

# Developing Landscape-Scale Partnerships

THE TAMALPAIS LANDS COLLABORATIVE CASE STUDY 2



*Mt. Tam, Kirke Wrench/NPS*

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## INTRODUCTION

During the past three decades, the conservation community has witnessed an emerging movement commonly referred to as “large landscape scale collaboration.” In the United States, there are examples of more mature efforts such as the over 30-year-old National Heritage Area Program,<sup>I</sup> as well as more recent initiatives such as the U.S. Fish and Wildlife Service’s 22 Landscape Conservation Cooperatives.<sup>II</sup> There are numerous other examples popping up on the map: some localized, some regional and statewide, and some including multiple states or even regions of the country.

What these collaborations have in common is a recognition of the following realities:

- Today’s public agencies face unprecedented resource management challenges—most of which cannot be solved in isolation.
- With shrinking budgets, increasing and competing pressures on public lands, and the public’s demand for greater government accountability, traditional approaches to public lands management are no longer sufficient.
- More complex challenges require more and more diverse capacity, innovation, and new ways of operating.

The emergence of these large landscape collaboratives signals a new era of natural resource conservation and stewardship in America. In October of 2014, more than 650 people representing the full spectrum of conservation professionals from all sectors convened in Washington, D.C. for the first national conference on this emergent movement.<sup>III</sup> Recognizing that this type of collaboration is uncharted terrain for many in the field, the opportunity to come together as a growing

community of practice and engage in critical dialogue was profound. Some leaders in the field proposed that this movement is less about the geographic scale of collaboration and more about a shift in land management mindset. It appears that this fresh way of thinking encompasses entire ecosystems, multi-sector networks, and diverse, consecutive generations of caretakers.<sup>IV</sup> Ultimately, this movement is nothing short of revolutionary and equates to a fairly dramatic paradigm shift with multiple, uncertain implications. And if this is the future of conservation in America, how are resource managers ensuring that they deliver on their promises and sustain that impact over time?

Californians are grappling with these exact questions. In regions throughout the state, increasing numbers of conservation stakeholders are attempting large landscape collaboration of various scopes and scales. From Resource Conservation Districts, nonprofit land trusts, private landowners, ranchers, and farmers to businesses, universities, and public agencies, diverse professionals are converging to innovate new solutions and models for natural resource management and stewardship. In the San Francisco Bay Area, the newly formed Tamalpais Lands Collaborative is one recent example of this emerging movement.

## LAUNCHING AND BUILDING LARGE LANDSCAPE COLLABORATIONS

This case study aims to shine a light on potential pathways for launching and building a large landscape collaborative, and associated challenges and lessons learned. It endeavors to capture and synthesize present-day experiences of people involved in the first 18 months of the Tamalpais Lands Collaborative

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(TLC).<sup>v</sup> The case study chronicles a certain period of the TLC’s development, beginning in March 2014, when the partners signed a Memorandum of Understanding (MOU), and ending in June 2015 with the completion of the TLC’s initial phase of stakeholder engagement, projects and program development, and fundraising. It describes the activities, successes, and challenges during the 18-month period as perceived by those interviewed for this research project. This case study also outlines the essential building blocks of the TLC—the partners, partnership structure, guiding documents, and collaborative process. The case study further describes the outcomes realized by the Collaborative in the areas of 1) awareness and engagement, and 2) projects and programs, as identified within the TLC Five-Year Vision Document, *One Mountain, One Vision*. Woven throughout the case study are the interviewees’ views on lessons learned and advice for the future of the Collaborative.

This case study, *Developing Landscape-Scale Partnerships: The Tamalpais Lands Collaborative Case Study 2*, was developed by an independent researcher with funding from the S.D. Bechtel, Jr. Foundation (Foundation). The Foundation is paying close attention to and investing in large landscape collaboration as a way to manage and steward California’s public lands and natural resources for greater impact and resilience. This is the second of two case studies. The first case study, *Managing Public Lands for Impact and Sustainability*, was published in July 2014 and describes the unique circumstances that led to the idea and eventual formation of the TLC. It can be found on the One Tam website.<sup>vi</sup> The two TLC case studies are part of a toolbox being developed by the Foundation to share lessons learned from collaboration with other conservation stakeholders in the state and nation who might be contemplating, launching, or building a new partnership or collaborative land management approach.

## METHODOLOGY

The findings contained in this case study were developed by an independent researcher based upon 29 individual interviews<sup>vii</sup> with staff, executive leadership, and boards of the partner organizations, as well as community leaders and key stakeholders. Interviewees were asked about the successes, challenges, and surprises of the TLC’s first 18 months, as well as organizational and community perceptions of the Collaborative. In addition, they were asked about the TLC’s structure and function, guiding documents, and community engagement strategies. Secondary research included a review of project documents available on the One Tam website.<sup>viii</sup> This case study is also informed by recent literature on strategic partnerships,

large landscape conservation, and collective impact models<sup>ix</sup> of collaboration.

# CASE STUDY

## HISTORY AND BACKGROUND

### LAND MANAGEMENT OF MT. TAM

Mt. Tam is an iconic natural landmark in the San Francisco Bay Area and the highest peak in the Marin Coast Range. The mountain provides its visitors and the community with a stunning natural landscape for renewal, solitude, inspiration, and recreation, while its watershed lands provide water resources to 186,000 Marin County residents.

While Mt. Tam is seen by many as one mountain, its public lands are actually owned and managed by four separate agencies, each responsible for protecting and stewarding the land within its jurisdictional boundaries (see map, below). The Marin Municipal Water District (MMWD) manages 18,600 acres covering the entire northern flank of the mountain. California State Parks (State Parks) manages the 6,300 acres making up Mount Tamalpais State Park. The mid to lower flanks of the mountain are managed by the National Park Service (NPS) on the west side of Mt. Tam, and Marin County Parks (County Parks) on the northeast side and along the base of the mountain. Muir Woods National Monument, one the most visited destinations on Mt. Tam, is managed by the NPS, but is surrounded entirely by lands owned by State Parks.



Jurisdictional boundaries of Mt. Tam



While Mt. Tam's land ownership is divided along agency lines, its ecosystems and natural processes, as well as many of its land management challenges, transcend jurisdictional boundaries. Activities on lands upstream have a direct impact on the quality of downstream habitats and water quality. Trails also cross jurisdictional boundaries and, although each agency has different regulations, hikers and other visitors are likely to cross property lines multiple times during an outing.

## FORMING THE TAMALPAIS LANDS COLLABORATIVE

In June 2013, after many years of collaborating on projects both large and small, weathering a State Parks budget crisis, and exploring the formation of a new nonprofit friends group for MMWD, the four land management agencies and the nonprofit Golden Gate National Parks Conservancy (Conservancy) discussed the possibility of leveraging their collective resources and expertise to care for and steward Mt. Tam collaboratively. Two of the factors needed for forming a successful partnership were already in place:

### 1. A clear and pressing need for the partnership.

For years, the partners had been addressing many of Mt. Tam's complex and costly resource challenges either alone, without partners, or with other partners on a project-by-project basis. With shrinking budgets and limited staff, increased visitation to Mt. Tam, and expanding natural resource management issues, the partners realized these complex challenges required more capacity, innovation, and new ways of doing business. (Prior to forming the TLC, several of the partners had even explored establishing or partnering with a nonprofit to help meet these funding and capacity shortfalls).

**2. A readiness to partner.** On Mt. Tam, the partners share geographic connectivity and common natural resource management and stewardship goals. They agreed that these resource needs could be better met collaboratively. Several partners had also formed successful past collaborations and understood the value of collaboration.

Over the ensuing nine months, the partners completed the remaining steps needed to establish a formal collaborative partnership:

**3. Creating a common vision.** Creating this vision required an intentional shift by the partners from project-based collaboration to a model of long-term, vision-based collaboration and collective impact. The partners created a

common vision for Mt. Tam to inspire and guide the work of the Collaborative and developed goals, strategies, and a structure for working together on an ongoing basis.

## THE VISION

The TLC combines the expertise and resources of the National Park Service, California State Parks, Marin Municipal Water District, Marin County Parks, and the nonprofit Golden Gate National Parks Conservancy to ensure the long-term health of Mt. Tam. The TLC will advance efforts to restore ecosystems, improve trail corridors, enhance visitor experiences, expand education and stewardship programs, and inspire community support through volunteerism and philanthropy.

**4. Engaging stakeholders.** The partners knew that restoration and stewardship of Mt. Tam required awareness and support from the stakeholders closest to Mt. Tam. Many of these stakeholder groups have long histories of protecting and stewarding Marin County's public lands and their support was essential to successful collaboration, stewardship, and fundraising. The TLC began the process of engaging many of these stakeholders well before the signing of the MOU to assure that these constituents were able to inform the partnership's overarching purpose and vision.

**5. Developing agreed-upon goals.** The partners developed three initial areas of focus for their collaborative efforts—conservation and restoration; education and interpretation; and volunteerism and philanthropy. Agreeing to these goals enabled the partners to stay focused on its vision of ensuring the long-term health of Mt. Tam.

**6. Formalizing the relationship and establishing systems.** On March 21, 2014, the five organizations formalized their relationships in a MOU that included the vision and goals, partnership structure and governance, and high-level roles and responsibilities. The MOU was approved by the Marin County Board of Supervisors, Marin County Open Space District Board of Directors, MMWD Board, the Superintendent of the NPS/ Golden Gate National Recreation Area, and the District Superintendent of California State Parks.



For more information on the six steps of partnership formation, including key questions the TLC considered along the way, readers may refer to the first case study, *Managing Public Lands for Impact and Sustainability*.<sup>x</sup>

## COLLABORATIVE BUILDING BLOCKS

Similar to an individual organization, a strategic partnership undergoes its own developmental life cycle. As a new partnership moves from concept to start-up and then grows and matures, it will experience inevitable tasks and growing pains unique to each stage of development. With this in mind, the TLC partners divided their Five-Year Vision into three primary phases of development:

1. **Launching the collaborative in year one,**
2. **Building and sustaining the collaborative in years two and three, and**
3. **Stewarding investments and expanding impacts in years four and five.**

essential building blocks of any future collaborative. Just like in marriage, organizations must ensure adequate time for courtship to fully understand each other, their respective cultures, and what each will bring to the relationship before choosing to commit long-term.



Although the five partner organizations share the common vision of collaborative stewardship of Mt. Tam, each has a unique mission, culture, governance structure, geographic focus, and public engagement approach. They manage their lands by different rules and regulations and have varying levels of experience with working collaboratively. Each organization also brings their own strengths and shortcomings to the table. To understand the activities and challenges of the TLC’s first 18 months, it is

LAUNCHING THE COLLABORATIVE	BUILDING AND SUSTAINING THE COLLABORATIVE		STEWARDING INVESTMENTS AND EXPANDING IMPACTS	
YEAR ONE March - December 2014	YEAR TWO January - December 2015	YEAR ONE January - December 2016	YEAR ONE January - December 2017	YEAR FIVE January - December 2018
Year one will focus on building a solid foundation for the new partnership to ensure its success.	Year two and three build upon Year One and expand, broaden, and deepen activities that have been successful.		In years Four and Five, the TLC will no longer be a new endeavor. Efforts to improve the health of Mt. Tam will be well understood by the community and results will be visible on the mountain.	

Since signing the MOU in March 2014, the TLC has made tremendous progress. Many partners expressed pleasant surprise about how far the TLC had come in its first 18 months. They understood that their emphasis during years one and two was on establishing the most critical building blocks and learning how to partner effectively for their future success. The following takes a closer look at those foundational elements: 1) the partners, 2) the partnership structure, 3) the collaborative process, and 4) the guiding documents.

## THE PARTNERS

In romantic relationships between individuals, the personalities, familial backgrounds, and resources of those individuals coupling or getting married greatly impact the potential and composition of the couple. Inter-organizational relationships are quite similar! In this way, it is critical to appreciate that the partner entities are the

important to understand what each organization brought to the partnership in terms of its identity, culture, capacity, and relationships.

### Marin Municipal Water District

The Marin Municipal Water District is responsible for managing 18,600 acres of watershed lands on Mt. Tam. Its mission is *“to manage our natural resources in a sustainable manner and to provide our customers with reliable, high-quality water...”* Additional MMWD goals include *“responsible stewardship”* and *“visitor access and activities consistent with watershed stewardship constraints.”*<sup>x1</sup>

The mission of water quality and water supply, and the additional challenges placed on the agency due to California’s persistent drought, are the primary focus of MMWD’s efforts. Topics that are the primary mission of the other partners—resource conservation, community stewardship, and recreation—although



important, are secondary to MMWD's mission of delivering drinking water to the community.

MMWD is governed by an elected board of five members, representing different districts of the County. Most decisions are made by this board, guided by established board policies and procedures, and a well-developed public input process.

### California State Parks – Mt. Tamalpais State Park

Mount Tamalpais State Park occupies 6,300 acres on Mt. Tam, making the California State Parks the second largest land manager on the mountain. The agency's mission is *"to provide for health, inspiration, and education... by preserving biological diversity... protecting natural and cultural resources, and creating opportunities for outdoor recreation."*<sup>xii</sup> Decisions related to Mount Tamalpais State Park can generally be made by the district superintendent while decisions relating to policy are made at the state level. State Parks' recent budget crisis, which threatened to close four of the six state parks in Marin County, has left the agency with limited funds and staff to support its many functions. As a result, the agency is currently endeavoring a multi-pronged plan to reinvent itself.

The recent Parks Forward Initiative<sup>xiii</sup> identified a series of actions to reinvigorate California's state park system. The TLC has been identified by State Parks management as a model for collaboration, with a potential for replication in other districts.

### Marin County Parks

Marin County Parks includes the county parks system and the Marin County Open Space District. County Parks manages all of Marin County's regional and community parks, open space preserves, and trails, including several open space preserves on the lower east flank of Mt. Tam. The mission of Marin County Parks is *"educating, inspiring, and engaging the people of Marin in... preserving, protecting, and enriching the natural beauty of its parks and open spaces and providing recreational opportunities for... all."*<sup>xiv</sup> Marin County Parks is governed by the Marin County Board of Supervisors. The Marin County Open Space District is governed by a board of directors consisting of the same individuals that sit as the Board of Supervisors—an elected body of five members responsible for decision-making on a multitude of countywide issues. Decisions related to Marin County Parks constitute only a fraction of the Board's responsibilities. Marin County voters recently passed Measure A that provides funds to care for existing county parks and open spaces; preserve farmland; and assist cities, towns, and special districts that manage local parks. As

County Parks pursues new projects and programs with Measure A funding, it is seeking opportunities to leverage these funds through partnership and collaboration.

### The National Park Service – Golden Gate National Recreation Area

The Golden Gate National Recreation Area (GGNRA) is a unit of the National Park Service encompassing over 80,000 acres across three counties. The mission of the GGNRA focuses on preservation, enhancement, and stewardship of resources coupled with education, recreation, and inspiration.<sup>xv</sup> Within the Mt. Tam focus area, the Park Service is responsible for management of one of California's most beloved sites, Muir Woods National Monument, sitting in the shadow of Mt. Tam. The GGNRA Superintendent has decision-making authority, resulting in some decisions being made relatively quickly. Other more complex and significant plans, projects, or policies go through an extensive and lengthy compliance and public involvement process before decisions are made, and require approval at the regional or national levels.

### The Golden Gate National Parks Conservancy

The Conservancy is the nonprofit partner of the GGNRA. It supports preservation of the parks within the GGNRA, enhancement of the visitor experience, establishment of community-based conservation and stewardship, and access for all communities.<sup>xvi</sup> Over its 34-year existence, the Conservancy has raised significant funds to support numerous projects and programs within the GGNRA, including a number of natural resource management projects in Marin County. The Conservancy was built upon its partnership with the GGNRA, and it continues to expand its network of partners in all of its work. Although the Conservancy has a board of directors, many of the day-to-day decisions are made by senior staff. As a nonprofit, the Conservancy is nimble and able to move quickly.

## PARTNERSHIP STRUCTURE

Importantly, before diving into the activities of specific projects, any new strategic partnership is wise to make deliberate decisions about how to organize itself in order to achieve shared goals and core functions. While the TLC's partnership structure was not initially established as a Collective Impact model, the partners realized that the structure and approach that the TLC had identified during the early formation process met the five conditions for Collective Impact.

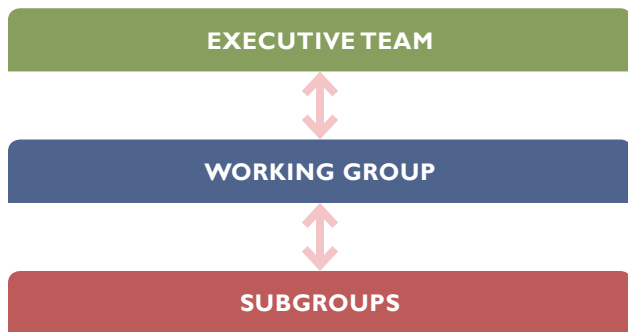
### Collective Impact Model

Collective Impact<sup>xvii</sup> is based upon the premise that complex problems cannot be tackled by a single agency or approach. This model of collaboration is emerging as a way for diverse organizations across sectors to work together on a common problem that provides greater benefits than individual entities could working alone. A successful Collective Impact approach includes five conditions:

1. **a common vision** including a common understanding of the problem and a joint approach to solving it;
2. **a shared measurement system** for tracking progress;
3. **mutually reinforcing activities** whereby each partner applies its particular skill set to the agreed upon activities of the group;
4. **continuous communication** to develop trust and understanding among partners; and
5. **a backbone organization** with dedicated staff to support and facilitate the initiative.

With this overarching framework of Collective Impact in mind, the following examines the nuts and bolts of how the TLC partnership structure took shape.

### TLC Guiding Bodies



The TLC has two distinct guiding bodies as set forth in the March 2014 MOU—a leadership body and an operations body. The Working Group is the operations body responsible for guiding the day-to-day implementation of the Five-Year Vision of the Collaborative, *One Mountain, One Vision*. The Executive Team is the leadership body responsible for authorizing any actions recommended by the Working Group. In addition, a number of subgroups have been established to implement TLC programs and projects. Key subgroups are Programs and Stewardship; Conservation Management; and Communications as well as an ad-hoc Logistics subgroup. Effective collaboration among

and integration of these guiding bodies is facilitated by the Conservancy, the TLC’s backbone organization. Below outlines the respective roles and responsibilities of each body.

**LESSON LEARNED:** The TLC emerged as a model of Collective Impact but was not initially conceived as such.

Although not consciously designed as a model of Collective Impact from the onset, the TLC has evolved as one example in the environmental field. The Collaborative was established based upon a strong common vision: the shared stewardship of Mt. Tam. During the first 18 months, the remaining elements of a Collective Impact initiative were born including a draft framework and systems for creating a shared system to measure success and progress; activities that reinforce the value of collaboration; vehicles for continuous, two-way communications embedded into the collaborative process; and the presence of a backbone organization. Although each of these elements was conceived at the beginning, they were based upon an understanding of past success in partnering rather than strict adherence to designing a Collective Impact initiative. Hindsight indicates that more conversation early on about the meaning of Collective Impact and how it plays out on the ground would have been valuable particularly with respect to assessing the strengths and assets of each partner.

### Executive Team

As envisioned in the MOU, the Executive Team consists of one executive from each organization. The Executive Team has met three times in the first 18 months, providing guidance on logistics and approval of the Five-Year Vision, *One Mountain, One Vision*, and the 2015 work plan. Those interviewed believe the strength of the Executive Team lies in the longstanding relationships built over the years through initiatives such as the Redwood Creek Collaborative and through formal and informal forums. These relationships and the mutual trust of the five executives are the foundational elements of the TLC partnership.

Since March 2014, the Executive Team has seen the departure of two of its original members—the GGNRA Superintendent and the Director of Marin County Parks. In the case of the NPS, continuity and commitment to the TLC is maintained through the Deputy Superintendent who has been involved in the TLC since the beginning. The replacement for the County Parks



Director has not yet been selected and the Assistant Director is performing the role of Acting Director until a new director is chosen. Partners noted that the past director had embraced the concept of collaboration wholeheartedly and realized how this and other collaborations benefitted County Parks' staff and the agency as a whole.

### Working Group

Over the first 18 months, the Working Group has created (or is in the process of creating) the systems, structure, and foundation for implementing the activities of the Collaborative, from developing the Five-Year Vision, *One Mountain, One Vision*, and engaging the community, to organizing volunteer days and solving logistical challenges. The Working Group meets monthly and consists of one to three staff members from each partner organization, each of whom has some decision-making authority within their organization and a direct relationship with their organization's Executive Team member. Working Group facilitation, communications, and organization has been provided by the Conservancy, in its role as backbone organization.

**LESSON LEARNED:**<sup>XVIII</sup> A dedicated and committed group of operations staff is essential to accomplishing the work of landscape scale collaboration.

Without the persistent efforts of the Working Group and the subgroups, much of what the TLC accomplished in the first 18 months would not have been possible. Keys to the group's success include collaborative leadership; consistent, ongoing communications; regularly scheduled, well-attended meetings; and commitment and follow-through on the part of all participants. Each member brought a unique set of skills and perspective to the group as well as a deep understanding of both their own organization and the shared vision and goals of the TLC. Members could start to envision the long-term benefits and possibilities of collaboration and were willing to go the extra mile to ensure its success, working together to address challenges openly and creatively. Their mutual respect for each other and the recognized advantages of their diverse capabilities strengthened their collaboration and team spirit. Over time, members were able to solidify their new group identity and maintain a sense of shared accomplishments and rewards.

The Working Group has seen little turnover in the first 18 months and a number of partners felt that staff transition on the Working Group could be its greatest challenge in the future. Partners noted that this stability allowed strong inter-agency working relationships to be built over time based on respect, trust, and mutual goodwill. Its members are seen as having a broad range of expertise and a wide variety of perspectives. Each member understands the structure and mandates of their organization but is able to think beyond agency borders and resources and use their collective experience and creativity to address logistical and resource challenges. Partners noted that during the first 18 months there has not been a challenge the Working Group has been unable to solve with respect, creativity, and tenacity. There may have been multiple ideas on how to meet a challenge but the group was willing to work together to find a solution that worked for all parties.

Those involved in the Working Group noted the added value of collaboration and observed that the personalities of the group embody the collaborative spirit—namely, that there is little ego or need for individual credit. One of the elements viewed as essential to the Working Group's success, which is also a factor in the success of the TLC as a whole, is that they are like-minded individuals who share a dedication to conservation. Conservation is complex, encompassing multiple interrelated disciplines. Accomplishments in conservation are rarely those of individuals; the greatest achievements in conservation are multi-disciplinary and collaborative.

### ADVICE FOR THE FUTURE: SUSTAINABILITY

"Define our roles better internally, in our own organizations. Establish how much time we realistically need to put into this initiative and build the capacity to make it sustainable."

—Working Group member

Some interviewees expressed concern about the potential for the Working Group to burn out due to the pace at which they are moving and the responsibilities they are carrying for the TLC on top of their own internal agency workloads. However, most partners felt that the optimism associated with the initiative sustained them. "I am getting more than I am giving" was a common refrain. Members of the Working Group also noted that there will be a point where the TLC is stable and moving

forward, where the work of forming the TLC has transitioned to executing programs and projects, and where the collaboration has been embraced as a better way of working on Mt. Tam by each organization. At this point the frequency of meetings is likely to lessen as more work is distributed to other agency staff and subgroup members. Methods that Working Group members noted for addressing the increased workload include working longer hours, delegating tasks to others, and prioritizing the activities that are most important.

In terms of the future size of the Working Group, most participants consider the current size to be ideal—more than ten to twelve people would lessen the efficiency and productivity of the group. Much fewer than ten would not allow enough representation from each agency.

### Subgroups

Subgroups help advance the projects and programs of the TLC. At least one Working Group member participates in each subgroup in order to assure continuity. However, the majority of subgroup members are staff of the various partners with skills and interests in the particular focus of the subgroup. The Working Group and Executive Team identified key individuals from each organization to participate in each subgroup.

**LESSON LEARNED: Clear, consistent, frequent communication is essential to successful collaboration.**

Frequent, open, two-way communication has been one of the keys to the success of the TLC. As the Collaborative matures, people may come and go, and activities become more focused on programs and projects, it will be essential to maintain strong internal communications. Clear internal communications keep the partners apprised of deadlines and responsibilities allowing work to progress efficiently, and making all partners feel engaged and included in the process.

There are two primary subgroups of the TLC—the Conservation Management Subgroup and the Programs and Stewardship Subgroup. The Conservation Management Subgroup is responsible for on-the-ground restoration and enhancement activities and includes scientists, vegetation management specialists, and resource managers. The Programs and Stewardship Subgroup implements volunteer and community programs, and youth engagement efforts

on Mt. Tam and includes community program and stewardship coordinators, volunteer managers, and staff members from each agency.

The Conservation Management Subgroup and the Programs and Stewardship Subgroup moved through three different phases over the first 18 months. Each subgroup initially assessed the needs of each agency, identified and prioritized resource threats, and evaluated existing program capacity issues. Next, each subgroup generated ideas to address the threats, expanding and evaluating the projects that were most feasible. Finally, each subgroup developed work plans for the projects and programs to be implemented in order to build capacity and provide shared solutions. As the subgroups were formed, the subgroup facilitators felt it was important to allow time for participants to understand both the current variety of projects, programs, and activities of each agency and the future needs in these areas. Subgroup members noted that, despite being adjacent land managers, they had very little knowledge of each other's activities.

The Conservation Management Subgroup and the Programs and Stewardship Subgroup are both large. Some organizations send more people to these meetings than others with the intent of providing a wide variety of experiences for interns and junior staff. In agencies with few staff, some participants shared a perception that those agencies with more people in attendance may have a louder voice in decision-making. Others noted that the pace at which some of the committees worked made it hard to keep up.

The Logistics Subgroup examines and develops solutions to help address program implementation procedures and systems that differ between agencies, including how to share tools and vehicles, and manage volunteers so that work across property boundaries can proceed seamlessly. All solutions are discussed and evaluated by the Working Group to ensure consistency with agency policies and procedures.

The Communications Subgroup consists of communications staff and public information officers from each organization. The role of this subgroup is primarily to share information and review communication material content such as press releases and public communications materials prior to their release as the Conservancy is responsible for disseminating all TLC-specific communications.

Each subgroup leader has taken a slightly different approach to facilitating their subgroup. One chose to<sup>XIX</sup> build relationships first, bringing the group together and allowing them to become acquainted. Another, being very conscious of the subgroup members' time, initially opted to schedule phone calls instead of meeting in-person. However, on these calls, the interaction among agency staff was so productive that the subgroup members



requested to meet in person. Subgroup facilitators and members felt this allowed deeper relationships to develop, with colleagues often conferring on resource issues unrelated to the TLC. The subgroup structure and the partnering and collaboration that ensued, in addition to facilitating the work of the Collaborative, is something that many of those interviewed had felt a need for but had no way to act upon until the TLC. All subcommittee members noted that participation in a subcommittee has expanded their network of colleagues and created a framework for colleagues in different agencies with similar roles and skills to seek advice, resources, and support. Noted strengths of the subgroups included excellent facilitation, consistent communications, and regular meeting schedules.

### The Backbone Organization

As the backbone organization for the TLC, the Conservancy draws upon its facilitation, communications, volunteer engagement, and fundraising skills to support the partners; provide needed staff and resources for the four agencies; and move the Collaborative forward. It facilitated the Working Group in its efforts to develop the Five-Year Vision, *One Mountain One Vision*; organized the community engagement process; and raised funds to support the projects and programs of the TLC.

## BACKBONE ORGANIZATION

### Six Functions of a Backbone Organization <sup>XIX</sup>

- Guiding Vision and Strategy
- Supporting Aligned Activities
- Establishing Shared Measurement Practices
- Building Public Will
- Advancing Collaborative Goals
- Mobilizing Funding

### Characteristics of Effective Backbone Leadership

- Visionary
- Results-oriented
- Collaborative, Relationship Builder
- Focused but Adaptive
- Charismatic and Influential Communicator
- Politic
- Humble

The Conservancy has a long history of collaboration and, although it may have other pressures, it does not have the day-to-day pressure of managing land faced by the other partners. This has allowed the Conservancy to focus on its backbone function.

**LESSON LEARNED:** The presence of a backbone organization is vital and allows a collaborative to move farther, faster.

A backbone organization provides the support and additional capacity needed to allow the partners to achieve their goals. Through facilitation, communications, and fundraising, the Conservancy has brought additional capacity to the partners, allowing them to accomplish more on Mt. Tam together than any partner could have accomplished working alone.

All partners noted the benefit of having a backbone organization. It has made the difference between a partnership that drags along and doesn't accomplish much, to one that sets goals, engages the community and organizational staff at all levels, and implements on-the-ground programs. However, simply having a backbone organization does not ensure success. Every partner noted that effective facilitation provided by the Conservancy has been the key to moving the Collaborative forward. Those facilitating the day-to-day efforts of the Collaborative are true team players, excellent communicators, and have achieved remarkable results in 18 months by building strong internal and external relationships, maintaining a focus on outcomes, and maintaining frequent and effective two-way communications.

**LESSON LEARNED:** A shared vision is a powerful motivator.

All the TLC partners have a common vision—to steward and care for Mt. Tam's resources and provide stewardship opportunities and visitor experiences that respect these resources. This vision is bigger than the individual organizations and unifies, focuses, and encourages progress. It inspires the work of the partners and allows the staff in each agency to feel they are part of something bigger. In any strong collaborative, people work for the good of the collaborative, not for their ego or individual reward; the TLC is no exception to this rule. As the vision is shared beyond the partners and becomes a community vision, it inspires action in the form of volunteerism and philanthropy. Moving forward, it will be important to broaden community ownership of the vision by tapping into the emotional connection people have with Mt. Tam and the sense of place it creates.



As the only nonprofit in the TLC, the Conservancy is able to move fairly quickly. However, at times, the Conservancy had to balance the pace needed to meet the initial goals and objectives developed by the Collaborative with one that respected the unique culture, staff capacity, and pace of each partner.

Through the efforts of the Conservancy, the TLC has raised over \$850K in donations. These funds have been used to launch the Initiative and support its growth over the first 18 months, including the hiring of two One Tam staff, with a third hire in the near future. Donors who made these initial visionary contributions believe in the TLC model—one that relies on partnership and values collaboration for greater efficiency. Donors also expressed a high level of trust in the Conservancy and believe that their donations will be invested effectively and can be leveraged for even greater impact.

Ultimately, the success of the TLC is dependent on the resources generated from donors, grants, and from each partner. In addition to donor contributions, agencies are starting to allocate portions of their budgets to leverage further support for TLC projects and programs, indicating an increased level of commitment to the Collaborative.

## THE GUIDING DOCUMENTS

There are two key types of documents that are central to the efforts of the Collaborative—agreements and vision/goal-setting documents. The Agreements include the MOU, three inter-organizational cooperative agreements between each partner agency and the Conservancy (with a fourth underway), and detailed project statements that tier from each cooperative agreement. The Five-Year Vision, *One Mountain, One Vision*, and the annual work plans (based on projected revenue and expenditures) outline the TLC vision and goals, and anticipated activities, respectively. These guiding documents are routinely consulted by the Working Group members and help establish agendas for meetings. These documents are public documents and are published on the One Tam website.<sup>xx</sup> Below describes how these documents emerged as critical partnership tools for goal setting, role definition, clear communications, and accountability.

### TLC GUIDING DOCUMENTS

MOU

Vision & Five-Year Strategy

Cooperative Agreements

Project Statements

## Memorandum of Understanding (MOU)

The five TLC members—MMWD, NPS, State Parks, County Parks, and the Conservancy—signed an MOU in March 2014 that formed the TLC and established its purpose, structure, and activities. This document is the foundation of the TLC.

Because Collective Impact activities often involve a cross-section of government agencies, nonprofits, and in some cases private companies, a memorandum of understanding, like the one between the TLC partners, is generally the preferred type of agreement among the parties. An MOU establishes how the parties will work together but does not establish a new agency or organization nor does it create any powers or regulations. (MOUs differ from joint powers agreements [JPAs]—agreements among public agencies to jointly undertake programs, services, or projects. Joint powers agreements are frequently used to form joint powers authorities or joint powers agencies [also JPAs]—entirely new governmental organizations composed solely of public agencies). The MOU structure allowed the five partners to develop and formalize the TLC and its direction through a process of review and adoption that maintained and respected each partner’s respective governance and public input process.

The partners believe the MOU has proven to be one of the most valuable documents produced by the Collaborative because staff members refer to it frequently to address issues of governance and process. Embedded in the spirit of the MOU is a deep trust among the five organizations that share a common vision of caring for Mt. Tam. It provides a strong basis for actions and activities that are collaborative and benefit the resources and the community, and it holds each partner accountable.

## Five-Year Vision - One Mountain, One Vision

*One Mountain, One Vision* briefly outlines the history of conservation on Mt. Tam and the need for ongoing care and stewardship. It describes the mission and goals of the TLC and includes the proposed activities of the Collaborative in four focus areas—Awareness and Engagement, Projects and Programs, Philanthropy and Investment, and Partnership and Collective Impact.

Development of the vision document was one of the first efforts of the Working Group. Identifying and agreeing upon the activities of the TLC for the coming five years proved to be challenging but ultimately provided a strong foundation for moving forward. Agency staff appreciated having a clear, concise document that conveyed the priorities of the TLC to the public.

In addition to outlining the activities of the TLC over the coming five years, *One Mountain, One Vision* also identifies measures to



help ascertain whether the collaborative efforts of the TLC have been successful and have gone beyond what any one agency could accomplish on its own. Desired outcomes are those identified in the TLC mission:

- **Strengthened education and stewardship programs**
- **Heightened community awareness**
- **Restored ecosystems**
- **Improved trail corridors**
- **Enhanced visitor experiences**
- **Inspired community support through increased volunteerism and philanthropy**
- **Collaborative benefits beyond those that could be attained by any single partner alone**

Five-year measures of success are being drafted and will be tracked to measure the process, outcomes, and impacts of the Collaborative.

**LESSON LEARNED:** Systems and procedures established during the early months and years of a partnership provide a foundation that simplifies the ongoing work of the partnership. Although time-consuming to establish initially, having these systems and procedures in place will increase efficiency in the future

During the TLC's first 18 months, it was necessary to develop a wide range of procedures and systems to allow the partners to work together. Although each agency had procedures and systems in place, there were few systems that could be applied to a partnership of five organizations. Thus, much of what was achieved in the first 18 months—overcoming interagency logistical challenges, developing hiring processes, training staff, developing collaborative agreements, and organizing TLC volunteer work days—all had to be worked out for the first time. Initial development was time-consuming but with these systems and procedures in place, subsequent efforts will be more streamlined and efficient. This will be essential as the TLC looks to streamline data management needs and provide reporting that reflects the goals and needs of both the collaborative and the individual agencies.

## Cooperative Agreements

Cooperative Agreements provide the legal framework for transactions involving the transfer of money, property, services, or anything of value between a TLC agency partner and the Conservancy to accomplish the purpose and goals envisioned in the MOU and further defined in *One Mountain, One Vision*. Each agency has either drafted or codified an agreement to collaboratively accomplish the work of the TLC. These documents include details such as financial reporting, liability requirements, shared benefits and purpose, agency and partner participation, and consistency with agency policies. They also set forth the resources to be provided by each party, key personnel, schedule, funding sources, scope of public involvement and compliance, level of cost sharing, and other terms as conditions specific to the project.

## Project Statements

Project Statements tier from Cooperative Agreements and provide a greater level of detail about each financial transaction between the parties in the Agreement. The Project Statements provide a concise description of the proposed project or program that is being supported, cost-sharing and budget terms, personnel, schedule, sources of funding, specific activities for implementation, and the roles and responsibilities of each party.

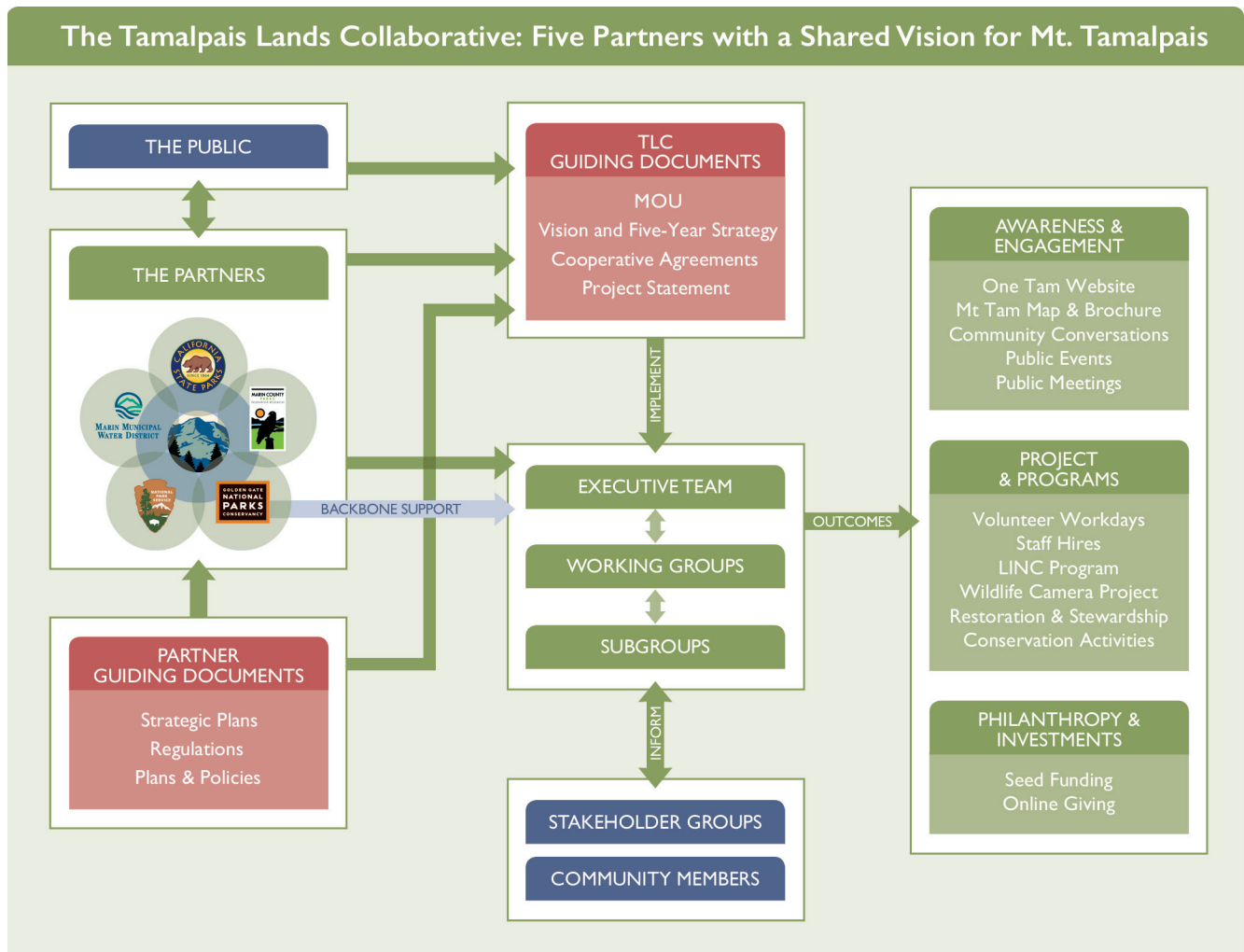
## THE COLLABORATIVE PROCESS

How do all of these collaborative building blocks—the partners, the partnership structure, and the guiding documents—work together towards achieving a common vision? According to interviewees, one of the TLC’s greatest accomplishments and assets is having the foresight and discipline to ensure that a distinct collaborative process is hardwired into the operating mindset and culture of the group. Goals and strategies may look just right on paper, but for large landscape collaboration to become genuine vehicles for conservation impact, a collaborative process must become embedded in the partnership’s DNA. A collaborative process can be thought of as the organizational glue that holds the building blocks together so that they work towards shared goals as a cohesive unit.

The diagram below helps illustrate the TLC’s collaborative building blocks and how they were intentionally arranged to create a distinct collaborative process.

## COLLABORATIVE OUTCOMES

With an understanding of the collaborative building blocks essential to the TLC, it is important to understand another vital topic—impact. Interviewees were asked to identify the TLC’s progress towards achieving its mission and strategic goals—including activities, outputs, and outcomes—during its first 18 months. They pointed to a suite of completed activities, programs, and projects—derived from those submitted by the individual agencies—as well as raising the necessary funding to support that work. It appears that the most noteworthy collaborative results, which leveraged the expertise and resources of all five partners, relate to two strategic goals: 1) awareness and engagement, and 2) projects and programs. These are described below.





### OVERVIEW OF COLLABORATIVE OUTCOMES: Awareness And Engagement

- ✓ Developed and launched a new partnership brand identity that generated increased community awareness and interest in the TLC’s stewardship vision of Mt. Tam.
- ✓ Through developing and launching a collective approach to public engagement, achieved new levels of transparency, scale, and authenticity in community conversations that involved 60 stakeholder groups.
- ✓ Consolidated easy-to-access online information for the public about volunteer opportunities on Mt. Tam.
- ✓ Facilitated the community’s financial support of Mt. Tam through the new One Tam website.
- ✓ Enabled easier navigation of the mountain by visitors, volunteers, and contractors through the creation of a new consolidated map.

### ADVICE FOR THE FUTURE: COMMUNICATIONS

“The TLC/One Tam messages need to inspire and promote shared goals. The TLC must be represented as a ‘force for good’—one that enhances both the environment and the quality of life in Marin County. Mt. Tam is an icon in the county so the focus should be on the community’s love of the mountain, the sense of place and need for care, and the positive emotions people share about Mt. Tam.”

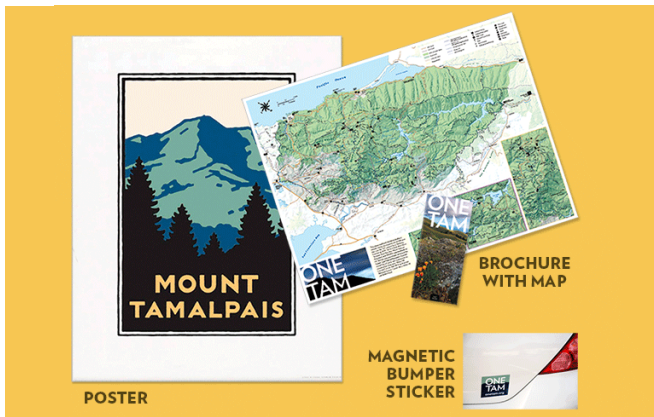
–Stakeholder

### Awareness and Engagement Tools

The TLC produced a range of outreach materials in its first 18 months to help the community understand its purpose, the needs of Mt. Tam, and the role the community can play in its stewardship. These materials include a website, and a map and brochure of the mountain. Uniforms and car magnets were developed to identify staff and vehicles working on TLC projects.

### AWARENESS AND ENGAGEMENT

Awareness and engagement activities in the TLC’s first 18 months focused on activities intended to build a solid foundation in the community. The cornerstone of these activities was establishment of ongoing, two-way communications with community groups and individuals to foster transparency, create a shared vision, and build support. In addition, the TLC developed and launched a recognizable brand identity for their shared vision—One Tam. The One Tam brand is consistently reflected on all of the Collaborative’s outreach materials, including badges and uniforms to identify staff working on TLC projects in the field.



**LESSON LEARNED:** Finding the right balance of substance and style in community engagement methods and materials is essential in order to engage the widest audience.

Developing an identity for an environmental collaboration or partnership is often a challenge. If materials are perceived as uncoordinated and poorly thought out, they lessen the credibility of the partnership. If materials are perceived as too well-coordinated and orchestrated, they may cause concern that they will attract too much attention or that limited funds are not being well spent. Add to this the challenge of engaging donors and funders and the equation becomes more complex. Knowing your audiences is essential in achieving the balance needed to engage a wide variety of audiences with a minimum investment.

### One Tam Website

The One Tam website ([onetam.org](http://onetam.org)) is the TLC's primary communications hub for sharing information with its key audiences in the community. The website provides a wide variety of up-to-date information and showcases volunteer opportunities, hikes, and other events related to Mt. Tam. It also includes information about upcoming agency public meetings related to TLC activities, and publicizes restoration, stewardship, and educational activities hosted by other community organizations.

The website consolidates many of the volunteer and interpretive events occurring across Mt. Tam in one location, while providing users the opportunity to link to the websites of the four agencies as well as to other activity partners. Previously, those interested in volunteer activities on Mt. Tam needed to review the websites and materials of four different agencies, as well as of several stakeholder groups, to understand the volunteer options available. The One Tam site continues to evolve to support this function, with the goal of incorporating more environmental stewardship opportunities offered by community organizations such as the Friends of Corte Madera Creek and Audubon. Additionally, staff members are currently working to streamline the web-based process of volunteering, and providing more detailed program and project descriptions.

Most interviewees were enthusiastic about the website, noting it is attractive and easy to navigate. The website is described as both

aspirational—including projects and programs, videos, and Our Tam, an interactive page where visitors can post photos and videos of their experiences on Mt. Tam—and functional, highlighting financial information, agency agendas, and guiding documents. The website has become a growing resource to interested community members and stakeholders, with almost 9,000 visitors to date. It also has inspired over 50 online donations. One volunteer noted that they had always wanted a way to financially support the stewardship of Mt. Tam and now there was a way to do so.

### One Tam Map and Brochure

One of the early priorities of the agency partners was to develop a map and brochure to share with the community. The resulting map and brochure is designed to help community members understand the 100-year history of conservation on Mt. Tam and the need for stewardship of the mountain's resources. It also shares the TLC's vision and area of focus, and identifies the formal trails across the mountain, helping users better orient themselves on Mt. Tam. The map's southwesterly orientation provides an unusual perspective on the mountain. It is a more intuitive orientation, illustrating the relationship of Mt. Tam to the adjacent communities to the east.

Prior to the development of the map and brochure, visitors often needed multiple maps to navigate the mountain when moving between jurisdictions. Having a single map to help navigate the trails of Mt. Tam has been welcomed by most community members who hike on the mountain. Staff members also value the single map and brochure and use it both to answer visitor questions, helping them understand formal trail locations, and to guide contractors and others who need to move across property boundaries. Those involved in sharing the map with the community noted that it is the single most popular item produced by the TLC. However some members of the community criticized the map as promoting increased visitation and use across the whole mountain instead of stressing stewardship.

### ADVICE FOR THE FUTURE: ENGAGEMENT

"Maintain and grow strong relationships with those groups that have a long history of stewardship and education on the mountain."

—Stakeholder

## Stakeholder Conversations

Members of the working group conducted over 60 conversations with key stakeholders<sup>xxi</sup>—longstanding, local organizations with an interest in Mt. Tam—to share information and answer questions about the TLC’s purpose and activities. At least two Working Group members or agency staff participated in almost every conversation. Staff provided a short overview of the TLC focusing on Mt. Tam’s history and the reasons for establishing the TLC; the vision and goals; and potential program and project opportunities relating to Community and Conservation, Waterways and Wetlands, Signature Trail Corridors, and Legacy Projects. The primary focus of these conversations was listening to comments, concerns, issues, opportunities, and possible areas for collaboration. Many of the stakeholder conversations were informal in nature, with the goal of exchange and listening to further improve the TLC’s work. Materials used to support these conversations included the first case study on the partnership formation, the *One Mountain, One Vision* document, and the One Tam map and brochure. The meetings helped refine and shape future TLC actions, and outreach and engagement activities.

**LESSON LEARNED:** Two-way communication is essential to garnering community understanding and support.

Ongoing two-way communication with the community not only builds awareness of the work of the Collaborative, it builds relationships, long-term partners, and support. An essential part of communicating is listening. Listening provides information about where additional clarity may be needed, what activities are supported and where concerns exist, and how transparency can be improved. These actions can serve to counter and dispel some of the fear that can result from misinterpretation of information. They can also help agency partners better understand community interest.

These conversations were considered by many to be one of the most valuable elements of the TLC’s first 18 months and were noted by some as a new and successful model for stakeholder engagement. Agency staff noted that the extraordinary level of engagement was more thorough and widespread than any engagement effort in the past. Although time-consuming, these conversations provided consistent and clear descriptions of the TLC and an important forum to better understand stakeholder concerns and key issues and, where feasible, address or diminish

some stakeholder concerns and confusion by clarifying what the TLC is (a partnership to better manage and steward the resources of Mt. Tam) and is not (a new agency or Joint Powers Authority with an ability to set policy and have authority over decisions on Mt. Tam). The outcomes of each meeting were discussed among agency partner staff during Working Group meetings to determine how to incorporate their ideas or respond.

### ADVICE FOR THE FUTURE: ENGAGEMENT

“We need to present our vision clearly and concisely over and over, using creative ways to engage the community such as the community conversations and the One Tam Roving Ranger.”

—Working Group member

Given the challenges faced by NPS in southern Marin County, this engagement approach prompted them to expand their relationship-building efforts in Marin County by designating a long-time Muir Woods employee to serve as a full-time community liaison. After witnessing the impact of the TLC’s individual conversations, NPS concluded that this new role would be an important complement to the traditionally used public meeting forum that has been the standard model of community engagement for years.

The first 18 months of engagement have expanded community awareness of the TLC among the 60 core stakeholder groups. Individuals within these stakeholder groups are frequently involved in multiple groups and have therefore learned about the TLC through several channels. Some stakeholder groups have requested that the partners come back and provide updates to their group annually or on a more frequent basis. While the Collaborative has made impressive strides at reaching many of the long-term stakeholders as well as some members of the general public (as evidenced by donations on the website, visits to the website, engagement at community events, and turnout at volunteer days), it still has considerable work to do to strengthen these relationships and build trust. A few groups remain skeptical about the model of partnership, the role of private funding on public lands, and the speed of the TLC’s evolution, and have expressed concerns about each individual agency losing its autonomy and governance structure (with respect to its own lands). Alternatively, a number of groups have expressed continued support for the partnership and have even co-led volunteer programs in support of the TLC.

## ADVICE FOR THE FUTURE: ENGAGEMENT

“Engagement is a process, not a single event. We need to continue to build and expand our relationships with existing groups while reaching out to those we have not yet touched. These include the large population of seniors in Marin County, especially those not involved in the conservation community, as well as local tribes, and those in the midst of raising children. Young people will be one of the most vital groups to engage, as they are our future stewards.”

—Working Group member

**LESSON LEARNED:** As with many new approaches, there are likely to be concerned community members.

Although reaction to the TLC has been largely positive and supportive, there have been groups and members of the community that have questioned the TLC and its intentions. However, several partners noted that every new idea has its critics, and understanding and addressing concerns will ultimately yield a more sustainable collaborative. It is the response to these challenges that makes a partnership stronger, and also improves the work and transparency of the partnership. Responding and adapting to criticism and challenges quickly, in a constructive manner, with facts that expand clarity and understanding, is essential. Moving forward, many suggested that the energy of the TLC should be spent broadening its base of community support.

Both partners and stakeholders alike noted that the community conversations were a positive and welcomed method of engagement while also noting that they are time-consuming to organize and implement—perhaps the most time-consuming and valuable method ever used by any of the agencies. Partners noted that the process was thorough and genuine, messages were consistent, and those responsible for conducting the conversations were good listeners. Without the right people in the room on both sides of the conversation, they felt that the conversations may not have been as productive or fruitful. Partners involved in the community conversations believed that they, as TLC representatives, needed to be open to hearing opinions different

from their own, be able to build goodwill around the differences, and take action in support of community input as appropriate. Several partners noted that these are not one-time conversations; they are the foundations for building long-term relationships.

Overall, community perception of the TLC has been positive. Concerns that have been voiced center around two areas: 1) the potential that the promotional materials and activities of the Collaborative could attract more people to Mt. Tam, and 2) the TLC’s decision-making process needs greater transparency.

## ADVICE FOR THE FUTURE: COMMUNICATIONS

“Convey clearly that the TLC is a smart way to look ahead and plan for the additional pressures that a growing population and a changing climate brings. The TLC represents an opportunity to educate, engage, and build new stewards to ensure the long-term care of the mountain in response to these and other pressures. It is also a way to engage people who are already using the mountain recreationally and who live in the local communities, and help them understand the values that are at stake. In this way, they can become better stewards and be involved in the long-term solutions.”

—Stakeholder

## Media Coverage

The TLC and One Tam have been featured in a number of newspaper and magazine articles and have also captured the imagination of several local filmmakers and story-tellers including Gary Yost and Doug McConnell. Gary Yost, a Mill Valley-based photographer and filmmaker, has chronicled Mt. Tam for several years. A longtime visitor to the mountain, Yost volunteered as a fire lookout atop Mt. Tam’s East Peak, documenting this experience and the views of Mt. Tam in his film “A Day in the Life of a Fire Lookout.”<sup>xxii</sup> His most recent film, “The Invisible Peak,”<sup>xxiii</sup> calls for the restoration of Mt. Tam’s West Peak, which was leveled during the Cold War to build an Air Force installation. A feasibility study to evaluate the restoration of West Peak is one of MMWD’s proposed projects that is eligible for TLC funding.

Doug McConnell recently profiled Mt. Tam and the One Tam initiative in the “Magical Mt. Tamalpais” episode of his show “Open Road with Doug McConnell.” McConnell interviews TLC Working Group and Executive Team members and talks



with Gary Yost about his vision for the West Peak. The segment also asks the community to join in caring for Mt. Tam's natural resources.

### Public Events

In addition to the community conversations, the partners have staffed information tables at trailheads, community events, and farmers markets, engaging over 2,000 people in conversations about the One Tam initiative, the TLC, and the stewardship of Mt. Tam. The goal of these events is to share information and answer questions about the partnership and One Tam in places where people convene. With approximately 260,000 Marin County residents and over 5.1 million visitors per year to Mt. Tam, (MMWD: 1.8 million [with 81% coming from Marin and San Francisco Counties];<sup>xxiv</sup> Mt. Tam State Park: 844,000;<sup>xxv</sup> Muir Woods National Monument: 1.05 million;<sup>xxvi</sup> and an estimated 1.5 million at the 13 county parks and preserves within the Mt. Tam Area of Focus<sup>xxvii</sup>) there is a vast local audience that loves Mt. Tam, but may not realize that the mountain also needs ongoing protection, maintenance, and stewardship. Attending these local events is an opportunity to build an understanding of the environmental and resource enhancement needs of Mt. Tam among those in the community who visit and love the mountain. The community events aim to build long-term support not only for Mt. Tam but for all of Marin County's public lands.

TLC staff reported extremely positive reactions to the TLC and the One Tam programs at these events. Many people liked the idea of the agencies working together, sharing stewardship for the mountain. Individuals that showed the greatest interest in One Tam conservation and stewardship opportunities at these events included educators, naturalists, and those involved with youth stewardship. One TLC interviewee noted that success lies in converting visitors to participants in the care of the mountain.

To date, the TLC has not conducted any formal public meetings for several reasons. First, during formation, agency partners stressed that they did not want the TLC to be seen as an alternative forum for public comment on agency business, and that having TLC public meetings during which projects on agency lands are discussed could create confusion with the public. Second, the TLC is not an agency or governing or legislative body seeking public comment on a project or program. All TLC projects are put forth by an agency partner. Each agency continues to hold public meetings to address TLC project and program development per individual agency processes and requirements. For example, before a project can be considered for support by the TLC, it must be vetted and approved by the individual agency governing body and public process. Third, the focus of community engagement

has been on building understanding and awareness of the TLC through community conversations, and at tabling at events and trailheads. One of the hallmarks of the first 18 months has been the use of these innovative, less-traditional community engagement methods.

With this in mind, and acknowledging concerns about transparency, the partners realized the value of having an annual public convening as a way to showcase the accomplishments of the TLC, share anticipated work activities, and gather community feedback in an innovative and engaging manner. Tam Talk—a specific opportunity for community members to learn more about the projects and programs of the TLC and share their views directly with the Executive Team—will be piloted in October 2015 as an added public engagement tool. This meeting will not, however, replace the individual governance structure or decision-making process for any individual agency, but will provide information to further inform the elected boards.

Partners believe that the breadth and depth of community engagement events and activities have expanded awareness of the TLC, but they all agree that much more needs to be done. One interviewee noted that the community conversations and participation at public events could continue at the same pace for another year and still reap tremendous benefits in terms of expanding awareness. TLC partners have noticed an increase in website traffic and online donations, more recognition when the TLC arises in conversation, and positive comments at events. However, although many of the stakeholders interviewed for this case study participated in one or more community conversations and understand the mission and goals of the TLC, they were less familiar with the Collaborative's on-the-ground stewardship activities during its first 18 months.

### PROJECTS AND PROGRAMS

In addition to awareness and engagement, jointly implementing projects and programs that have a collective benefit was another TLC strategic goal. During the Collaborative's first 18 months, the partners established a new system and criteria for evaluating and selecting priority eligible projects and programs. With this new framework, the TLC was successful in implementing several projects and programs that resulted in expanding the existing volunteer-based habitat restoration programs on Mt. Tam, increasing support for youth and education programs, and building a docent and volunteer base for the Wildlife Picture Index project.



### Project and Program Selection

During the development of the Five-Year Vision, *One Mountain, One Vision*, the four land managers identified projects and programs that were included in their agency’s guiding documents and were either approved or would undergo an approval process by their agency’s board or superintendents. These had to be located within the Mt. Tam area of focus (see map, left); meet the vision and goals of the TLC; be focused on resource management and enhancement, stewardship, education and research, or improving visitor experience; and be able to be accomplished within a 20-year timeframe. The projects and programs were reviewed and advanced for consideration as a TLC project or program based upon additional criteria, including beneficial resource impact, public support, funding potential, feasibility, visibility, sustainability, collaborative potential, and location within the Mt. Tam area of focus. Ultimately, projects and programs were reviewed for project readiness and funding availability.

#### OVERVIEW OF COLLABORATIVE OUTCOMES: Projects And Programs

- ✓ Established a criteria and system for evaluating and selecting eligible projects and programs.
- ✓ Developed, tested, and optimized a new program to organize volunteer work across jurisdictional boundaries with over 500 community volunteers.
- ✓ Increased TLC awareness and support among staff of each partner organization.
- ✓ Successfully raised funding to increase staff capacity for youth and citizen science programming and restoration and invasive plant management on Mt. Tam.
- ✓ Developed a system, processes, and tools for hiring and training new staff.
- ✓ Launched a new summer youth education program.
- ✓ Streamlined implementation of the Wildlife Picture Index (WPI) project installing 128 cameras on priority areas of Mt. Tam.
- ✓ Created and piloted a WPI docent program.
- ✓ Streamlined and increased capacity to collaborate with other stakeholders, friends groups, and partners on priority projects and programs.

### TLC PROGRAMS

- Community Stewardship
- Conservation Management
- Internship Program
- Invasive Plant Monitoring and Management
- Large-scale Inventories and Monitoring
- Pop-up Trailheads and Roving Ranger
- Rare Plant Program
- Workshops and Conference
- Youth Programs

### TLC PROJECTS

- Bothin Marsh Restoration
- Potrero Meadow Restoration
- Cataract Trail Restoration
- Redwood Creek Juvenile Coho Habitat Restoration
- Deer Park Fire Road and Dipsea Trail Rehabilitation
- Redwood Creek Trail Realignment
- Forest Health and Resiliency
- Wayfinding Signs and Kiosks
- Lake Lagunitas Picnic Area
- West Peak Feasibility Study

This resulted in a wide range of projects and programs—from large legacy projects such as the West Peak Restoration Feasibility Study and Potrero Meadow Restoration to programs focused on stewardship and conservation management.

For many of the larger projects and programs there is no specific timeline for completion as they are dependent on funding and project readiness. However, the Executive Team identified creating and delivering community programs as an early priority of the TLC. During the first 18 months, this has resulted in expanding the existing volunteer-based habitat restoration programs on Mt. Tam, increasing support for youth and education programs, and building a docent and volunteer base for the Wildlife Picture Index project. In the near future, status updates about priority projects and programs will be published on the One Tam website to help inform stakeholders and the public about implementation timelines.

### ADVICE FOR THE FUTURE: PROJECTS AND PROGRAMS

“Remind people that the TLC is not creating projects. There is nothing brand new because of the TLC. Projects come directly from the plans and programs of the four agencies. These are agency projects that are languishing but can be implemented with the help of the TLC. Do not focus on creating prioritized lists. Rather identify those projects and programs that everyone agrees are necessary and valuable for a healthy mountain—increasing volunteer stewardship, restoring degraded landscapes, and collecting data. Do whatever we can to minimize bureaucracy.”

—Executive Team member

### Volunteer Work Days

In order to pilot how best to work across jurisdictional boundaries, and to test and build public interest in volunteer opportunities under the One Tam initiative, the Programs and Stewardship Subgroup organized four One Tam volunteer work days over the first 18 months. The first and second events were held at five different sites across the entire mountain, with each agency and the Friends of Mt. Tam—the State Parks’ cooperating association and a key stakeholder group—each hosting a work site. In order to help participants understand the collaborative benefit of the TLC, each worksite had staff members from different agencies. Volunteers saw five different uniforms and were also given a short presentation about the Collaborative, its goals, and the need to build and strengthen long-term care for Mt. Tam. Despite rain at the first event, turnout was very good, with 125 people participating. The second work day was even more successful,

drawing 239 volunteers.

The third event, Mt. Tam Earth Day, was focused on a single area of the mountain, allowing all 150 volunteers to work in close proximity to one another. The work was on MMWD and State Parks lands and again, there were volunteer leaders from all five organizations. Earth Day has been a long-standing State Parks/Friends of Mt. Tam work day. This provided an opportunity to include the Friends of Mt. Tam in the event and build a stronger relationship with a key stakeholder.

There was concern prior to the first volunteer day that the TLC events would co-opt the individual agency events, as well as the events of the Friends of Mt. Tam, which also organizes volunteer events on the mountain. In fact, the opposite occurred and all parties felt the volunteer days strengthened participation and exceeded what any individual organization could have accomplished alone. There was also a sense among the volunteer participants that they were a part of something bigger as they witnessed more work getting done than at an individual agency work day. Although this has not been measured directly at this time, it will be measured as data management systems and baseline data and trends are established. The economic value of these volunteer hours is significant and for agencies struggling with funding, having additional volunteers to support the work of staff is essential.

Agency staff expressed enthusiasm about the work days, indicating they were extremely positive experiences that increased camaraderie, allowed for cross-pollination, and built new agency relationships. An unexpected benefit of these events was that they produced more supporters of the TLC within each partner organization as staff members saw the power of the TLC’s collaborative efforts in action. Moving forward, it will be important to include not only the partners in these work days but those organizations that have been the mountain’s stewards for decades.

While the collaborative work days were all successes, the logistics of orchestrating a seamless experience for volunteers were a primary challenge. For example, each agency had varying requirements for volunteers, which proved cumbersome to manage. Over the course of the four work days, the Logistics Subgroup was able to streamline the process bit by bit, ultimately creating a single volunteer form and waiver for all the volunteers, regardless of the location of their work site.

## Hiring Community Programs, Engagement, and Resource Staff

Hiring One Tam staff to boost much-needed support for partner stewardship and conservation programs was an early goal of the TLC. Dedicated One Tam staff would help reduce the workload of agency/organizational staff by bringing additional capacity to agency programs and projects on Mt. Tam. Three staff positions were identified as early needs by the partners.

A Youth and Community Programs staff position was developed to help fill agency gaps and needs by expanding stewardship programs for middle and high school students, with a focus on State and County Park lands; supporting MMWD watershed education programs where the need exceeds capacity; increasing programs serving underserved youth, specifically on County and NPS lands; and enhancing community engagement and naturalist programs mountain-wide.

A Community-based Restoration and Citizen (Community) Science position was developed to support agency resource and volunteer management staff to strategically increase adult-based volunteer participation and academic partnerships in habitat restoration, trails stewardship, and citizen science on Mt. Tam. This position met an important need to develop a mountain-wide docent program for the newly piloted Wildlife Picture Index Project.

The third position—the Conservation Management Specialist—will fill a need for increased cross-jurisdictional conservation management and will focus on weed management issues; special status species protection and population health; and the collection of wetlands, grasslands, and forest health data mountain-wide.

One Tam staff members are ultimately employees of the backbone organization, the Parks Conservancy. TLC partners provide guidance on position descriptions, work plan development, and staff evaluation so that activities and achievements are consistent with TLC priorities and meet agency goals. To ensure that One Tam staff members represent the TLC vision and mission; understand partner cultures, policies, guidelines, and plans; and work efficiently with agency partners, they work directly with agency staff performing and overseeing similar work. All One Tam staff members receive an orientation and training with each partner as well as technical direction relating to each task.

Subgroup members were deeply engaged in the hiring process, developing and vetting position descriptions, and creating interview questions that reflect the differences in each organization's hiring process. Although hiring the first two staff members was the ultimate accomplishment, the entire hiring

process was considered a huge collaborative success by those involved, and one that will be a template for making future hires more efficient.

Agency partner collaboration continues in many ways following the hiring of the two staff members. Offices were provided by one partner and computers, furniture, and supplies by another. Training and support comes from a team consisting of one person from each partner organization. One member of the Programs and Stewardship Subgroup supervises the staff members and receives direction from each partner about potential work assignments and then develops the staff work plans for review and coordination. Because there are many players in many different locations, clear and consistent communications among the multiple parties involved emerged as a key challenge. A variety of technological tools were evaluated by the partners to aid in communications and collaboration. Those found to be most effective include shared calendars and information sharing via Google docs.

## LINC (Linking Individuals to their Natural Communities)

The partners all recognize the importance of passing the ethic of land conservation and stewardship to the next generation. As such, they prioritized projects and programs that would help sustain the stewardship of the mountain. Many interviewees acknowledged that engaging young and underserved audiences involves providing opportunities for discovery and engagement on their own terms, allowing them to build their unique relationships with the mountain. Similarly, interviewees noted that without effectively engaging youth today, conservation will become a diminished priority in the eyes of future generations.

### ADVICE FOR THE FUTURE: PROJECTS AND PROGRAMS

*"It is important to see on-the-ground results fairly soon and to maintain a pace of success in order to build community support and justify the collaboration."*

—Stakeholder

Given that One Tam focuses on developing the next 100 years of stewardship, and that the partners identified hands-on environmental stewardship opportunities for youth as a priority, the TLC partners piloted a six-week summer high school program





on Mt. Tam in 2015. The program, Linking Individuals to their Natural Communities (LINC), is a career and leadership training program for high school students established by the Parks Conservancy. It has a decade-long history of immersing youth in environmental experiences, which for some have resulted in college and career paths in science and conservation. During LINC's inaugural program on Mt. Tam, 17 high school students spent one week working directly with each partner, as well as working across jurisdictional boundaries. Partner agencies provided the students with opportunities to learn a wide variety of skills and perform service work. One of the new One Tam staff members led the program, which reduced the workload on agency staff. The LINC program also involved agency staff beyond those normally connected to the TLC.

### *Wildlife Picture Index*

The Wildlife Picture Index (WPI) is a collaborative effort among all five partners as well as staff from California Department of Fish and Wildlife and Point Reyes National Seashore (a unit of the National Park Service). The project entails the installation of approximately 128 motion-activated cameras on the northern part of Mt. Tam, which, as of April 2015, has captured over 350,000 images. These data will help the partners establish baseline wildlife occurrence information, and identify wildlife “hotspots” and crucial corridors for movement. Several interviewees acknowledged that this project is an excellent example of cross-jurisdictional coordination, and noted how the existing communication structures developed through the TLC streamlined planning for the project. Each partner made contributions to the project ranging from contributing funding and staff time to identifying places to locate the cameras on their lands. The project fills a tremendous need, as agency decisions are often challenged due to the absence of data.

The project has brought together science staff from all four agencies and fostered deeper agency collaboration. In order to process the data received, volunteers are being trained to review and categorize the data. One Tam staff will be working closely with resource managers to develop a docent program and partnerships with academic institutions to support and expand the project. Future efforts are likely to expand the Wildlife Camera Index to southern Marin County.

## **COLLABORATIVE CHALLENGES**

Earlier, the case study emphasized the importance of appreciating how the partner entities are the essential building blocks of any partnership. Each partner brings a very unique, well-established culture derived from its mission, governance structures, operating

policies, capacity, history, and values. Just as in personal relationships, it is natural for partnerships to experience tension or frustration when it comes to navigating their inter-organizational differences. Cross-sector partnerships such as the TLC can be especially complex and require even more time and attention for inter-organizational planning, clarifying miscommunication, and troubleshooting unanticipated roadblocks.

The TLC partners identified four key areas of challenge in their attempts to collaborate: 1) decision-making and timing, 2) community relationships, 3) intra-organizational buy-in, and 4) understanding agency policies and practices. Some of these challenges are resolvable with time and skillful effort; for others, a workable outcome is less clear. Over time, these differences may result in limiting or reframing the ways in which the partners can collaborate.

## **DECISION-MAKING AND TIMING**

The pace at which each organization works is dictated primarily by its annual goals, public process, and decision-making structure and is further complicated by staffing levels, competing priorities, funding, and shifts in public opinion. Partners noted that the more autonomous organizations, especially the Parks Conservancy, were able to move quickly while those with elected boards required more time for decisions to move through the formal board review and approval process. In MMWD's case, its broader agency roles and responsibilities related to water quality and water supply, and the need for board and public review on most issues, lengthened the decision-making process and timeline. Interviewees noted that working together to understand and integrate the different decision-making processes and paces of participation by each partner required flexibility, patience, and problem-solving skills on the part of all partners.

## **COMMUNITY RELATIONSHIPS**

The four public agencies involved in the TLC each have a long history of projects and community engagement in Marin County. Some of these projects have been met with opposition and resulted in distrust of the agency that extends beyond any specific project. Individual partners will inevitably be managing complex projects under scrutiny by stakeholders with competing interests. The challenge facing the TLC is maintaining its higher-level visionary partnership and stewardship focus, without being impacted by the community-relations challenges of any individual partner. This type of challenge may lessen as the TLC becomes more established in the community and its vision and mission are more widely understood and valued, leading to demonstrable stewardship actions.

As discussed earlier under collaborative building blocks, partnership practitioners must keep in mind that each partner has its own standing in the community and set of relationships. Community standing and relationships are dynamic and constantly evolving. Any of those relationships can influence the work of the partnership at any point. It is important to continually exercise external awareness in order to understand and anticipate the issues that could potentially be influential. In addition, persistent and consistent activities in community awareness and engagement are paramount when launching and building a new collaborative. Partners must always be prepared to clarify misinformation while recognizing that engagement is indeed an ongoing process and not a single event.

### INTRA-ORGANIZATIONAL BUY-IN

Staff members interviewed believe that the TLC is tremendously beneficial in helping their organizations meet their respective missions more effectively and efficiently; however, they agreed that awareness of the TLC within their respective organizations has at times been varied. For example, some partners provided brown bag or all-staff meeting orientations to the TLC, while others briefed only senior management, creating information gaps for field staff who were often questioned by members of the public or stakeholders. Awareness levels impact general understanding and institutional support of the Collaborative within each partner organization. As a result of inconsistent support or focus at the leadership levels particularly, the partners have experienced “one foot on the gas and one foot on the brake” at various points during the first 18 months. Intra-organizational resistance can stymie the partnership’s progress and generate inter-organizational tension.

Another variable impacting buy-in is to what extent a partner entity has cultivated an internal culture of partnership. Some interviewees noted that each organization has varying levels of experience with partnering. As a result, it is more difficult and time intensive to fully integrate the concept of partnership into those organizations.

When launching a new collaborative, it is important to build organizational awareness during the initial phases, identify potential resistance early, and take proactive steps to understand concerns. Formalized agreements like MOUs are foundational building blocks, but they are only a start. For landscape scale collaborations to become genuine vehicles for conservation impact, partnerships must become integral to each partner entity by integrating partnerships into their operating mindset, long-range plans, and organizational culture. The interviewees agreed that each partner needs to devote more attention to ensuring staff all levels of their organizations understand and embrace the

TLC’s vision and the value of collaboration. Additionally, several interviewees noted that having a comprehensive training for agency staff on partnership principles, benefits, and work practices would be very beneficial as the TLC matures.

**LESSON LEARNED:** Seek to understand and work within the parameters of each partner’s organizational structure, unique culture, and operational constraints.

Although the five partner organizations share the common vision of collaborative stewardship of Mt. Tam, they are five very different organizations with different governance structures, cultures, geographies, and working paces. Partners working together must seek to understand the inner workings of each organization and find ways to move forward while respecting and integrating organizational differences. In the case of the TLC, one of the key challenges continues to be arriving at a pace that is neither too fast for government agencies nor too slow to successfully address shared goals.

### AGENCY POLICIES AND PRACTICES

Effectively integrating partner differences into a workable operating culture for the collaborative can be one of the most challenging aspects of landscape scale collaboration. As seen in the TLC, the four agencies have a unique set of operational practices, procedures, and regulations that have evolved over time. In addition to matters of decision-making, pacing, community relationships, and intra-organizational buy-in, cultural differences have presented challenges in day-to-day cooperation and communication. Examples include sharing data among varying levels of security requirements and technology capabilities, diverse requirements for volunteer insurance liability coverage, and dissimilar policies for shared use of vehicles. Devising strategies to collaborate across agency and jurisdictional boundaries while honoring each agency’s unique policies requires diligence and problem-solving expertise. In some cases, workable solutions must be evaluated and approved at the highest levels of an agency, which can require additional steps and time prior to implementation.

In order to effectively navigate all four of these identified challenges—decision-making and time, community relationships, intra-organizational buy-in, and understanding agency policies and practices—staff must hone the critical competency referred to as Partner Cultural Awareness. This competency

is defined by the Office of Personnel Management as follows: “acknowledges, understands, respects, and communicates respective partners’ cultures that are based upon missions, practices, people, governance, traditions, financial structure, capacity, and institutional histories. Finds ways that partners’ cultures can contribute to strengthen the mutual endeavor; values the difference and finds ways to integrate these differences into a workable operating culture for the overall partnership.”<sup>xxviii</sup> Partner Cultural Awareness is one of 22 Partnership and Community Collaboration Competencies defined by the Office of Personnel Management for all federal employees whose responsibilities include partnerships, community outreach, and stakeholder engagement.<sup>xxix</sup>

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## CONCLUSION

**T**his case study highlights the first 18 months of the Tamalpais Lands Collaborative as a recent example of large landscape collaboration in America. It describes the essential building blocks of the Collaborative—the partners, partnership structure, guiding documents, and collaborative process. In addition to outlining the collaborative outcomes in awareness and engagement and projects and programs, the case study sheds light on the four principal challenges faced by the five partners. In reflection, the 29 TLC partner staff and community stakeholders who were interviewed for this project identified “10 lessons learned” from the first 18 months:

- 1. The TLC emerged as a model of collective impact but was not initially conceived as such.**
- 2. Systems and procedures established during the early months and years of a partnership provide a critical foundation that simplifies the ongoing work of the partners. Although time-intensive to establish initially, having these systems and procedures in place will increase efficiency in the future.**
- 3. Understand and work within the parameters of each partner’s organizational structure, unique culture, and operational constraints.**
- 4. A dedicated and committed group of operations staff is vital to accomplishing landscape scale collaboration.**

- 5. Frequent, open, two-way communication within the TLC staff has been one of the key elements to its success.**
- 6. The presence of a backbone organization allows a collaborative to move farther, faster.**
- 7. A shared vision is a powerful motivator.**
- 8. Finding the right balance of substance and style in community engagement methods and materials is essential to engage the widest audience.**
- 9. Two-way communication and ongoing engagement is vital to garnering community awareness, informed input, and support.**
- 10. As with many new approaches, there are likely to be concerned community members.**

It is clear that large landscape collaboration is fraught with complexity and uncertainty and demands sharpening of new competencies, well-designed collaboration, devoted staff and financial resources, and absolute intention. While the TLC partners will continue to face hurdles as they strive to build and strengthen their partnership, they will certainly build upon the powerful foundational elements they set in place—a deliberate collaborative process, a dedicated champion of the initiative, and an authentic commitment to public awareness and engagement.



## STAY IN TOUCH

The TLC members are committed to actively participating in the landscape scale conservation community in California and nationally.

If you have questions, ideas, or feedback, the members of the TLC would like to hear from you.

Please send an email including your contact information to [info@onetam.org](mailto:info@onetam.org).

To receive periodic email updates on the progress of the TLC, visit [Onetam.org](http://Onetam.org) and sign up for the One Tam e-newsletter.

**ONETAM.ORG**

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## Footnotes

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I The National Heritage Area Program is an innovative public-private partnership with the National Park Service creating 49 community-driven National Heritage Areas from Florida to Alaska). <http://www.nps.gov/heritageareas/FAQ/>

II <http://www.fws.gov/landscape-conservation/lcc.html>

III <http://www.large-landscapenetwork.org/2014-national-workshop/>

IV Expanding Horizons: Highlights from the National Workshop on Large Landscape Conservation, [http://www.large-landscapenetwork.org/wp-content/uploads/2015/02/ExpandingHorizons\\_Feb11.pdf](http://www.large-landscapenetwork.org/wp-content/uploads/2015/02/ExpandingHorizons_Feb11.pdf)

V Both “TLC” and “Collaborative” are used throughout the case study to refer to the Tamalpais Lands Collaborative.

VI [http://www.onetam.org/sites/default/files/pdfs/TLC\\_Case\\_Study\\_FINAL4.pdf](http://www.onetam.org/sites/default/files/pdfs/TLC_Case_Study_FINAL4.pdf)

VII A list of all interviewees are included at the end of this document.

VIII <http://www.onetam.org/tamalpais-lands-collaborative>

IX Collective impact is based in the belief that large-scale social change comes from better cross-sector coordination rather than from the isolated intervention of individual organizations. Successful collective impact initiatives typically have five conditions that together produce alignment and lead to powerful results: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations.

X [http://www.onetam.org/sites/default/files/pdfs/TLC\\_Case\\_Study\\_FINAL4.pdf](http://www.onetam.org/sites/default/files/pdfs/TLC_Case_Study_FINAL4.pdf)

XI <http://www.marinwater.org/DocumentCenter/Home/View/552>

XII [http://www.parks.ca.gov/?page\\_id=91](http://www.parks.ca.gov/?page_id=91)

XIII <http://parksforward.com/>

XIV <http://www.marincounty.org/-/media/files/departments/ad/management-and-budget/managing-for-results/2012/mcpfy1213pp.pdf>

XV <http://www.nps.gov/goga/learn/management/index.htm>

XVI <http://www.parksconservancy.org/about/mission.html?referrer=https://www.google.com/>

XVII [http://www.sireview.org/articles/entry/collective\\_impact](http://www.sireview.org/articles/entry/collective_impact)

XVIII Collaborative leadership is one of the 22 Partnership and Collaboration Competencies defined by the Office of Personnel Management. Collaborative Leadership is defined as follows: “Enables people to join together from different units or organizations to accomplish a task that none of them could accomplish individually; leads as a peer, not a superior. Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit towards mission accomplishments; works with others to achieve goals and realize a sense of shared accomplishments and rewards.” To see all 22 competencies, visit <http://partnership-academy.net>.

XIX <http://www.collaborationforimpact.com/collective-impact/the-backbone-organisation/>

XX <http://www.onetam.org/tamalpais-lands-collaborative>

XXI <http://www.onetam.org/why-one-tam>

XXII <https://vimeo.com/48169212>

XXIII <https://vimeo.com/84477950>

XXIV <http://www.marinwater.org/357/Mt-Tamalpais-Visitor-Use-Census-and-Surv>

XXV <http://www.parks.ca.gov/pages/795/files/13-14%20Statistical%20Report%20FINAL%20INTERNET.pdf>

XXVI [https://irma.nps.gov/Stats/SSRSReports/Park%20Specific%20Reports/Annual%20Park%20Recreation%20Visitation%20\(1904%20-%20Last%20Calendar%20Year\)?Park=MUWO](https://irma.nps.gov/Stats/SSRSReports/Park%20Specific%20Reports/Annual%20Park%20Recreation%20Visitation%20(1904%20-%20Last%20Calendar%20Year)?Park=MUWO)

XXVII [http://www.marincounty.org/-/media/files/departments/pk/projects/open-space/rtmp-eir/marincountyparks\\_visitorusecensusandsurvey\\_11-22-11.pdf?la=en](http://www.marincounty.org/-/media/files/departments/pk/projects/open-space/rtmp-eir/marincountyparks_visitorusecensusandsurvey_11-22-11.pdf?la=en)

XXVIII <http://partnership-academy.net>

XXIX In 2007, The Partnership and Community Collaboration Academy worked with the Bureau of Land Management (BLM) National Training Center and BLM National Partnership Program to conduct a study to identify the 22 Partnership and Community Collaboration competencies critical to partnership performance. All 22 competencies are defined at <http://partnership-academy.net>.