

ONE TAM

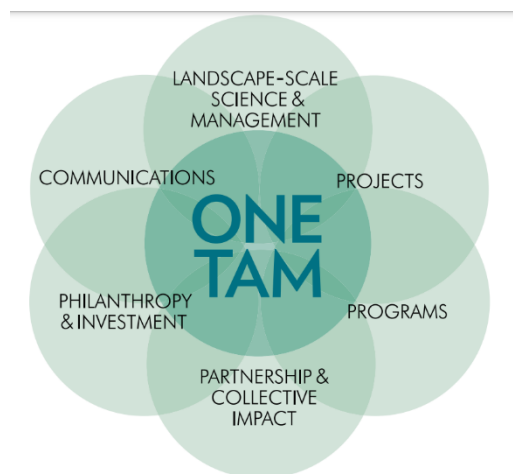
WORK PLAN 2024 – 2025

OVERVIEW

In 2024 the One Tam collaborative will renew our Memorandum of Understanding for another ten years, thereby continuing our commitment to work across jurisdictional boundaries to steward Mt. Tamalpais and its community. The partnership will also adopt a five-year strategic plan, guiding our shared work 2024-28.

As we transition from our first ten years into our next chapter, we seek to maintain the spirit of ambition that delivered so many successes. We intend this 2024-25 work plan to outline 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 should utilize this One Tam work plan to understand our shared priorities and resource allocation, to support decision making around the delivery of work, and to inform the development of their own individual work plans.

Like past work plans, we center our stewardship of the mountain and community in six work areas as a framework for collective impact.



SHARED GOALS FOR 2024-2025

The 2024-25 work plan stems directly from shared goals articulated in the 2024-28 strategic plan. Some are programmatic, and others are aimed at strengthening the foundations of our collaborative and improving how we work across our partnership. We hope every staff member working with One Tam sees their work in support of, and supported by, the following goals that serve to summarize our work for the next two years. More detail on goals and key deliverables for each of our six work areas is provided in the sections below.

Over the next two years, we will:

- Maintain meaningful progress on a strong portfolio of projects and programs. Utilizing committees and working groups, we will refine where needed to better align work scopes with staff capacity, available resources, and the 2024-28 strategic plan.
- Continue to build communication and collaboration between key work areas to deepen our impact and ensure effective use of staff and resources. Building on the foundational work of Peak Health, a focus on climate resilience and forest health will be a thread throughout much of our work.
- Renew the engagement and foundational role of the Steering Committee.
- Review the charter and participants in all committees and working groups to ensure effective governance and collaboration across all One Tam work areas.
 - *Deliverable: Revised committee structure and charters for each.*
- Focus on and resource staff support and collegiality. Create regular connection points for staff to share lessons learned, challenges, problem-solve, etc. We will maintain the Training Portal as a key tool in staff development.
 - *Deliverable: New Work Force Development working group to identify opportunities and challenges, as well as develop tactics to increase recruitment, retention, and career ladder opportunities across agencies for propriety local communities.*
 - *Deliverable: List of content areas for shared training to support strategy and work plan.*
- Led by the One Tam Executive Committee, determine possible role(s) One Tam can play in supporting tribal engagement across agency partners.
- Continue to improve Parks Conservancy operational systems and resources for the Parks Conservancy to effectively serve backbone roles such as facilitation, communication, and operations.

PRIORITY AUDIENCES & PARTNERSHIPS

Community Partners

One Tam's community and partners remain central to how and why we deliver this work. As we move into our second chapter, we will continue to maintain relationships with key partners that helped to build the success of One Tam. We also recognize the need to revisit staff capacity where and when needed to ensure we can develop and deepen collaboration with new key partners articulated in the strategic plan. For schools and library programs, the emphasis is in target communities of the Canal District of San Rafael, Marin City, and Lagunitas.

- *Deliverable: Updated list of One Tam community partners and stakeholders and associated key staff contacts, plus an annual or semiannual review process utilizing the Steering Committee and Programs Working Group.*
- *Deliverable: Engagement strategy for community members and community-based organizations in Marin City and the Canal District of San Rafael to identify opportunities to deepen engagement in One Tam projects and programs, as well as identify opportunities for One Tam to address community interests and challenges.*

Partnership Networks

One Tam's work and status as a model for collective impact will continue to be foundational to our work. A number of key partnership networks will be central to the successful delivery of this work plan, with key staff and outcomes articulated. Any refinements needed will be guided by the Steering Committee.

Key 2024-25 Partnership Networks:

- Golden Gate Biosphere Network
- California Landscape Stewardship Network
- Together Bay Area
- 30x30

EFFECTIVE GOVERNANCE & COLLABORATION

The strategic planning process undertaken in 2023 identified the need to rebuild and refine best practices within the Steering Committee and other working groups to ensure One Tam was successful across 5-year strategy and 2-year work plan. Goals for the Steering Committee over the next two years include progress towards:

- Adopt a clearer and more effective governance and committee structure, to ensure clear work planning, appropriate resource allocation, and efficient decision making. Will include review of committee and working group charters and attendance.
- Set metrics and track to ensure success of 2-year work plan and 5-year strategy.
- Reinitiate feedback loops and regular report-outs from working groups.
- Rescope in partnership with the appropriate working groups the following programs to better meet resources, staff capacity, and agency interest: Marin Wildlife Watch, Peak Health, Forest Health, and all other long-term monitoring efforts.
- Adopt a process for scoping future opportunities, to include Workforce Development.
- Adopt a regular cadence of meeting topics, per table below:

STEERING COMMITTEE MEETING TOPICS		
MONTHLY	QUARTERLY	ANNUALLY
Agency report-outs	<ul style="list-style-type: none"> • Financial review, to include new fund sources and fund reallocations • Project and program updates towards work plan and strategic plan 	<ul style="list-style-type: none"> • Steering Committee + Exec Committee work planning retreat – review work completed + year ahead • One Tam staff picnic

COMMUNICATION & ENGAGEMENT

COMMUNICATION

In order to focus our communications and engagement efforts towards priority audiences and work, our communications efforts will center on the following two areas:

- Materials that support fundraising and membership cultivation.
- Toolkits to share and engage audiences in our program and project milestones and co-design opportunities.

We will also undertake a review of existing One Tam communication channels to understand which make sense to maintain, sunset, or merge with a primary Parks Conservancy or agency channel given current resources. Includes: onetam.org, social media accounts, email newsletter.

- *Deliverable: Re-scoped One Tam communications function.*

ENGAGEMENT

Building on our first ten years, we will continue to inform and inspire community to steward and shape the future of the mountain. Our work at the intersection of Peak Health, Forest Health, and Climate Resilience will be a primary focus of our engagement work over the coming years, as we develop communications materials and engagement tools and strategies at the intersections of this work.

- *Deliverable: Renewed engagement strategy with key audiences, tools, and schedule at the intersection of projects, programs, and engagement across Peak Health, Forest Health, climate resilience.*
- *Deliverable: Annual Tam Van schedule.*

Our toolkit includes the following, tailored to a diversity of audiences, from practitioners to the general public to policymakers:

- Development of multilingual self-guided tours for active project sites
- Development of repeatable content
- Field trips/tours/bioblitzes
- Webinar series
- Participation in community festivals and events
- Tam Van deployment
- Building and/or maintaining relationships with key community partners

ONE TAM PROGRAMS

The following table outlines priority programs we will deliver in the next two years, in service of landscape-scale science and management, community science, and youth engagement.

PROGRAM	WORK AREA	PRIORITY AUDIENCE	GOALS & DELIVERABLES
Marin Wildlife Watch	Community Science	Broad	<ul style="list-style-type: none"> • Rescope for long-term sustainability & usefulness; ensure clear definition of success and long term plan for scope and funding • Restart volunteer program • Determine ways to invest more in training agency staff • Catch up on backlog of data analysis and report findings
Tamalpais Bee Lab	Community Science	Broad	<ul style="list-style-type: none"> • Implement proposal to adopt California Bumblebee Atlas, GNBe platform for ground nesting bees, and historical resurvey of a potentially extirpated endemic bee • Complete inventory of NPS lands from 2021-2022 collections
Inspiring Young Emerging Leaders (I-YEL)	Youth	High school youth from high priority communities	<ul style="list-style-type: none"> • Run the 2023-24 and 2024-25 cohort • Increase youth engagement in climate-focused projects and programs
Linking Individuals to Natural Community (LINC)	Youth	High school youth from high priority communities	<ul style="list-style-type: none"> • Run summer 2024 and summer 2025 programs • One Tam partners will support LINC through the facilitation of service projects and professional development workshops
Bayside Martin Luther King Jr. Academy Middle School Partnership	Youth	Marin City middle school teachers and youth	<ul style="list-style-type: none"> • Run 2023-24 and 2024-25 programs • Strengthen outreach to youth for summer participation in summer Urban Trail Blazers

PROGRAM	WORK AREA	PRIORITY AUDIENCE	GOALS & DELIVERABLES
Canal Alliance middle school partnership	Youth	San Rafael Canal Alliance middle school-age youth	<ul style="list-style-type: none"> • Run a monthly Saturday program during the school year for 20-30 youth in 2023-24, including field trips on lands managed by core One Tam partners • Strengthen outreach to youth for summer participation in summer UTB
Urban Trailblazers (UTB)	Youth	Middle school-age youth from Marin and SF	<ul style="list-style-type: none"> • Run summer 2024 and summer 2025 program, which includes 44 youth from SF and Marin engaging in outdoor activities and service-learning projects within the One Tam footprint for 6 weeks • Focus Outreach in One Tam priority communities: Marin City and Canal District
AVID	Youth	High School Age youth from San Rafael High School	<ul style="list-style-type: none"> • Define One Tam scope, such as offering monthly service learning projects to youth in San Rafael High School's AVID program within the One Tam footprint
Community Partnerships and Programs	Community Engagement	Priority community audiences	<ul style="list-style-type: none"> • Maintain partnerships with key community organizations including Bridge the Gap and others. • Maintain partnerships and programs with public libraries in Marin City and San Rafael (includes ranger story time and backpack program).
One Tam Ambassadors	Community Engagement	Broad	<ul style="list-style-type: none"> • Maintain current scope • Evaluate the potential to evolve into a docent program based on agency priorities
Peak Health	Conservation Management	Agency staff Broadly Marin County residents Policy makers	<ul style="list-style-type: none"> • Produce an updated version of the 2016 document by early 2024 • Rescope: re-evaluate the goals and future of this effort, including frequency and method of updates, and public engagement

PROGRAM	WORK AREA	PRIORITY AUDIENCE	GOALS & DELIVERABLES
Rare plant monitoring	Conservation Management	Agency staff	<ul style="list-style-type: none"> • Maintain current scope • Reevaluate scope for 2025
Early Detection Rapid Response (EDRR)	Conservation Management	Agency staff	<ul style="list-style-type: none"> • Complete 3rd road & trail survey cycle, Japanese knotweed survey and treatment in Lagunitas Creek, management of Priority 1 obligations in One Tam region, landscape-scale EDRR work on yellow starthistle + thoroughwort + emergent priorities. • Adopt sustainable work plan, funding and staffing model for 2025 season
I&M Bats	Conservation Management	Agency staff	<ul style="list-style-type: none"> • Maintain current scopeDevelop long term plan and funding strategy

ONE TAM PROJECTS

Our 2-year priority projects plan reflects discreet projects in service of the following larger landscape initiatives: Forest Resilience, Shoreline Adaptation Planning, ongoing restoration and stewardship of the Redwood Creek Watershed, and priority trail projects.

One Tam takes projects from early planning and analysis, through design and implementation, always complemented by the appropriate corresponding services, including communication, engagement, development, and community programs.

2024/25 ONE TAM PROJECTS WORK PLAN

**italicized projects indicate a portion of the project will be constructed in 2024/25*

One Tam Projects	Lead Agency	24-25 Phases of Work	Communication	Engagement	Fundraising	Comm Science	Youth	Volunteer
HIGH PRIORITY: Staff & Funding Focus								
Bothin Marsh Evolving Shoreline	MCP	65% Design and Compliance	✓	✓	✓	✓	✓	✓
<i>Forest Resilience Projects</i>	<i>All</i>	<i>Planning, Compliance, Implementation</i>	✓	✓	✓	✓	✓	✓
<i>Roys Redwoods Restoration & Access</i>	<i>MCP</i>	<i>Implementation</i>	✓	✓	✓	✓	✓	✓
Stinson/Bolinas Regional Planning	NPS, MCP	Coordination, Planning	✓	✓	✓		✓	
<i>Redwood Creek Trail Realignment & Habitat Enhancement</i>	CDPR	2024: 65% Designs and Compliance; 2025: Anticipated Implementation		✓	✓	✓		
MID PRIORITY: Primarily Agency Led & Funded; Pursue Opportunistic Funding Only								
<i>Azalea Hill Trail Restoration</i>	<i>MW</i>	<i>Implementation</i>						
<i>Bolinas Wye Restoration</i>	<i>MCP</i>	<i>Implementation (2024-27)</i>	✓		✓			
Dipsea Bridge Construction	NPS	Design			✓			
Back Burner: Revisit 2026								
Dias Ridge Extension	CDPR, NPS	On hold						
Potrero Meadow Restoration	MW							
West Peak Restoration	MW							

FUNDRAISING

We will undertake a fundraising strategy process to determine which fundraising tools/groups/programs to keep, sunset, modify, according to the following table:

TOOL	GOALS & DELIVERABLES
Government & Foundation Grants	<ul style="list-style-type: none">• Strategically pursue priority grants for projects, especially cross boundary projects
Membership under \$1k	<ul style="list-style-type: none">• Assessment and roadmap for program and investment defined in FY24, including investigation of this as a standalone membership
One Tam Circle (OTC)	<ul style="list-style-type: none">• Grow to 100 members• OTC-specific stewardship event(s) to increase engagement/membership
Major Gifts	<ul style="list-style-type: none">• Identify 2-3 new major gift prospects• Develop “menu” of fundraising initiatives e.g., workforce development, youth, etc.
Advisory Committee	<ul style="list-style-type: none">• Develop and adopt a new charter. Develop plan by Jan 2024 when Board Committees plan for the year ahead• Add new members
Culture of Philanthropy	<ul style="list-style-type: none">• Gain support, participation and buy-in to our fundraising activities from agency partners• Revisit where fundraising staff fit into existing One Tam internal working groups and committees