Tam Strategic Plan and Work Plan to understand the shared

priorities and resource allocation, to support decision making around the delivery of work, and to inform the development of their individual work plans.

One Tam MOU

The original MOU was signed by the partner agencies in March of 2014 for a ten-year term and has effectively guided collaboration since that time. Over the past ten years the collaborative has matured and effectively implemented two 5-Year Strategic Plans and associated work plans. Through the implementation process, the collaborative has adapted to challenges that impacted various agencies from the COVID 19 Pandemic, drought, funding shortfalls, and climate change challenges. Through these adversities, the One Tam Collaborative has proven to be a resilient partnership that has supported the agencies cross-jurisdictional stewardship work. The updated MOU mirrors the MOU of 2014, which outlines the responsibilities and roles of each partner agency as well as the collaborative structure that will be employed to oversee the implementation of the Strategic Plan and Work Plans. The MOU outlines the individual agencies' responsibilities, the collective responsibilities, and the backbone support role of the GGNPC as the non-profit sponsor. It also details the governance structure and process for developing the Five Year Strategic Plans and Work Plans that guide the One Tam Collaborative.

One Tam 5-Year Strategy

This document is the result of a strategic planning process that took place from January-September 2023, in preparation for the first renewal of One Tam's MOU fostering continued collaboration for the next ten years. During this process, the One Tam Steering Committee, with guidance from the Executive Committee and input from their agency staff, discussed questions around how each area of shared work has evolved during the first 10 years, what the collaborative wants to accomplish together going forward, its changing social and environmental context, and more. These discussions brought clarity to One Tam's scope and goals, and brought to light several areas that need further conversation to set a direction.

Another focus of the One Tam 5-year Strategy (Strategy) is a refinement of One Tam's vision, mission, and values. The goal of this effort is to sharpen the collaborative's efforts to better recognize the success of One Tam. As part of this effort the mission statement was updated.

"One Tam is dedicated to transcending boundaries, inspiring deep connections, and mobilizing the skills and resources of our five partners and the community to steward and improve Mt. Tamalpais' long-term health in response to a changing environment."

The Strategy is intended to provide tactics to achieve One Tam's greater goals and inform the development of future work plans and associated fund-raising, planning, implementation, and public stewardship. The Strategy is organized around Landscape-scale Science and Management, Projects, Programs, Communication and Engagement, Partnership and Collective Impact, and Philanthropy and Investment.

One Tam 2024-2025 Work Plan

The 2024-25 work plan stems directly from shared goals articulated in the 5-year Strategy. Some are programmatic, and others are aimed at strengthening the foundations of the collaborative and improving how work occurs across the partnership. The strategic planning process undertaken in 2023 identified the need to refine best practices within the Steering Committee and other working groups to

ensure One Tam is successful in implementing the 5-year Strategy and 2-year work plan. The work plan was refined to provide clarity and focus on what could be achieved within the next two-year period. As part of this effort, the list of projects was revised to be reflective of more realistic goals. Like past work plans, the document centers around stewardship of the mountain and the community in six work areas as a framework for collective impact.

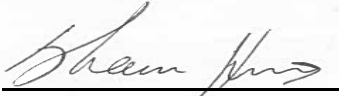



ENVIRONMENTAL REVIEW: Each agency will take the lead on any necessary environmental review. Much of the District’s work will fall under its existing plans and their respective environmental documents adopted pursuant to the requirements of the California Environmental Quality Act.

FISCAL IMPACT: None.

ATTACHMENT(S):

1. One Tam MOU
2. 5 Year Strategy
3. 2024-2025 Work Plan

DEPARTMENT OR DIVISION	DIVISION MANAGER	APPROVED
Watershed		
	<p style="text-align: center;">Shaun Horne Watershed Resources Director</p>	<p style="text-align: center;">Ben Horenstein General Manager</p>