

ONE TAM

ONE TAM: THE NEXT FIVE YEARS

Going Further, Together

2019-2023 STRATEGY

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One Tam's first five years were a time of growth, community building, and deep learning. Looking ahead to the next five years, and beyond, reveals both exciting opportunities and emerging challenges for our beloved community treasure.

From the time of the Coast Miwok to today, people have been an essential part of this landscape. We believe that Mt. Tam's future health and resiliency also depend on deepening our connections with each other and with the mountain.

Recognizing that Mt. Tam's health and our own are inexorably intertwined, we will continue to build and mobilize our community programs, right alongside our restoration and science work. The next five years will also see the inclusion of a broader range of people and perspectives that are representative of Mt. Tam's future.

One of the greatest tests we will face together is how climate change will affect the fundamental natural forces that drive life on Mt. Tam—temperature, rain, fog, and fire. While some of the effects are already visible, many are still uncertain. What we do know is that the scale of the challenge is such that we—community members, agencies, and nonprofits—must come together to meet it.

This document describes how we plan to seize this opportunity to create resilient human and natural communities so that, no matter what changes come, future generations may still discover Mt. Tam's wildlife, explore its trails, and find joy and inspiration in its forests, streams, and meadows.

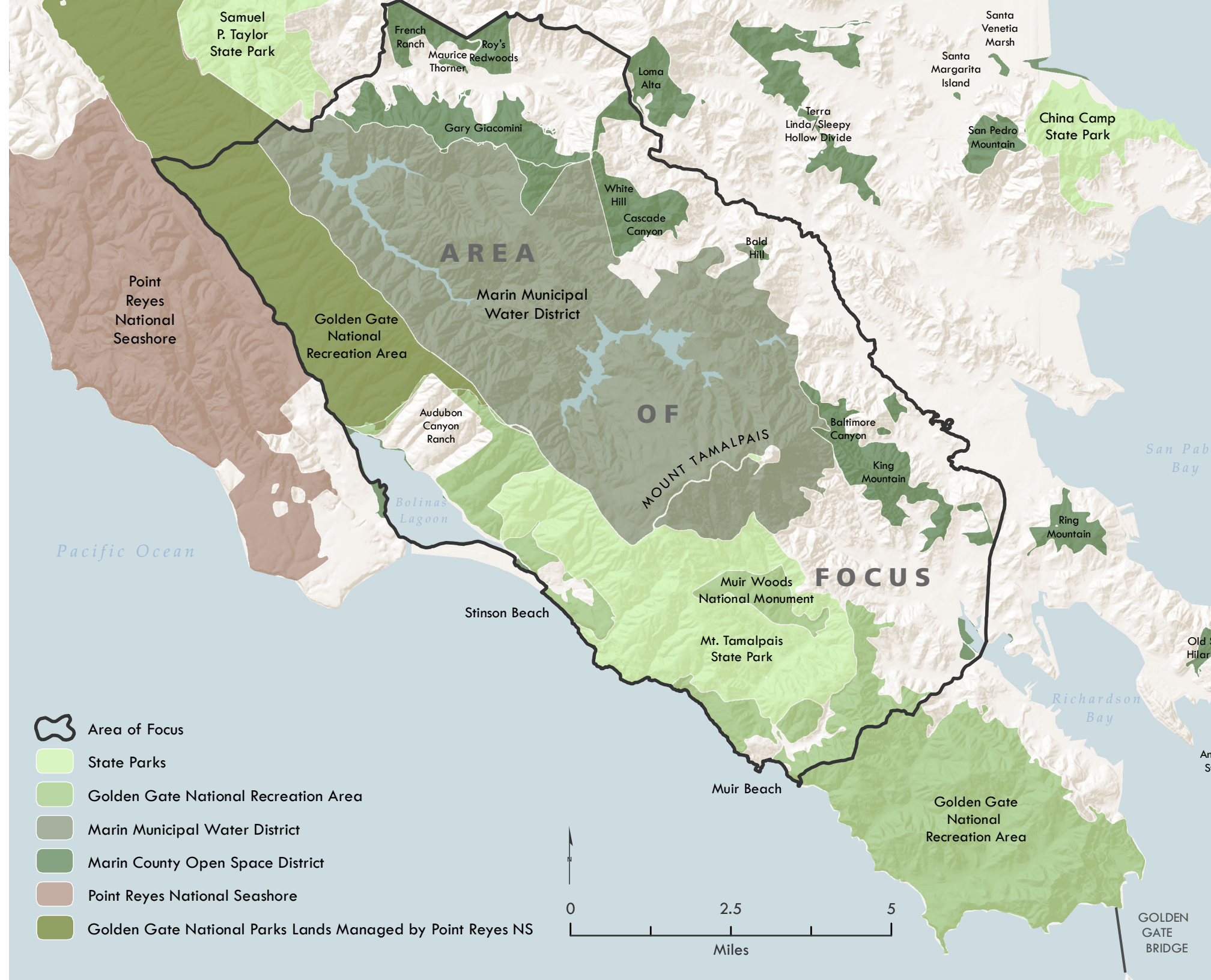
Join us.

THE ONE TAM PARTNERSHIP

Where does Mt. Tam begin and end? If you can't do it all, where do you begin?

In 2014, the emergent One Tam partnership created the "area of focus" shown here. Starting at Mt. Tam's peaks and stretching down its flanks in all directions, this geography includes lands managed by the Marin Municipal Water District, National Park Service, California State Parks, and Marin County Parks.

Rather than a hard boundary, the area of focus represents a starting point for mobilizing the collective efforts of these agencies—along with those of the nonprofit Golden Gate National Parks Conservancy, visitors, and community members—to work at the scale necessary to care for Mt. Tam's long-term health.



- Area of Focus
- State Parks
- Golden Gate National Recreation Area
- Marin Municipal Water District
- Marin County Open Space District
- Point Reyes National Seashore
- Golden Gate National Parks Lands Managed by Point Reyes NS

THE NEXT FIVE YEARS

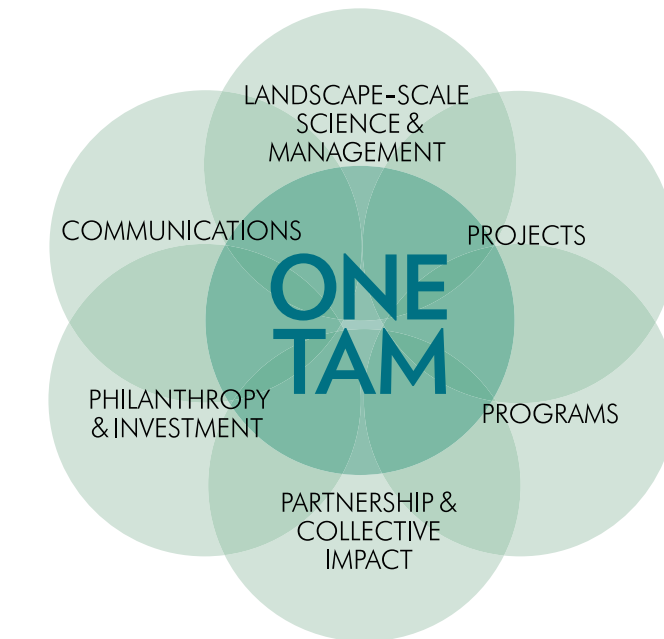
One Tam is built upon a deep commitment to true collaboration and the far-reaching **impacts** we can only achieve by working together at a **landscape scale**.

Our **communications** and **philanthropic** efforts support our on-the-ground restoration, science, trail, youth, and community engagement **projects and programs**. Combined, all of One Tam's integrated efforts, illustrated below, allow us to meet our mission to care for the mountain's long-term health in the face of a changing environment.

Our first five-year strategy, One Mountain, One Vision, laid out the road map for where we are today.

The following pages delve into how we will continue to sustain important work already underway, build upon our core values of resiliency, adaptability, inclusion, community, and partnership, and embrace new needs and opportunities as they arise over the next five years.

Details are available in agency-led, publicly approved annual work plans at onetam.org.



One Tam includes a wide range of activities that help us realize our vision to ensure a vibrant and healthy future for Mt. Tam.

WHY WORK AT A LANDSCAPE SCALE?

Independent research has indicated that one of One Tam's greatest contributions is working at a mountain-wide scale, which is being seen as a model across California¹.

After five years, we have brought the benefits of working at a landscape scale to life through projects like the Early Detection, Rapid Response Program; the Marin Wildlife Picture Index Project; and *Measuring the Health of a Mountain: A Report on Mount Tamalpais' Natural Resources* and its related science and restoration activities.

Learn about these projects and more on the following pages or by visiting onetam.org.

¹Mickel, A. E., & Goldberg, L. (2018). *Generating, Scaling Up, and Sustaining Partnership Impact: One Tam's First Four Years*.

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In a changing climate, with rising seas and catastrophic fires, we face daunting challenges to steward these important lands, but the size and scope of those challenges feels within our reach because of the power of this collaborative to pool and leverage resources to accomplish landscape-level results.

- Max Korten, Director and General Manager, Marin County Parks

Property lines often define how we care for our land, air, and water. However, the needs of the people, animals, and plants that depend upon those resources usually do not fall within those same boundaries. Our biggest collective challenges, such as climate change, are happening at a scale and pace that demand we use our collective resources to meet them.

Landscape-scale stewardship is the model for conservation in the 21st century. It is how we work together across boundaries to care for the places we love, enjoy, and depend upon. It is also how we continue to renew and sustain these places for current and future generations.

For the last five years, One Tam has been a model for how to do stewardship at scale. Together,

we have implemented mountain-wide ecological health assessments, weed detection and management, wildlife monitoring, rare species mapping and population improvements, volunteer and youth programs, and trail signage and stewardship.

One Tam has also helped Mt. Tam's four land management agencies work faster and more efficiently. It has helped strengthen relationships, build trust, and increase familiarity among staff, community members, and stakeholder groups. In addition, the partnership has incubated, innovated, and shared best practices with others, and helped launch a California-wide network to link similar efforts around the state.



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ONE TAM IS HELPING
TO ESTABLISH GREATER
REGIONAL CONNECTIVITY
BETWEEN LARGE
LANDSCAPES—ESSENTIAL
FOR THE LONG-TERM
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IN OUR CHANGING
ENVIRONMENT.

- Lisa Micheli, CEO, Pepperwood Preserve



Gray foxes are one of the species being tracked by the Marin Wildlife Picture Index Project.

WORKING TOGETHER FOR A HEALTHY MT. TAM



Photo: Sally Allen

In 2016, One Tam engaged over 60 staff members, resource managers, and local scientists to try to answer the question: How healthy is Mt. Tam?

What they discovered is that the mountain is not in peak health, and that its future holds many challenges, including climate change, forest disease, and invasive species.

The findings, *Measuring the Health of a Mountain: A Report on Mount Tamalpais' Natural*

Resources (onetam.org/peak-health), have become a cornerstone of our work. The report offers a comprehensive look at how the mountain's plants and animals are faring, key threats to their survival, gaps in our understanding, and specific actions we can take to make a difference.

The next five years represent an exciting opportunity to move the dial towards a healthier mountain.

Together, we will continue to collect and analyze data to improve our understanding of how Mt. Tam's natural environment is doing, see how it is changing over time, and adapt how we care for it accordingly. Increasing climate change resiliency will become even more integral to everything we do. People of all ages and backgrounds will find an active role to play in caring for Mt. Tam. The link between people and the mountain will be further strengthened as we continue to integrate cultural resource protection into our work to steward the natural world.

IS MT. TAM AT PEAK HEALTH?



NO, the overall condition of Mt. Tam's natural resources is **FAIR**.

While some of the mountain's plants and wildlife are thriving, others are suffering the effects of invasive species, plant disease, altered fire frequencies, and climate change. The condition of others, such as invertebrates and bats, remains largely unknown. Fortunately, we can still help many of those that are in decline, and work together to fill key information gaps.

The volunteer-based Marin Wildlife Picture Index Project is helping track the mountain's 17 different species of mammals.



Filling important information gaps identified in the *Measuring the Health of a Mountain* report has been the focus of much of our science work so far. That work will continue, and we are gradually shifting from learning about what species are here to understanding their needs and how they are faring over time.

The Marin Wildlife Picture Index Project has answered important questions about 17 species of mammals, ranging from the common squirrel to the more mysterious spotted skunk. With over 100 cameras, and a dedicated crew of volunteers, we have cataloged over 4 million images to date.

We now know that Mt. Tam supports a rich array of mammals and that many experienced a recent decline.

Additional analysis will help us identify why this may be and what we can do to help. This project continues to thrive, with an expanded geography, improved data management and visualization tools, and a growing number of collaborating scientists.

The Marin County-Wide Bat Inventory has documented 12 bat species so far, and is developing from a pilot project into a long-term monitoring program. Working with the U.S. Geological Survey, we are using a combination of acoustic monitoring and radio telemetry to better understand which bats are here, what they need, and what steps we can take to protect them.

The Native Bee Inventory Project has allowed us to work with San Francisco State University to discover 200 bee species on Mt. Tam so far. In the

next five years we will develop an approach to monitor the mountain's native bees to see how they are doing over time, and will explore ways for community members to continue to be a part of this exciting work.

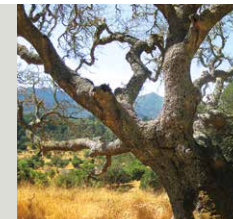
The Marin County Landscape Mapping Project is scaling up to bring One Tam partners together with a broader coalition of government agencies, nonprofits, and community groups to build a digital atlas of both natural and built landscapes. The resulting open-access dataset of the county's vegetation communities, topography, hydrology, and hardscapes can be used for conservation efforts, emergency preparedness, and regional planning.



Northern Spotted Owl - Federally threatened Northern Spotted Owls depend on diverse, robust conifer forest ecosystems, where they are an important part of the food web. Although their numbers are dramatically decreasing range-wide, monitoring shows that Marin County's Northern Spotted Owl populations appear stable.



Coho Salmon - Living in freshwater streams and also at sea, coho salmon are good indicators of both riparian and ocean health. Mt. Tam's coho have been devastated by changing ocean conditions and historic habitat loss. Coho in Redwood Creek are declining; coho in Lagunitas Creek, while more stable, are still tenuous.



Oak Woodlands - Long-lived trees shade an understory of grasses, sedges, and forbs in Mt. Tam's iconic open-canopy oak woodlands, which are in varying health. Douglas-fir encroachment, invasive weeds, and Sudden Oak Death are changing these habitats, reducing wildlife food sources, and increasing wildfire risk.



Sargent Cypress - Sargent cypress communities on Mt. Tam host several locally rare plant species. Unlike many of the mountain's other plant communities, they appear to be disease- and weed-free, and may even expand under future climate change scenarios.

PUTTING WHAT WE KNOW TO WORK FOR THE MOUNTAIN

Our early years of data collection are paying off: we can now identify concrete actions that will improve the mountain's health in the face of a rapidly changing climate. Over the next five years we will emphasize reducing weeds and erosion. We can also provide support for rare species on the brink of local extinction.

The Early Detection, Rapid Response Weed Program recently completed the first Mt. Tam-wide map of new weed populations. With this in hand, we can now focus on prioritizing the most critical weed removal projects and on increasing our capacity to get work done on the ground. Periodic re-mapping will allow us to catch new problems as they arise.

The Seeps and Springs Inventory Project identified where we can combine trail improvements with weed control and historic resource

restoration to increase the amount of water available to wildlife and plants through the dry season. Combining this with creek restoration projects will be a significant focus for us in the coming years.

“Jumpstart” projects already underway will expand to help bolster the populations of several species at risk of disappearing from Mt. Tam. Western pond turtles and endangered coho salmon are being raised at nursery facilities, and once large enough to survive on their own, will be returned to Redwood Creek where they will benefit from recent habitat improvement projects. Rare Mt. Tamalpais thistle seedlings are also being reintroduced to sites where they have disappeared. Over the next five years, these projects will be accelerated, scaled up, and used as models for other species protection efforts.



Photo: MMWD



Photo: Casey Del Real



Photo: Sami Kreling

Data gathered in our first five years will be used to help make Mt. Tam's plant and animal communities healthier and more resilient to future changes.



Photo: Paul Myers

From helping identify important pollinators and tracking wildlife to documenting the mountain's overall biodiversity, community scientists are key to our ability to understand and care for Mt. Tam.

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The incredible strides that One Tam has taken in scientific data gathering have contributed to our collective ability to protect and enhance the mountain's natural resources, allowing us to improve its resiliency in the face of stressors such as climate change.

- Bree Hardcastle, Environmental Scientist, California State Parks

If science is the practice of asking questions, making observations, and sharing what we learn, everyone who loves Mt. Tam can be a scientist.

Much of our work has been the direct result of questions asked by our local community members: What plants and animals live here? How are they doing? How is climate change affecting the mountain? What can we do to help?

Volunteer community scientists also provided essential support to the Marin Wildlife Picture Index Project, handling nearly a third of the 4 million images processed so far. Volunteers were likewise integral to our early pollinator surveys, sorting and labeling thousands of specimens as part of the Native Bee Inventory Project. Both of these efforts will continue to welcome and rely upon community support over the next five years.

Volunteers are critical to our ability to work at a landscape scale, and building more opportunities for the public to be a part of science on Mt. Tam is a top priority. Community members will continue to help identify questions to explore, analyze data, share findings, and take action to improve the mountain's resiliency. Projects already in the works include more drop-in BioBlitz surveys, continued mapping and monitoring of seeps and springs, and projects focused on amphibians.

RESTORING TAM'S LANDS AND WATERS

Guided by science and powered by community stewardship, restoration projects replace damaged landscapes with healthier, more resilient habitats. They protect the mountain's historical treasures, and help ensure that visitors can enjoy its beauty.

Over the past five years we have focused on projects that support climate adaptation, sustainable access, and stewardship of important plant and animal communities identified in the *Measuring the Health of a Mountain* report.

In the next five years, we will continue projects already underway—advancing planning, design, and compliance for several of them (see table below and the next page). We will look for opportunities to do projects that transcend One Tam agency boundaries. And we will integrate project implementation with One Tam's stewardship and community science work, such as having LINC Summer High School Program students help with forest health monitoring studies.

| Project | Status (2019) | Project | Status (2019) |
|---|---------------|---|---------------|
| Azalea Hill Trail Restoration | Planning | Potrero Meadow Restoration | Conceptual |
| Bolinas Lagoon North End Project | Planning | Redwood Creek Juvenile Coho Habitat Creation | Planning |
| Bothin Marsh Preserve Planning for Climate Change | Planning | Redwood Creek Trail Realignment and Dias Ridge | Planning |
| Dipsea Bridge Design and Construction | Planning | Roy's Redwoods Restoration and Sustainable Access | Planning |
| Dipsea Trail and Deer Park Fire Road Rehabilitation | Underway | West Peak Restoration | Planning |
| Forest Health and Resiliency | Underway | | |

The 11 priority One Tam projects above are underway; however, projects must go through many phases, including a conceptual stage, and then planning, design, compliance, and permitting before anything happens on the ground. Afterwards, ongoing stewardship ensures we continue to protect key resources and our investments in these places.

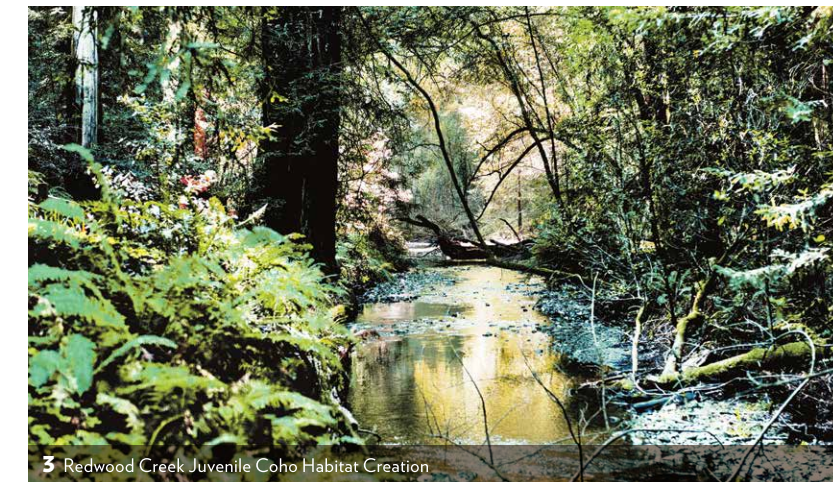
To learn more about One Tam's work, please visit onetam.org.

Projects underway in the next five years include:



1 Bothin Marsh provides year-round habitat for hundreds of wildlife species, and recreational access for tens of thousands of residents and visitors each year. However, the site is already seeing the effects of sea level rise, including regular flooding and marsh erosion. In the coming years we will advance planning for a more sustainable multi-use path along with efforts to protect and restore the marsh and increase its resiliency to future changes. *Photo: Rob LaPorte*

2 Forest health has become a significant concern as drought combined with disease has killed tens of thousands of mature trees throughout the region. While there is no one-size-fits-all solution to the problems these dead trees now pose, recent studies on Bolinas Ridge point to techniques that could reduce fuel loads, improve soil moisture, and retain carbon. Over the next five years, we will develop multiple approaches to increase landscape-scale forest resiliency. *Photo: USFS*



3 Juvenile Endangered Coho Salmon in Redwood Creek face many challenges, including a lack of the deep pools where they prefer to hide. This project will remove select areas of hardened creek shoreline to restore a more natural meander and allow pools to form. Logs from the forest floor will also be placed in the stream to slow the flow of water and create the deep pools that these fish need. *Photo: Paul Myers*

4 Roy's Redwoods Preserve immerses its visitors in the wonders of an old-growth redwood grove; however, the forest understory and creek habitats have been trampled and denuded by a spider web of informal trails. Over the next five years we will develop and implement a thoughtful trail system that supports restoration while still allowing for visitors to explore and enjoy the preserve's beauty. *Photo: MMWD*



5 West Peak was leveled in the 1950s to build a Cold War military base. Although most buildings and hazardous materials were removed after it closed in 1981, its scarred terrain is still marked by buildings, roads, and utilities. Over the next five years we will be moving forward with the community's preferred restoration option, which includes removing remaining structures and hazardous materials, restoring a more natural topography and native habitats, and improving trails and signage. *Photo: Gary Yost*

THE THREADS THAT CONNECT US TO THE LAND

A walk along Mt. Tam's trails can reveal the mountain's natural beauty, rich history, grandeur, and fragility; it can offer excitement, community, joy, peace, or solitude.

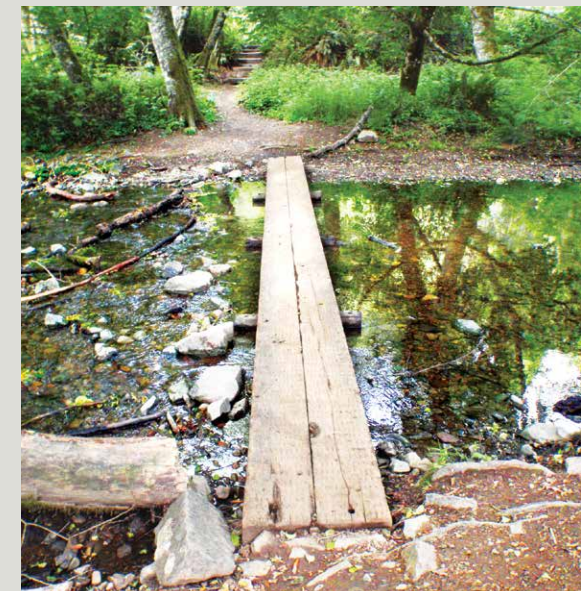
The mountain's well-loved network of trails requires ongoing care to prevent erosion and other issues that undermine valuable infrastructure, threaten important habitats, and create a less than optimal experience for those traveling along them. Although staff and funding limitations—and the cross-jurisdictional nature of Mt. Tam's trails—have made it difficult to maintain and restore them in the past, thanks to One Tam we can now work together to efficiently meet these challenges.



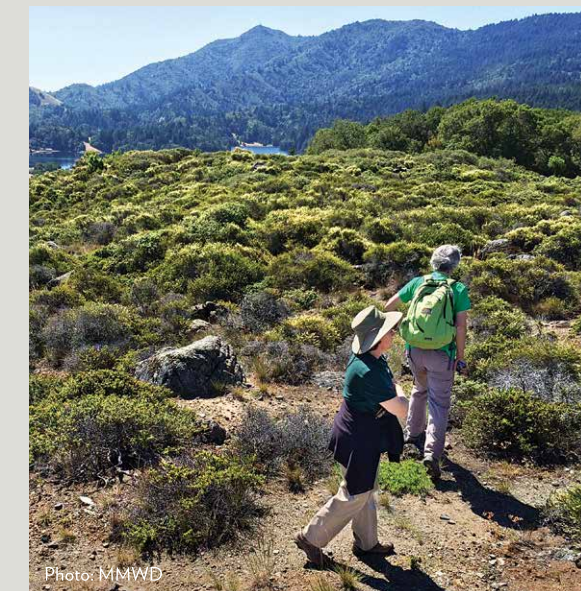
Key trail projects in the coming years include:

The Redwood Creek Trail weaves its way through beautiful woodlands and riparian areas for 1.8 miles along its namesake waterway between Muir Beach and Muir Woods. The trail's location in the creek's floodplain means that it drains poorly and is often muddy and wet during the rainy season. Regular use of the trail and horse fords sends fine sediment into the creek, depleting its oxygen and smothering the streambed where endangered coho salmon and threatened steelhead trout lay their eggs.

The proposed trail project includes 1.1 miles of realignment, new and expanded bridges and culverts, and improved crossings to reduce erosion and trampling. With the help of volunteers, the footprint of the old trail will be removed and native habitat restored.



The beloved **Dipsea Trail** threads through some of Mt. Tam's most challenging terrain and spectacular scenery. However, erosion in some places is threatening nearby endangered coho salmon spawning grounds. The two narrow planks spanning Redwood Creek cannot handle current levels of foot traffic, causing people to cross through the stream. A new bridge will provide a safe and dry passage and protect the creek bed where coho lay their eggs. Farther along on the intertwined **Dipsea Trail and Deer Park Fire Road**, restoring natural drainage patterns and creating sustainable trail alignments will also help reduce erosion into the creek.



Rising above the shores of Alpine Lake, **Azalea Hill** is a popular recreational link between the Sky Oaks Ranger Station and Pine Mountain and Carson Falls. The site's unique geology and serpentine soils also support many rare and sensitive plant species. This project would replace the existing braided network of poorly signed, unofficial trails with a hiking and equestrian trail and a multi-use road to reduce erosion and habitat fragmentation and improve the experiences of trail users. It would also decommission existing social trails and educate visitors to help restore sensitive rare plant habitats.



Building from our success innovating new programs, we aim to launch a comprehensive volunteer **Trail Stewardship Program** designed to benefit both the trails themselves as well as nearby natural and cultural resources. The program will deliver high-quality, volunteer-based trail programs, share best practices for trail maintenance and resource protection, and proactively identify, track, and address trail management issues.

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WHEN I LOOK UP DURING SERVICE DAY AND SEE ALL THE OTHER COMMUNITY VOLUNTEERS AROUND ME, I FEEL PROUD TO BE PART OF THIS EFFORT AND HOPEFUL FOR THE FUTURE OF THE MOUNTAIN AND OUR ENVIRONMENT.

- One Tam Community Volunteer



Photo: Jeremiah McWright



Photo: MMWD

The future of Mt. Tam is in everyone's hands.

THE FUTURE OF MT. TAM DEPENDS ON YOU

People are the heart and soul of Mt. Tam. Since time immemorial, humans have been a part of its landscape and have been critical to its protection and care. It is thanks to the passion and hard work of many conservation and recreation groups over the last century that Mt. Tam's open spaces are here for us today.

Environmental stewardship is democratic and inclusive; everyone has a role to play, and everyone benefits from a healthier natural world. Together, we can continue to hold true the values of stewardship from the past, and apply them today at a scale that meets our most pressing challenges,

including climate change, forest disease, and invasive species. Together, we can restore, protect, and steward the mountain—and teach and inspire the next generation entrusted with its care.

One Tam seeks to create pathways for those who want to channel their love of Mt. Tam into action. And truly, we cannot do it alone. Volunteers, community scientists, and donors contribute hundreds of thousands of dollars worth of support each year and in return make priceless connections to the mountain, themselves, and each other.

Join us.

Together, we can move mountains. To find out how you can lend a hand on Tam, contact volunteer@onetam.org

THERE ARE MANY WAYS TO GIVE BACK TO MT. TAM

One of our earliest priorities was to increase both the number and variety of volunteer programs we offer to meet the public's desire to support the mountain. We now offer a number of volunteer service events, and have also launched volunteer-based community science programs such as the Marin Wildlife Picture Index Project, BioBlitzes, and Pollinator Parties.

The tremendous popularity of these programs is evident in the thousands of people who have given their time and energy to pull weeds, plant

native species, catalog wildlife images, find new species, and support pollinator research in our first five years. We will continue these successful programs over the next five years, strategically identifying gaps in what we have to offer to a variety of age groups and communities, and exploring new partnerships to diversify our programs.

We will also be exploring ways to engage volunteers directly in One Tam projects, programs, and science, and working more closely with

community scientists to help meet our data collection and management needs. For example, we will ramp up volunteer stewardship support for projects that restore and protect Mt. Tam as they are implemented (see pages 13–14). A pilot Trail Stewardship volunteer program (page 16) will also engage more community members.

To learn how you can be a part of science on Mt. Tam contact info@onetam.org.



Photo: Lieven Leroy

The information volunteers have helped gather through community BioBlitzes is helping us understand what plants and animals live on Mt. Tam so we can all work together to better protect them.

DEEPENING COMMUNITY CONNECTIONS



The One Tam Roving Ranger helps bring Mt. Tam to the community at local events and neighborhood trailheads.

One Tam builds upon a long local conservation history to connect the community to Mt. Tam's natural, cultural, scenic, and recreational resources. Our goal is to inspire stewardship, enjoyment, and appreciation of the mountain. Launched with passion and a commitment to community-building, One Tam's

initial communications activities have been critical to meeting this goal.

The early years of this partnership were focused on listening to the community's needs and on building awareness of this new partnership.

We learned that building trust and personal connections is essential for sustaining strong

relationships; these will remain cornerstones of our work. We will also deepen existing relationships, reach out to new audiences, and continue to move from awareness-building to action for Mt. Tam.

We will make the wealth of innovative, high-quality science we have about the health of Mt. Tam more accessible to a broader range of volunteers, visitors, schools, and surrounding communities. We will continue to use tabling at community events, educational and volunteer programs, science symposia, digital and print communications, and the ever-popular One Tam Roving Ranger to connect community members of all ages to the mountain.

We will also ensure that the way we engage people helps create an equitable and inclusive environment for everyone, and that it mobilizes their love of Mt. Tam into action to sustain its long-term health.

The key to Mt. Tam's future lies in a vibrant and diverse network of community support.

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One Tam's innovative partnership model has strengthened the bond among all who enjoy the mountain to ensure that it is there for future generations. Increased volunteer opportunities, habitat restoration, and trail stewardship are helping provide better care and access to Mt. Tam for all.

- Tom Boss, Off Road Director,
Marin County Bicycle Coalition



Photo: Paul Myers

It's only through community support that Mt. Tam has been protected for the last 100 years, and it is only through continued support that it will be sustained for 100 more.

The One Tam partnership stands on the shoulders of those who have come before, and in partnership with the numerous stakeholder groups, organizations, and individuals who steward, advocate for, volunteer, recreate on, and love Mt. Tam today.

Our first five years saw broad outreach to over 75 community groups, local governments, and

civic organizations to build awareness and support for One Tam, and to identify shared goals and needs.

The next five will sustain and grow these relationships through a network of stakeholders engaged in supporting a shared vision for the health of Mt. Tam. We will explore options for developing connections with other agencies and organizations to achieve shared priorities, including intentional and thoughtful engagement with communities whose voices are currently underrepresented in our work.



Photo: Alison Taggart-Barone

SUSTAINED AND STRATEGIC SUPPORT FOR THE MOUNTAIN

One Tam helps inspire people to invest in Mt. Tam's care, and leverages their investments mountain-wide. With our growing ability to scale science, volunteerism, youth programs, and restoration, come even more opportunities to combine the power of private philanthropy with agency funding to support this critical work.

Landscape-scale collaborations also have a unique ability to combine and focus many types of funding toward a shared vision. One Tam has developed a collaborative fund-

raising approach which can be sustained over time through community membership, agency support, local business sponsorships, grants, and fundraising events.

Over the coming five years, we will continue to adapt and refine this successful model to support One Tam's stewardship, science, community engagement, program leadership, and initiative operations and infrastructure. We will also be fundraising for a number of priority projects to restore Tam's lands and waters (see pages 13–16).

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One Tam's vision of stewarding outdoor recreation and the ecosystem on Mt. Tam is critical to the Bay Area. REI is honored to play a role in partnering and funding projects of this iconic recreation landscape.

- Philip Watkins, REI Experiences & Philanthropy Coordinator



Photo: Monica Stafford

Community support for Mt. Tam comes in many forms. Over the next five years we will continue to cultivate support for the mountain in a number of ways, including:

Inspired community members have generously supported the mountain at all levels. A growing legion of One Tam supporters have enabled us to strategically leverage public investment and agency funding to increase our impact. In the next five years we hope to increase membership by 300% and deepen awareness and support for Mt. Tam within the philanthropic community. Our One

Tam Circle members amplify membership dues through their leadership gifts of \$1,000 and above.

The Ambassador Program was established in 2016 to build a network of community volunteers, to increase awareness of One Tam's programs and projects, and to inspire giving at all levels. The program has grown from a few committed individuals to over 20 members. In the next five years we will continue to ensure that this program has the staff and volunteer support it needs to continue to be successful.

The Business Club is led by volunteers from our One Tam Ambassador Program who engage with Marin County's small and medium business community. Event sponsorship opportunities are the cornerstone of the Business Club's strategy and include One Tam's annual science symposium, volunteer celebrations, and art, music, and special donor events.

Foundation giving and grants provide essential support for our science, projects, volunteers, and environmental education programs. These investments are critical to our ability to incubate new programs, initiate projects, and scale One Tam's many comprehensive stewardship initiatives.

New approaches that include opportunities to inform legislation and public grant funding guidelines that can benefit One Tam's focus on climate change and forest health will be a critical strategy for the next five years. In addition, we are also developing data-sharing platforms and partnership models that generate new sources of funding. Other revenue-producing enterprises will also be explored, including an interpretive retail program.

INSPIRING AND CONNECTING THE NEXT GENERATION OF STEWARDS

One Tam youth programs engage, empower, and educate young people while providing critical support for Mt. Tam. Using the mountain as a diverse and expansive classroom, these emerging stewards restore high-priority native habitat, learn about the importance of public lands, develop valuable leadership skills, and create lasting connections to this special place.

In the coming years, we plan to expand programs for middle and high school students, with a focus on connecting them to future opportunities. We will also integrate One Tam conservation and science activities into our middle and high school programs.

Trout in the Classroom—a partnership with Trout Unlimited—allows students to hatch and raise fish at school before releasing them into Lake Lagunitas. Through this process, the class learns about ecology, the importance of healthy habitats, and the role that they can play to help care for the natural world. Over the next five years, we will continue to support this growing program, which now sees 50 to 70 release-day field trips each year.

In the years ahead, One Tam will also continue to strengthen the tremendously popular **LINC Summer High School Program**. This six-week internship immerses local youth in a variety of service and leadership experiences with each of the four One Tam agencies. Varied activities include trail work, plant propagation, and habitat restoration. Those who complete the program receive a stipend and have the opportunity to return the following summer in an advanced internship.

The Academic Internship Program, which links College of Marin students to seasonal internship opportunities with all of the One Tam partners, will be expanded to include Santa Rosa Junior College. This program provides a key professional pathway for local youth who are interested in careers related to restoration, ecology, and park management.

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I walk out of this program with more perspective and a powerful mindset to get out there and make a change. LINC made me realize that this is exactly what I want to do with my life: to be outdoors and explore, while at the same time giving back to my community.

- Nhi Nguyen, Tam LINC Student



Photos, top and bottom: Sue Gardner

Much like the health of Mt. Tam depends upon sustaining its biological diversity, a broad, representative, and vibrant base of community support is also essential to the mountain's future.

One Tam is committed to being inclusive and welcoming to people with a wide range of backgrounds, beliefs, and ways to connect to and care for Mt. Tam. As nature must evolve, we too will continually adapt our programming to reflect changing community needs.

Over the next five years we plan to expand trainings and workshops for staff and volunteers, and to explore ways to address the significant barriers to youth engagement and staff recruitment that come from the Bay Area's high cost of living and transportation challenges.

We will also continue to create pathways for young people to participate in successive educational, volunteer, internship, and job opportunities from elementary school through college and beyond. We will identify and strategically fill gaps in the age groups and communities that our programs serve. And we will work with our partners to broaden our internship and career development programs to ensure that the next generation of Mt. Tam enthusiasts are in place to care for the mountain's health into the future.

LINC Summer High School Program interns explore a variety of career pathways and gain key leadership skills.



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