

Attachment 2

ONE TAM

STRATEGIC PLAN 2024-28



CONTENTS

- 3
PURPOSE AND PROCESS
- 4
CELEBRATING OUR SUCCESS
- 6
STRONGER TOGETHER
- 8
AFFIRMING OUR FOUNDATION
- 11
WHAT'S BEHIND WHAT'S NEXT
- 18
THE NEXT FIVE YEARS
- 27
ONE TAM, ONE TEAM



PURPOSE AND PROCESS

This document sets the direction for One Tam’s work over the next five years, 2024-28. This is intended as a roadmap for the staff of One Tam’s five partner agencies, to help us each understand at a high level what our collaborative work is and isn’t, and to help us do our best work together.

This strategy is not a prescription—rather, it will help us focus and make decisions about our work over a span of five years. Please refer to our 2024-25 work plan for more detail on how this will be implemented in the near term.

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 Memorandum of Understanding (MOU) linking our collaboration for the next 10 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 our shared work has evolved during the first 10 years, what we want to accomplish together going forward, our 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. This process was supported by an outside facilitator and a working group of Parks Conservancy staff.

"We have a lot to celebrate. We got through a lot together, we can get through anything."

— Executive Committee Member

CELEBRATING OUR SUCCESS

ACCOMPLISHMENTS

Our first 10 years together have brought us a lot to celebrate. With collective impact as our north star, and climate change at the forefront of our work, we have not only built a productive partnership, but we have created real impact for the mountain and for the Marin community. We are proud to reflect on a range of accomplishments, which have resulted in new knowledge, healthier habitats, more support for our work, and more community members engaged with the mountain. Highlights from our first decade include:

LANDSCAPE-SCALE SCIENCE AND MANAGEMENT:

- **DEVELOPED** a method for measuring and tracking the health of the mountain—our Peak Health work was the first-of-its-kind scientific effort to measure the health of a whole mountain, a collaborative process which continues to underpin our work and help us track change over time.
- **ESTABLISHED** a mountain-wide response to invasive plants—our Early Detection Rapid Response program is now a statewide agency model for weed management.
- **COMPLETED** a county-wide fine-scale vegetation map and published the *Marin Regional Forest Health Strategy*, which will serve as guidelines for work to protect forests county-wide, especially in the face of climate change.

PRIORITY RESTORATION PROJECTS:

- **BROKE GROUND** at Roy’s Redwoods, a project that will restore a sensitive and much-loved old-growth redwood forest while preserving an accessible, immersive visitor experience.
- **RESTORED** important Redwood Creek habitat by realigning a portion of trail, part of a larger effort to improve the health of the Redwood Creek watershed.
- **PROTECTED** sensitive habitats, rare plants, and creek health by restoring and realigning the trail at Azalea Hill.

COMMUNITY CONNECTIONS:

- **ENGAGED** community in mountain-wide scientific inventories and studies—our community science programs provide unique ways for community members to learn about our local environment, participate in conducting science and gain new skills.
- **LAUNCHED** two new high school programs to inspire the next generation of stewards and to expand access for youth from communities underrepresented in the outdoors and conservation communities.

Top: Conservation Management Assistant Gina Galang counts rare species that grow only on serpentine barrens.
Bottom: Youth participants in our Linking Individuals to their Natural Environment (LINC) program enjoy a hike on the mountain.



SELECTED MILESTONES

- **2015** Established Early Detection Rapid Response weed program
- Launched new high school internship program
- Launched the Marin Wildlife Watch community science program
- **2016** Published *Measuring the Health of a Mountain* (“Peak Health”) report
- **2017** Incubated bat monitoring program, later adopted by NPS
- Launched the Tamalpais Bee Lab community science program
- **2018** Completed county-wide fine-scale vegetation map
- **2019** Launched high school environmental leadership program
- **2023** Published the *Marin Regional Forest Health Strategy*
- Published first Peak Health update
- Broke ground to restore Roy’s Redwoods
- Completed Redwood Creek trail realignment to support creek health
- Continued Azalea Hill restoration project

STRONGER TOGETHER

Because of our success, we have also been a model for landscape-scale stewardship nationally and even internationally. In our first five years, One Tam was the subject of a series of case studies on the effectiveness of partnerships like ours, showing with academic rigor that our way of working really does increase our collective success—for us as individuals and our organizations, and for the places we care for.

One important benefit that creating and nurturing our partnership has brought is weaving together a community of colleagues dedicated to protecting the mountain and advancing programs and projects together. We often hear about the value that building this network provides to staff at each partner agency, who now have an expanded team of support for their work and for professional development.



Staff from each partner gather for a site visit at Lake Lagunitas to learn about forest health work being led by Marin Water.

"We try to make many different ways to connect to the mountain—it really increases your quality of being."

— One Tam Partner Staff

We recognize that this community is the foundation of our success—it takes all of us to create and sustain our shared work. All One Tam partners are committed to engaging staff to feel included in One Tam, from onboarding new staff to celebrating successes together, so that we can continue to build and strengthen this important network. We know that each staff person, regardless of their role, contributes to our success, and that it's important to see that work represented in our collaboration. We are all One Tam.

One Tam operates through tiered committees with distinct roles, staffed with representatives from each agency that work together to make decisions and ensure effective communication from advisors to implementers, and back.

Left: A fungus-focused bioblitz at Roy's Redwoods, where we are restoring a treasured old-growth redwood grove, represents a mutually supportive collaboration between our Community Science and Projects teams, and the public.

Right: Our governance structure and relationships are the roots that support the different branches of our work.



OUR STRUCTURE

EXECUTIVE COMMITTEE — Provides support and leadership to the Steering Committee to ensure work and participation reflects respective governance, planning, policy and leadership direction. Responsible for stewardship of the MOU and direction regarding partnership cohesion.

STEERING COMMITTEE — Provides guidance and decision-making and prepares recommendations and approaches for implementing One Tam's strategy. Develops and ensures agency approval of biannual work plans based upon input from working groups.

WORKING GROUPS — Implement One Tam's work plan and makes recommendations for decisions to the Steering Committee.



AFFIRMING OUR FOUNDATION

PARTNERS

Recognizing their shared challenges, One Tam’s four land managers—the National Park Service, California State Parks, Marin Water, and Marin County Parks—have worked together for decades on various activities to care for Mt. Tamalpais. These partnerships, along with ever-increasing need to protect the health of the mountain in the face of shared challenges such as climate change, laid the foundation for a common vision and strategic long-term collaboration. Along with our nonprofit partner the Golden Gate National Parks Conservancy, this much-needed unified platform allows for increased coordination and support for capital projects, landscape-scale stewardship, and community programs. Importantly, One Tam also provides a vehicle for philanthropy and community engagement to bring increased support to the mountain.



The plants, animals, and often community members who need the mountain don’t see our different boundaries. Neither does climate change, forest disease, weeds, and the other challenges we are facing. Working together across our boundaries helps us care for places and people more holistically.

MISSION

One Tam’s mission reflects our five partners’ commitment to collaboration in service of improving the health of the mountain, while remaining responsive to the changing context in which we work:

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.

This statement means that we work across our property lines to tackle shared challenges that extend beyond them, such as priority invasive weeds, forest disease, climate change, and understanding the bigger picture of what’s happening on the landscape. It means we create new and unique pathways for community members to connect to their public lands, and we empower people to see their role in caring for the places they enjoy and depend on. It means that, building on a long history of stewardship in the region, we combine our

"I’m feeling confident about the next five years. We’ve been through a lot together in the last ten years, and we’re still here working through things. There is a lot to be excited about."

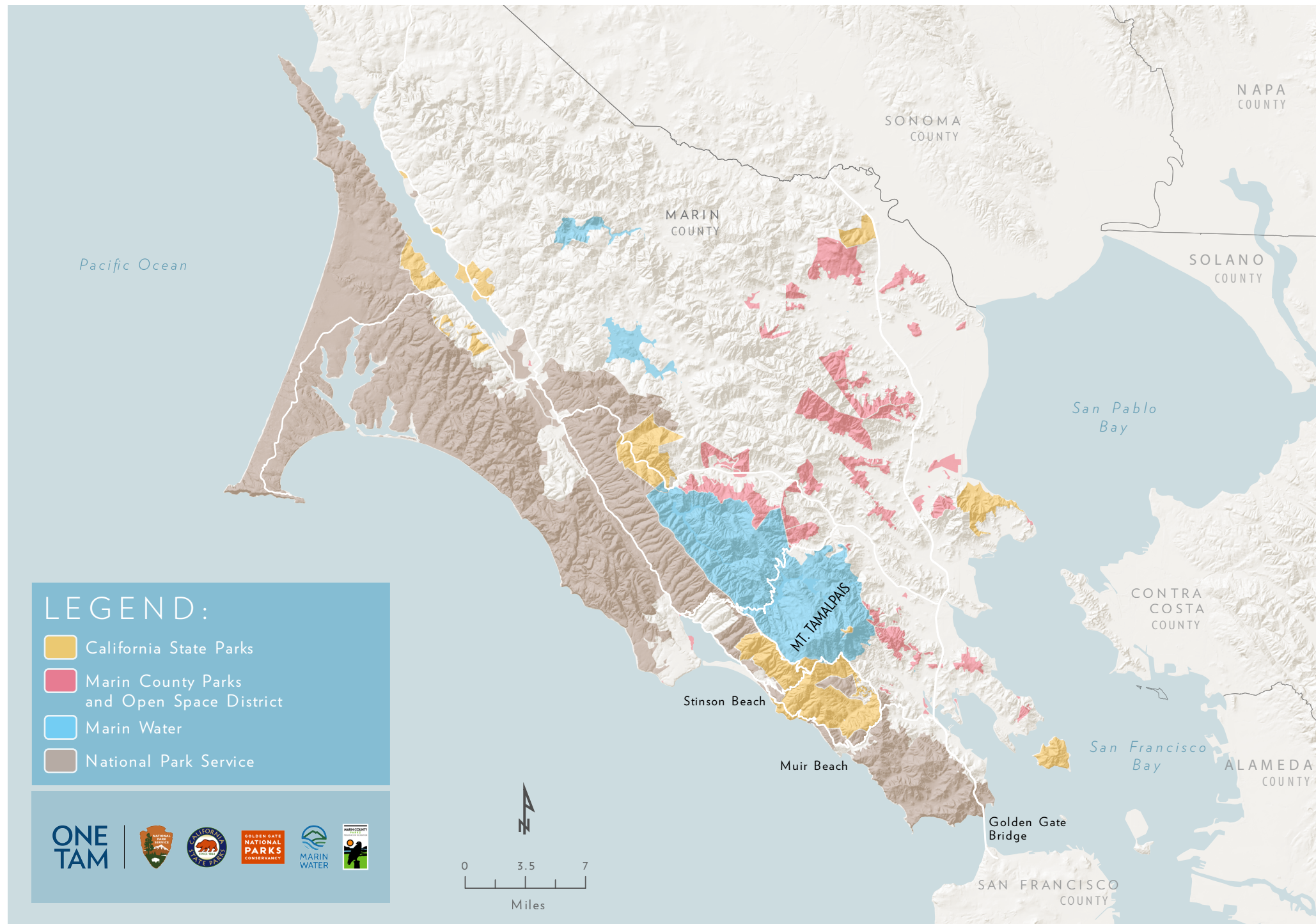
— Steering Committee Member

resources and coordinate action to serve the whole mountain, adapting to changes that may occur in our region. The health of the mountain and its continued care is central to all that we do.

SCALE

Where does One Tam begin and end? Our work centers on caring for Mt. Tamalpais, in particular the public lands that our partner agencies manage in this region. However, we recognize that different activities need to happen at different scales to be most effective and to ultimately provide the most benefit to the mountain and the communities that depend on it. We also know that to meet our mission, we need to work not only on the mountain itself, but to engage a broad range of stakeholders, and to bring the mountain into communities.

We offer this map of lands managed by our partner agencies county-wide to show the full extent of these landscapes, with the understanding that the mountain is our core focus. Decisions about where we work and the right scale for any one activity are made within the committee structure outlined above.



WHAT'S BEHIND WHAT'S NEXT

THE OPPORTUNITY

Our biggest collective challenges, such as climate change, are happening at a pace and scale that require us to use our collective resources to meet them. We also know that the health of the mountain and its future are inextricably linked with our own. We have seen how working together as One Tam reveals opportunities to ensure a healthy future for the mountain, and for the communities that depend on it, that wouldn't otherwise be possible. In the next five years, we will seize those opportunities by embracing One Tam's unique role in caring for the mountain and our communities.

In particular, we work at a landscape-scale with a deep commitment to collaboration. We know that working together across boundaries, rather than caring only for properties within an agency's own jurisdiction, allows us to have greater impact in the face of our shared challenges. We increase efficiency, funding opportunities, community support, and ultimately the effectiveness of our work through collaboration. We know that what benefits one of us benefits all of us, and the specific projects and programs we pursue together are those that most benefit from our collective effort.

We care for incredible public lands, rich with biodiversity that needs protection, and which also provide a host of important benefits for communities—from drinking water to wildlife habitat to world-class recreational opportunities, and more. Our work protects and connects all of this together. We offer unique pathways for community members to connect to their public lands, opportunities that are born from our landscape-scale work and which each partner enriches with expertise, coordination, and creativity. Our youth and community science programs, member events, public workshops, and other volunteer opportunities are engaging ways to learn about our local environment, gain real skills, and inspire the next generation of stewards—one that is more representative and inclusive of all communities that need Mt. Tamalpais.

One Tam's collective strengths add value to the greater Marin community. We offer our expertise in landscape-scale science, community science, youth engagement, climate resilience and more to meet the needs and interests of community partners.

GUIDEPOSTS FOR OUR NEXT FIVE YEARS

As we look toward the next five years and reflect on the opportunities before us, we recognize that we are experiencing an inflection point in our work together. We have learned much, we have much to build upon, and much is changing. The next two sections are intended to help us wayfind through our changing context, while remaining true to our mission.

PROGRAMMATIC SUSTAINABILITY: In our first 10 years, we grew together from our start-up phase, built relationships, created new programs, took on an ambitious list of projects, and tested many waters. We are transitioning to a new phase where sustainability is paramount to our continued success. We want to ensure the work we commit to has the resources it needs to be successful over time. This means that we will give special attention to scoping new work, and possibly modifying existing work, so that we can realistically deliver on what we promise.

We will strive to use our resources effectively. We know our best work happens when we utilize our collective expertise to undertake challenging projects that benefit from our collective effort, rather than duplicate efforts across partners. For the work we agree to undertake, we will ensure that it is actionable and appropriately scoped for all partners. Sustainability also means continuing to leverage

agency resources to complement philanthropic and public funding sources, an important part of which will be aligning our efforts with state funding priorities to bring in additional resources.

This does not mean abandoning the aspirational nature of our work together—rather, attention to sustainability will afford us the flexibility to respond more nimbly to new opportunities that help us meet our mission in each new moment.

COLLECTIVE IMPACT has been and will continue to be our north star. We know that we can do more for the mountain together than we can alone, and we will focus where our collective effort makes the most difference. To do the work we are best positioned to do, we need to stay true to our mission. These two elements—understanding where we can make the most difference together and staying true to our mission—help us choose which shared efforts

We are affirming our approach to laying out the next stretch of trail to walk together.

to undertake and help us understand our role in the region relative to other networks and partners.

WORKFORCE DEVELOPMENT: We need to be thinking about fostering the next generation of the mountain's stewards. We also know that jobs are a primary interest of communities we want to engage. Workforce development will therefore be central to how we design our program offerings. What's more, it's not only about providing opportunities to enter or advance within the many career pathways related to our work, but doing so in an equitable way that results in a workforce more representative of all communities that depend on the mountain. We know that cost of living and other factors outside our control affect this, but we can leverage our partnership to provide opportunities and help individuals build their professional networks. We can support each other in mentoring and training new staff.



RESPONSIVE TO A CHANGING CONTEXT:

Our work does not happen in a vacuum. To remain effective and relevant, we need to be responsive to our changing context—especially social change and climate change. Developments that we will continue to track into the future include:

- **CLIMATE CHANGE IS AFFECTING THE LONG-TERM HEALTH OF MT. TAMALPAIS,** and since the beginning our work has been about understanding and adapting to its impacts. Increasingly, there are immediate consequences for

access, visitor safety and staff requirements, such as increased temperatures, drought and drought stress, fire risk, and flashier storms.

- **WE ARE EXPERIENCING INCREASED PRESSURE FROM RECREATIONAL NEEDS** caused by visitation changes. We recognize the value of parks and outdoor recreation to communities (made especially apparent during the pandemic), and we have the dual responsibility to provide recreational access to our public lands while protecting them.

- **THERE IS HEIGHTENED AWARENESS OF THE IMPORTANCE OF SOCIAL JUSTICE** across the U.S., alongside a recognition that Marin County is very prosperous but unequal, creating real challenges to accessing public lands for communities. Barriers include transportation, sense of belonging, and cost of living and impacts on staff availability and workforce development.
- **MARIN'S DEMOGRAPHICS** are such that One Tam needs to appeal to a younger, more diverse audience, while sustaining relationships with existing constituencies. This is to both maintain support for our work for decades to come, and to engage the next generation of the mountain's stewards.
- **PARKS AND OPEN SPACE HAVE INCREASING CULTURAL RELEVANCY,** in particular there is increased recognition of the importance of Indigenous inclusion and stewardship of lands.
- **FUNDING SOURCES AND TARGETS ARE CHANGING** as climate change and equity become more important themes in philanthropy, state and federal policymaking.
- **EACH PARTNER AGENCY IS SUBJECT TO THEIR OWN CHANGING STRATEGIC IMPERATIVES.**



SHIFTING OUR APPROACH

Several specific shifts in how we approach our shared work will help us respond to the important guideposts we've set forth above. These decisions are the result of ongoing conversations and opportunities we see to do our best work, and they cross all aspects of our work. We highlight them here to bring them to the fore for the next five years.

THE SCALE OF OUR WORK CHANGES ACCORDING TO WHAT MAKES THE MOST SENSE FOR THAT PROGRAM OR PROJECT.

While the mountain remains central, and some work can only reasonably be carried out on that scale, we know that sometimes we can do more for the

mountain and our community by linking our work to a broader region. Examples of broadening our scale include work that's more meaningful at a county-wide scale, such as creating a strategy for forest health and resilience that can be applied across the county, or our county-wide fine-scale vegetation

One Tam partner staff take part in a community event in Marin City. This is one of the communities with whom we seek to build stronger relationships.

map, which provides a bigger picture baseline and allows us to work more effectively with partners across the county. We will seek new partners for forest health to continue to amplify this work.

Scale is not only a question of geography, but also scale of effort—there are some areas in our work where, rather than going broader, we seek to deepen our efforts and increase our impact in place. One key example is our high school youth programs—in keeping with our guideposts above, we will keep the programs at their current size, but will focus outreach and engagement in specific communities that haven't had as much access to these opportunities in the past, rather than engaging youth county-wide (see below).

We will develop criteria to determine whether it makes sense to go broader or deeper in a particular area of our work.

TO SERVE OUR VARIED AUDIENCES EQUITABLY, WE NEED TO DEEPEN ENGAGEMENT AND RELATIONSHIP BUILDING WITH SPECIFIC COMMUNITIES.

These communities include the Canal District of San Rafael and Marin City. We have several existing and nascent relationships with community partners which we hope to strengthen, such as Canal Alliance. We will also work to identify additional opportunities to partner with organizations supporting these communities and find where our work may align with their interests and needs. Our work with each of these communities will move at the pace of relationship building. We will do this as we sustain our relationships with a broad existing network of stakeholders and community partners.

WE ARE OPEN TO EVALUATING AND ENHANCING OUR GOVERNANCE STRUCTURE AS OUR PARTNERSHIP EVOLVES AND NEW MODELS FOR COLLABORATION EMERGE. While we recognize that to remain effective our formal partnership cannot grow too large, we will continue to evaluate how we are working to be more inclusive of key partners

and incorporate changing models of collaborative stewardship that will help us do our best work.

In particular, we hope to build our relationship with Federated Indians of Graton Rancheria, the federally recognized Tribe whose ancestral lands include Marin County. While each agency partner has its own government-to-government relationship with the Tribe, we are working to understand how a collective approach can serve. There may be opportunities for projects in which the Tribe wishes to engage that could come through One Tam rather than individual agencies—there is new precedent for this as of 2023 with our forest health work, in which the Tribe has engaged with One Tam as a partner. We are in a place of listening and building understanding of the history of our individual relationships, and there is more work here to do.

One Tam also participates in other regional, and even larger, networks. These nested networks, such as TOGETHER Bay Area, Golden Gate Biosphere Reserve, and the California Landscape Stewardship Network (of which One Tam is a founding member), offer distinct opportunities to engage with partners working on shared priorities at different scales and

through different approaches. Ways we interact include peer exchange, landscape-scale science, and funding opportunities. We seek to increase these activities, especially where there are opportunities to proactively contribute to policymaking that can result in increased resources for our work.

WE WILL USE NEW CRITERIA TO PRIORITIZE AND MAKE DECISIONS ABOUT OUR WORK.

Our new guideposts have clarified questions to ask ourselves when deciding what we will sustain, modify, or sunset, or which new work we take on. These include:

- Does the activity align with One Tam's mission?
- Does the activity serve an important/emerging need for agency partners, the landscape, or the community?
- Does the activity offer collective benefit for most/all agencies? Does it benefit from collective action? Do we have agency commitment to the activity?
- Do we have the resources to undertake the work? If not now, can we get them in the future?
- Does the activity duplicate work that is better done by a partner, or another organization in the community?



"LINC has made me a more mindful human, more aware of social justice in climate change, passionate about life and nature, and has made me a loving and excited leader."

— Youth Participant

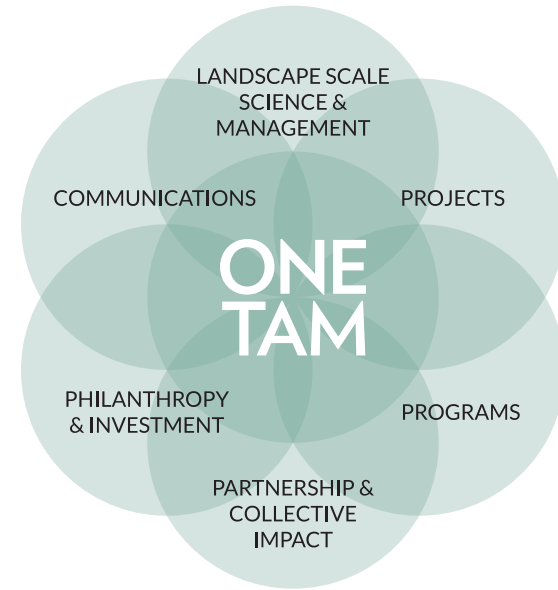
LINC is a transformative summer internship experience for high school students. Here participants are building their knowledge of local ecology together.

THE NEXT FIVE YEARS

OUR WORK

Where will we focus our efforts over the next five years? One Tam includes a wide range of activities that help us ensure a vibrant and healthy future for Mt. Tamalpais. Our six interconnected areas of work, depicted here, form the One Tam approach to protect the health of the mountain and help define the scope of our work. Specific impacts we seek to achieve in each area continue to evolve over time, in response to our changing context, resources, capacities, and new opportunities.

Below we outline our focus within each of these areas for the next five years.



PROJECTS are thoughtful, multi-agency, science-based, and community-driven efforts to ensure special places on the mountain will be enjoyed for generations to come. These capital projects restore health and function to damaged landscapes. Even when they may occur on one agency's lands, they provide collective benefit.

Over the next five years, we will continue to advance projects already underway, including climate-adaptive projects to restore forests and other special places, protect vulnerable coastal places from sea level rise, and enhance visitor experience. We will also continue to integrate project planning and implementation with our programs, such as having

our summer high school internship program help with forest health monitoring studies. To help us maintain a list of projects we can reasonably advance in the next five years, we will evaluate the current list of potential One Tam projects and modify it according to our new criteria for prioritization.

Projects underway at the time of this writing include:

- Azalea Hill Trail Restoration
- Bolinas Lagoon North End Project
- Roy's Redwoods Restoration

Projects we expect to break ground in the next five years include:

- Evolving Shorelines Project at Bothin Marsh

In addition to these specific projects, we will continue to coordinate and advance projects in two Legacy Project areas. These areas represent a generation-long commitment to habitat restoration and enhancement, with multiple projects comprising a larger vision for each area.

- Dipsea Trail Corridor
- Forest Health and Resilience
- Redwood Creek Watershed

The Evolving Shorelines project at Bothin Marsh is a community-driven, climate-adaptive effort to protect this precious tidal marsh, and an important travel and recreation corridor, from sea level rise.



PROGRAMS engage community members including youth in different aspects of our work. They tie into our projects and larger initiatives, bringing these to life and broadening participation for community members.

Community science programs support our landscape-scale science efforts while providing informal science education to broad audiences. Internship and early career programs for high school and college students, and recent graduates integrate information and experience from across our work areas and provide valuable experiences for people interested in conservation careers—sometimes their first time connecting to our lands. Volunteer programs directly serve a One Tam need, and they provide unique ways to give back and connect to the mountain, and to learn about our local ecology.

In the next five years, we will continue these popular programs, while identifying gaps in our offerings for different communities and age groups and exploring new partnerships to serve our existing and emergent audiences more equitably. To maintain our offerings sustainably, we will evaluate our current program offerings in consideration of our new criteria for

prioritization, identify any gaps in staffing, funding, and other resources, and solutions to close them. We will determine if the scope and scale of each is appropriate for serving their intended purpose and adjust if necessary.

We will prioritize outreach in communities who have historically had less access to programs like ours—in particular, as discussed above, we seek to increase service in the communities of Marin City and the Canal District in San Rafael. We will also review how our programs contribute to workforce development in our region and identify how we might leverage our partnership to increase these opportunities.

LANDSCAPE-SCALE SCIENCE AND MANAGEMENT centers on cross-boundary vegetation management and mountain-wide inventories and monitoring of species and ecosystems to keep a pulse on the health of the mountain. This important work underpins the actions we take to improve the health of the mountain, allows us to make science-based decisions, and enriches our community-facing programs.

Over the next five years, we will continue to collect

FOCUS AREAS FOR PROGRAMS:

- Engaging youth from a diversity of backgrounds in our summer high school internship program
- Community science programs like Tamalpais Bee Lab and Marin Wildlife Watch, where community members learn new skills while contributing to agency scientific monitoring needs
- See more at: [ONETAM.ORG/OUR-WORK](https://onetam.org/our-work)



Community science, engagement, and workforce development come together on a day near Azalea Hill where interns helped to host a member event and our Community Science team conducted a springtime bioblitz with students from San Rafael High School's AVID program.



and analyze data to improve our understanding of how Mt. Tamalpais' species and ecosystems are doing, see how they are changing over time, and adapt how we care for the mountain accordingly. We will work to increase ecosystem resilience in the face of climate change. We will continue to fill important information gaps identified in our Peak Health effort

to measure the health of the mountain. For some of our efforts, we are shifting from learning which species are here to understanding their needs and how they are faring over time. We will continue to encourage public participation in our landscape-scale science work through our

Our Conservation Management team plans and implements landscape-scale efforts to manage weeds, monitor rare plants, and more.

community science programs. Volunteer community scientists provide essential support to some of our efforts, such as Marin Wildlife Watch and Tamalpais Bee Lab. Expanding opportunities for community members to be a part of science on the mountain, and to identify questions to explore, is a priority.

To ensure that these efforts are sustainable, we will evaluate and, where necessary, modify our monitoring efforts to best serve the management questions we seek to answer about the health of the mountain as those evolve. We will determine if the scope and scale of each effort is right for our current information needs and adjust if necessary—for some areas this may mean changing approaches, gathering different data, gathering data less frequently, focusing more on analyzing existing data, or other modifications. This will include reviewing our Peak Health effort, which seeks to measure the health of the mountain, to determine how this can best support our landscape-scale science work going forward.

PARTNERSHIP AND COLLECTIVE IMPACT

is our north star—we know that collaborating as One Tam brings results—for the mountain, for the communities we serve, and for our individual organizations. In just a few years, One Tam grew from its start-up phase to become a model for other regions seeking to increase their impact through working collaboratively at a landscape scale.

In the next five years we will turn toward partnership sustainability—toward nurturing the partnership we have built and delivering the shared work we have committed to—and spend less time documenting the development of our partnership. We will revive education about One Tam during new employee onboarding at all five partner organizations and increase opportunities for partner staff to connect with one another. We will plan for succession for critical roles in our governance and committee structure and refresh our two-year work planning cycles and tracking of deliverables.

COMMUNICATIONS AND ENGAGEMENT

are activities that bring the opportunities One Tam offers to members, volunteers, funders, and communities. This critical connective work builds

awareness for our projects and programs, the bigger challenges we are working to address, and how it’s all interconnected. We tailor our approaches to communications and engagement to the audiences with whom we want to be in conversation.

Building on successful efforts to create broad awareness of One Tam in Marin, over the next five years our goal is to focus these efforts where we most need them to advance our work at this juncture. We will use communications to support fundraising and grow our membership, to include increased coordination between our communications and fundraising functions. We will create communications toolkits for projects and programs to help partners coordinate messaging and effectively speak to our work with varied audiences, and across our different channels.

We will continue to align engagement efforts directly with the needs of projects and programs and to ensure that fundraising, communication, and engagement efforts are mutually supportive. We will continue our efforts to make our science more accessible to a broader range of volunteers, schools, visitors, and communities. We will continue

FOCUS AREAS FOR LANDSCAPE-SCALE SCIENCE & MANAGEMENT:

- Early Detection Rapid Response, a program to prioritize and manage invasive plants before they can have a big impact on the mountain and help improve natural community resilience
- Peak Health, a collaborative effort to measure the health of the mountain
- Mountain-wide inventory and monitoring efforts to increase our knowledge of the region’s ecosystems and inform management, such as the Tamalpais Bee Lab, Marin Wildlife Watch, California Giant Salamander inventory, bat monitoring, and rare plant monitoring
- Forest health and resilience project implementation, guided by the Marin Regional Forest Health Strategy
- See more at: [ONETAM.ORG/OUR-WORK](https://onetam.org/our-work)



to bring the mountain to communities through outreach, attending community events and offering educational and volunteer programs.

We will also work to engage in a way that creates an inclusive environment for everyone, so that everyone can see a role for themselves in caring for the mountain.

PHILANTHROPY AND INVESTMENT in our work means investing in the mountain’s future.

One Tam’s successful funding model combines philanthropy with agency funding to support our critical work—we inspire people to invest in the mountain’s care and leverage that investment mountain-wide. Opportunities to do so are growing as our work grows and deepens. It is only through community support that our work is possible.

Over the next five years, we will sustain and grow philanthropic support for our work. We will refine our membership, mid-tier donor and major donor

Our Community Science programs such as the Tamalpais Bee Lab (left) and targeted bioblitzes (right) involve public participation in landscape-scale science.

programs. We will create compelling engagement opportunities for all levels of supporters to deepen their connection to, and investment in, our work. The One Tam Ambassadors will be redefined as the partnership’s volunteer fundraising arm. The group will enact a new charter and set annual fundraising goals. The group will strive to add new members and to diversify our membership to better reflect the communities of Marin County.

We will also seek more opportunities for public grant funding for our climate-adaptive work, especially its intersections with social justice such as our forest health work. This would add increased support for planning and implementation of projects, public engagement, and potentially staffing. We will take a proactive approach to public funding especially in light of expanded funding availability at the state level, working closely with our elected officials to identify shared priorities and resources.

STRENGTHENING OUR FOUNDATION

Our governance model—the way we work together, communicate, and make decisions—is our foundation for collective impact. It is the core from which our network of colleagues has grown, and it is how we accomplish everything in the work areas described here. At this juncture, we see a need to strengthen this foundation and provide clarity on the roles and responsibilities needed to operate efficiently and effectively.

To ensure success over the next five years, we will review our committees and their functions, the roles needed for each to operate successfully, and clarify decision-making processes. We will reinvigorate connection between the

Steering Committee and working groups, to increase the flow of information, guidance, and recommendations in both directions. We will ensure that staff have the resources—funding, supplies, time, guidance—they need for success.



LEVERS FOR LIFT

How will we accomplish our work over the next five years? One Tam supports and lifts our collective work in a number of ways, and each project or program can benefit from our different strengths. The following models have emerged as successful ways to accomplish our work, and we will continue to use them over the next five years.

- Staff support for new shared efforts—an effort is carried out by designated staff. This supports work that would not happen without increased staffing. Sometimes this means staff hired by the Parks Conservancy specially for One Tam work, and sometimes this means staff from multiple partners.
- Funding and fundraising—the Parks Conservancy fundraises to support an existing partner program or project that serves a collective need.
- Communications and engagement—a One Tam project or program is housed with a partner, and others, and others contribute communication and engagement services needed to raise support for, and investment in, the effort.
- Incubation and operationalization—an



effort may be incubated for a period with Parks Conservancy coordination, and then operationalized on an ongoing basis within an agency.

In any of these models, staff from multiple partners may be coordinating and/or implementing within their respective committees or project teams. Decisions about when each is most appropriate will continue to be made by the Steering Committee in consultation with other committees.

Important ingredients in working these different

levers at different times is flexibility and commitment to collaboration. As One Tam partners we have supported each other through COVID-19, funding shortages, and other challenges, and we are open to shifting where possible to meet changing needs. This appears in ways big and small, from shifting staffing to providing alternative facilities for public programs.

In addition, these different types of support manifest in myriad ways—both on the mountain and in communities. Sometimes we aren't working on our own lands at all—we are showing

The ability and flexibility to combine resources and talents in different ways for projects, programs, and special engagement opportunities increases the effectiveness and impact of our work. For example, staff from multiple partners support opportunities like California Coastal Cleanup Day (left) and a field experience to learn about sensitive wildlife and their habitats as part of the biannual One Tam Summit (above).

up as a community partner, we are bringing the mountain into communities to provide educational opportunities and to increase access to the mountain and our offerings.

ONE TAM, ONE TEAM

THANK YOU

Many people from each of our organizations have contributed to building One Tam into the collaboration it is today, and many more will carry our work forward into the next five years and beyond. Whether you have served on a One Tam committee to guide and/or implement projects and programs, supported One Tam in myriad behind-the-scenes ways, worked directly on the land or brought the mountain into communities, supported a colleague, or shared our work with others, thank you. Our first 10 years and the great work outlined here for the next five would not be possible without each of you.

We know the next five years will bring new challenges, new opportunities, and more collaborative successes. We are excited to get to work—together.

"I strongly believe that innovation results from collaboration. All of our separate agencies are working on many of the same objectives. Working together has allowed people of different backgrounds, strengths, and experiences to create new (better) solutions."

— Partner Staff

Front and back covers: Engaging with community and staff is essential to our projects – here groups tour forest health work at Lake Lagunitas to learn about local ecology and how this work protects forests.

Photography: Russell Bombon/Parks Conservancy, Adriana Castillo/Parks Conservancy, Michela Gentile/Parks Conservancy, Al Greening/National Park Service, Sara Leon Guerrero/Parks Conservancy, Mellice Hackett/Parks Conservancy, Dana Lui/Marin County Parks, Pat Mahoney, Paul Myers/Parks Conservancy, Monica Stafford/Parks Conservancy, Steelblue, Kelly Sullivan

COMPANION DOCUMENTS

You may also wish to view the following documents which support, and are supported by, this strategy. Taken together, this set of documents provides an overview of who and what One Tam is and what work we will undertake in the near future.

- **MOU** — Our memorandum of understanding formalizes the collaboration between our five partners. We will operate under our current 10-year MOU until 2034.
- **ONE TAM 2024-25 WORK PLAN** — Our two-year work plans provide more detail about programs, projects, and operations that we undertake under our strategy. Our next work plan for 2024-25 will reflect this five-year strategy, as will subsequent planning in 2026 and beyond (work plans are redone every two years to reflect the pace of change in our work.)

If you are viewing a hard copy of this strategy, you can find this and companion documents at

[ONETAM.ORG/FACTS-FIGURES](https://onetam.org/facts-figures).

Our five partners are our core team. We are thankful to also work with a growing network of partner organizations, volunteers, donors, and supporters within our broader community. This Bumble Bee Atlas community science training was held in partnership with the Xerces Society, and included One Tam partners staff and Tamalpais Bee Lab volunteers—and is an example of how different parts of our network can support each other.



**ONE
TAM** |     