

The TamaLpais Lands Collaborative:  
**ONE MOUNTAIN**

**ONE VISION**



## AREA OF FOCUS FOR THE TAMALPAIS LANDS COLLABORATIVE



## AREA OF FOCUS FOR THE TAMALPAIS LANDS COLLABORATIVE (TLC)

Encompassing 46,000 acres, the TLC's area of focus radiates from the top of Mt. Tam to include the entirety of Mount Tamalpais State Park, Muir Woods National Monument, and the Marin Municipal Water District's watershed lands. It also includes various parklands of the Golden Gate National Recreation Area and several Marin County Parks and Open Space District preserves.

# The Tamalpais Lands Collaborative: One Mountain, One Vision

## The First Five Years



Photo: Ed Callaert

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Cover Photo: Gary Yost



Photo: Catey Ritchie

The five TLC partners stand together following the signing of the Memorandum of Understanding (MOU) on March 21, 2014. Pictured from left to right are Danita Rodriguez, Superintendent, California State Parks, Bay Area District; Kevin Wright, External Affairs Coordinator, Marin County Parks; Armando Quintero, President, Marin Municipal Water District Board of Directors; Greg Moore, President and CEO, Golden Gate National Parks Conservancy; and Frank Dean, General Superintendent, Golden Gate National Recreation Area.



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# A WATERSHED OPPORTUNITY

Mt. Tam—the highest peak in the Marin coast range—stands tall in the landscape of our lives and history, and looms even larger in our imaginations. The mountain and its watershed lands provide fresh air and clean water as well as places of inspiration and precious solitude. Rare and endangered species thrive in its wide array of habitats, and visitors come to enjoy the beauty, education, and recreation these landscapes offer.

Mt. Tam’s land managers have the honor of protecting some of the most beautiful, ecologically rich, and well-loved open spaces in the region, and an important source of drinking water. But people’s love for the mountain and its open space transcends the jurisdictional boundaries of the agencies responsible for its stewardship. Like the plants and animals that live on these lands, most people view Mt. Tam as a single, interconnected place.

The Tamalpais Lands Collaborative (TLC) is not a new agency, but rather an innovative partnership approach that is the natural evolution of over 20 years of formal and informal relationships among the Marin Municipal Water District, National Park Service, California State Parks, Marin County Parks, and Golden Gate National Parks Conservancy. Building on the important ongoing efforts of existing volunteers, community groups, and organizations, the TLC offers a unified approach to support priority conservation and restoration projects, coordinate education and volunteer programs, and increase the size of the volunteer corps stewarding these lands.

However, the TLC is just part of the solution. The mountain needs you. We ask you to join us in this historic effort. Together we can realize the vision for Mt. Tam as one mountain that sustains us all.

Sincerely,



**Krishna Kumar**  
General Manager  
Marin Municipal  
Water District



**Frank Dean**  
General Superintendent  
National Park Service  
Golden Gate National  
Recreation Area



**Danita Rodriguez**  
Superintendent  
California State Parks  
Bay Area District



**Linda Dahl**  
General Manager  
Marin County Parks



**Greg Moore**  
President and Chief  
Executive Officer  
Golden Gate National  
Parks Conservancy

## The First 100 Years: A Rich History of Conservation

*John Muir stands at a large Douglas fir in Muir Woods that was later dedicated to William Kent.*



Photo: Golden Gate NRA, Park Archives

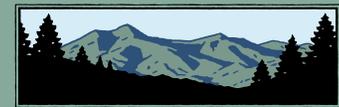
Iconic, majestic, and beautiful, Mt. Tam has stood as silent sentinel over the many changes that have shaped Marin County and the San Francisco Bay Area over the years. Home to the Coast Miwok for thousands of years, at the beginning of the 20th century the county was dappled with dairy farms, ranches, summer homes, and small, close-knit communities with limited connections to the burgeoning population of nearby San Francisco. Large swaths of open spaces, clean water, fresh air, and diverse wildlife must have seemed so bountiful that early residents could have been forgiven for taking it all for granted. Yet, it is within this context that the incredible vision and foresight of the area's early conservationists took hold.

### A PHILANTHROPIC GIFT FOR THE AGES

While Marin's conservation history is built on the shoulders of many people, one in particular stands above all others in preserving Mt. Tam. Driven by his desire to protect the mountain, William Kent borrowed money to purchase and donate the land that eventually became Muir Woods National Monument in 1908. He also went on to assemble thousands of acres of forested lands on the mountain's north slope to help create the state's first municipal water district—the Marin Municipal Water District (MMWD)—in 1912. That same year, the Tamalpais Conservation Club was founded and, along with then U.S. Congressman Kent, spearheaded the creation of Mount Tamalpais State Park, which opened in 1930. Additional lands on Mt. Tam were protected through the founding of the Golden Gate National Recreation Area (a unit of the National Park Service) and Marin County Parks in 1972.

**PARTNERS IN THE  
TAMALPAIS LANDS  
COLLABORATIVE**

Marin Municipal Water District  
National Park Service  
California State Parks  
Marin County Parks  
Golden Gate National Parks Conservancy



TAMALPAIS LANDS COLLABORATIVE

## A LEGACY FOR THE FUTURE

Today, managed as a matrix of protected areas by four public agencies, the mountain provides drinking water to 186,000 Marin County residents and hosts millions of visitors each year. As remnants of the area's original natural abundance, Mt. Tam's wetlands, forests, chaparral, and meadows are home to over 900 plant and 400 animal species, more than 50 of which are considered rare, endangered, or threatened. Nature does not recognize jurisdictional lines, however, and Mt. Tam's boundaries are similarly irrelevant to many of the visitors who seek out its trails, campgrounds, picnic areas, and vistas for renewal, solitude, inspiration, and recreation. The TLC is an innovative new partnership model that will allow Mt. Tam's land managers to strengthen existing relationships and work with the community to care for the mountain as one interconnected place for which we are all responsible.

Early conservationists like John Muir, William Kent, and Gifford Pinchot (left to right) set the stage for the next 100 years of conservation and stewardship. This photo was taken at what is now Camp Alice Eastwood.

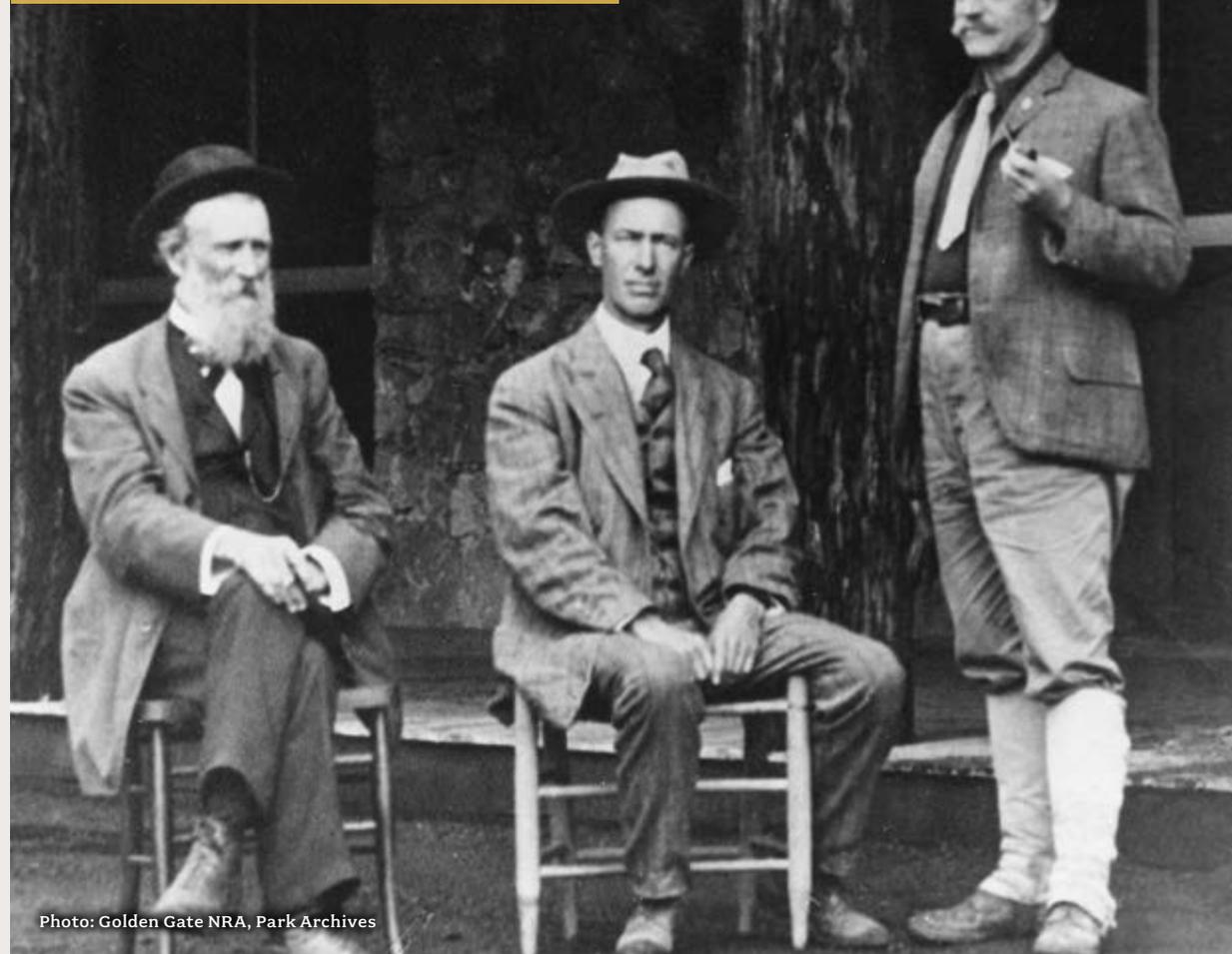


Photo: Golden Gate NRA, Park Archives

“The beauty of the place attracted me, and got on my mind, and I could not forget the situation.”

– William Kent, *Conservationist, upon seeing for the first time the forest and valley that he later bought and donated to become Muir Woods National Monument*

“More than a century ago, William Kent had a vision to preserve Mt. Tam as a public park. He took the first steps to make it happen and many others have continued the hard work. The TLC is another major step toward Kent's dream.”

– Barry Spitz, Author, *“Tamalpais Trails” and “To Save a Mountain: The 100-Year Battle for Mount Tamalpais”*

## The Next 100 Years: Care and Stewardship

*The continued ecological health of Mt. Tam is in our hands.*



Photo: Gary Yost

Thanks to the vision and foresight of those who came before us, we now enjoy some of the most beautiful, ecologically rich, and well-loved open spaces in the region, and are blessed with an important source of clean drinking water. But these natural, cultural, and recreational values are threatened by the demands of a growing population, shrinking budgets, aging infrastructure, and looming environmental challenges like the spread of invasive species, forest diseases, and climate change.

Furthermore, there is currently no way for those who love Mt. Tam to support the mountain as a whole, and many agency volunteer programs are at capacity, leaving those who would help without a clear path

to do so. Similarly, land managers are not able to accommodate the number of schools and other Marin County groups that would like to come to Mt. Tam, jeopardizing our ability to ensure that future generations will continue to love and care for the mountain as the region continues to grow and change.

These challenges are too great for any agency to tackle alone. If the last century was defined by the need to protect and conserve the land, the next 100 years will demand that we find broader, more holistic approaches to caring for the mountain. It will only be through working together that we continue the conservation legacy that has carried us this far.

“If I could return to Mt. Tam in 100 years, I would wish to see it in as natural a state as possible. Ideally, there would be few scars of human presence other than trails which allow visitors to enjoy the unspoiled beauty, to hear the warblers who have returned to their trees and meadows each spring, to see the trillium in bloom in redwood canyons and the grass iris in grasslands, and to walk in peace to restore their souls and escape from their noisy daily lives.”

– Janice Barry, President, Tamalpais Conservation Club

## A Promising Future: The Tamalpais Lands Collaborative

Recognizing their shared challenges, Mt. Tam's four land managers have worked together over the past two decades on various projects and programs to improve the health of the mountain. These successful partnerships—along with unmet pressing resource protection needs—laid the foundation for these agencies to come together to support a common vision and strategic long-term coordination under the TLC.

The TLC is not a new agency; instead it combines the expertise and resources of the mountain's land management agencies

with a nonprofit partner, the Golden Gate National Parks Conservancy (Parks Conservancy). It offers a much-needed unified platform for increased collaboration to support priority projects, sustain conservation and restoration programs, coordinate education and stewardship across the mountain, and increase the size and capacity of the volunteer corps caring for these lands. It also provides a vehicle for coordinated philanthropic support and community engagement that will demonstrate the power of collective impact and the appeal of a compelling common vision for Mt. Tam.

*The next 100 years will require collaborative care for the conservation legacy we have inherited on Mt. Tam.*



Photo: Maria Durana

## The Mission of the TLC

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.

# The First Five Years

The TLC’s ambitions are organized into three phases: **launching, building and sustaining**, and **stewarding investments and expanding impacts**. The TLC will need to change and adapt as resource needs, funding, organizational capacity, and public interest dictate; therefore evaluation and reassessment will be a part of each phase.

## Year One (2014)—Launching the Initiative

Year One is focused on building a solid foundation to ensure success. Priorities include building community awareness, understanding, and trust; understanding community interests and needs; developing a public awareness and engagement initiative—OneTam—to promote the work of the TLC; raising funds; putting systems in place to ensure strong structure and operations; and prioritizing early programs and projects.

## Years Two and Three (2015–2016)—Building and Sustaining the Initiative

Years Two and Three build upon Year One and expand early successes. Community engagement will be both broadened and deepened to include ways in which people can actively participate, and the OneTam initiative will be launched. Philanthropic efforts will grow, and will focus on supporting specific priority projects; key volunteer, resource, and education programs will be expanded; on-the-ground restoration and enhancement projects will begin in earnest; and the structure and function of the TLC itself will be adjusted to ensure it is operating effectively.

LAUNCHING THE INITIATIVE	BUILDING AND SUSTAINING THE INITIATIVE		STEWARDING INVESTMENTS AND EXPANDING IMPACTS	
<b>YEAR ONE</b> March - December 2014	<b>YEAR TWO</b> January - December 2015	<b>YEAR THREE</b> January - December 2016	<b>YEAR FOUR</b> January - December 2017	<b>YEAR FIVE</b> January - December 2018
Year One will focus on building a solid foundation for the new partnership to ensure its success.	Years 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.	

## Years Four and Five (2017–2018)—Stewarding Investments and Expanding Impacts

In Years Four and Five, the TLC will no longer be a new endeavor. The community will recognize and identify with OneTam as a portal for public awareness, engagement, and support. The projects and programs created under OneTam will be integrated into the cultures of its partners, and will have made a positive impact on Mt. Tam. Community engagement activities will focus on deepening relationships, and philanthropic activities will build sustained support for TLC projects and programs. The TLC’s operations will be smooth and efficient, and numerous programs and several key projects will have been implemented.



*Over the first five years, the TLC will work with community partners to build and sustain the initiative.*

Photo: Mason Cummings

## TLC Goals

Four overarching goals, based upon the goals set forth in the MOU, provide the foundation and structure for all of the TLC’s activities:

### Awareness & Engagement

Build community awareness of Mt. Tam’s natural, cultural, scenic, and recreational resources and engage the community in stewarding and enjoying the mountain.

### Projects & Programs

Fund and implement priority projects and programs that have far-reaching benefits for the stewardship of natural and cultural resources and the enjoyment of Mt. Tam.

### Philanthropy & Investment

Promote community support of Mt. Tam by securing investments of time and funding to further stewardship and public enjoyment.

### Partnership & Collective Impact

Leverage the talents and resources of the five partners with community groups and friends to achieve greater results through collaboration.

The overall approach to achieve each goal is described in the following pages, including the activities and desired results.

The TLC will foster authentic relationships with community partners.



Photo: MMWD

## Awareness and Engagement

Authentic engagement that builds opportunities for broad participation and long-term involvement is a high priority for the TLC. Ongoing, two-way communication with community groups and individuals will help foster transparency, create a shared vision, develop a cadre of advocates and partners to support projects and programs, and garner resources to bolster existing community partner programs.

“With so many organizations and agencies involved on Mt. Tam, this collaborative initiative was a long time in coming and very necessary. One objective, one voice, very important for the life and health of the mountain.”

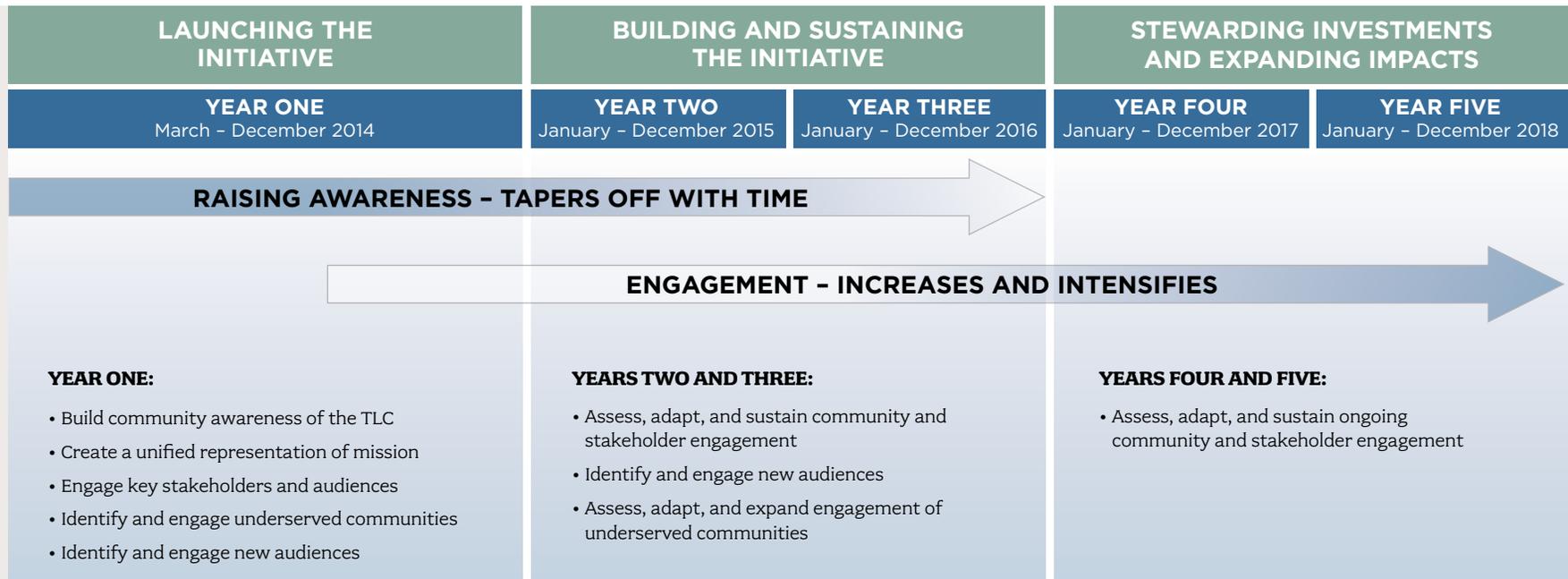
– J. Dietrich Stroeh,  
Former General Manager,  
Marin Municipal Water District

“I see this collaboration as a real boon to all involved. Coordination and improved communications will really benefit the public as well as land managers.”

– Arlin Weinberger,  
Board Member, Friends of Mt. Tam

**ONE  
TAM**

The public engagement initiative for the TLC is “OneTam,” which represents Mt. Tam as a single place, one mountain for which we are all responsible. This will be used consistently to identify all of the TLC’s activities, events, and materials.



## Year One (March to December 2014)

Year One is focused on building an understanding of the anticipated work of the TLC and gaining community feedback. This requires engaging a wide variety of audiences, including the community at large, stakeholders with an interest in Mt. Tam, and underserved groups in Marin County. A unified public awareness and engagement initiative—OneTam—will be created to promote the TLC’s work, and a website, brochure, and promotional materials will be developed. Information will be provided through both traditional and social media, meetings, events, and community gatherings.

## Years Two and Three (January 2015 – December 2016)

Following evaluation, Years Two and Three will build upon and expand what was started in Year One. Additional audiences will be reached and relationships with existing audiences will deepen through participation in projects, programs, and philanthropy. The TLC will continue to expand the OneTam initiative and representatives of the TLC will participate in community events. Volunteer participation and engagement are expected to increase, and publicity for the TLC will include traditional and social media as well as conference presentations and community science forums.

## Years Four and Five (January 2017 – December 2018)

Awareness building that occurred in earlier phases will likely largely be replaced with engagement and collaborative activities. Annual forums highlighting TLC work and lessons learned will be underway. TLC partners will continue to maintain visibility by participating in community events and activities on the mountain. Volunteer, internship, and fellowship programs will have expanded, as will participation by underserved communities. The OneTam website, press articles, conference presentations, and community science forums will continue to convey the TLC’s accomplishments.

# Collaborative Projects and Programs

Over the coming years, the TLC will work with the community to fund, implement, and share a variety of priority projects and programs that are vital to the health of the mountain, enrich the experience of its visitors, and cultivate and educate a new generation of stewards.

Proposed TLC projects and programs fall under four themes:

## COMMUNITY AND CONSERVATION

Link people to place and provide a seamless approach to protect the mountain's valuable natural and cultural resources. All of the programs that may be undertaken by the TLC reside under this theme.

## WATERWAYS AND WETLANDS

Enhance high value and sensitive wetland resources and restore salmonid habitat, creeks, marshes, and meadows.

## SIGNATURE TRAIL CORRIDORS

Provide a seamless visitor experience, revitalize and rejuvenate important trail links and the resources that surround them, and have a high public affinity.

## LEGACY PROJECTS

Have high public visibility and support, are emblematic of collaborative partnership, or address a systemic issue and critical need.

To be considered under the TLC, a project or program must first be a priority of, and submitted for consideration by, one of the agency partners and be consistent with the agency's mission, goals, and plans. Projects will continue to be submitted over the years. These projects will be subject to each agency's respective public processes, environmental review, and governance.

Once submitted, projects and programs are prioritized by the TLC based upon factors including impact, feasibility, visibility, sustainability, geography, fundability, and level of collaboration. Priorities will be re-visited annually to ensure that the projects and programs undertaken offer benefits to multiple partners and can be accomplished within staffing and funding constraints.

A wide range of projects and programs are under consideration, a few of which are described here.

## Potential Community and Conservation Programs



- ***OneTam Community Stewardship Program*** — develops and leads mountain-wide volunteer, youth, and engagement programs on Mt. Tam.



- ***OneTam Conservation Management Team*** — provides an essential and borderless support structure for various facets of conservation science, monitoring, and management.

## Potential Projects



- ***Cataract Trail Restoration*** — includes enhancements throughout the trail corridor to help improve water quality, visitor experience, and forest and wildlife habitats.



- ***Planning for Climate Change at Bothin Marsh Preserve*** — pilots natural approaches to reduce shoreline erosion and restore sediment flow.



• **Potrero Meadow Restoration** — re-aligns existing trails so that they circumnavigate the wetland, restoring its natural hydrology, protecting habitats, and creating new vistas and areas for reflection.



• **Redwood Creek Juvenile Coho Habitat Creation** — removes a portion of rock riprap, allowing the creek to form natural habitat features so desperately needed for juvenile salmon survival.



• **West Peak Restoration Feasibility Study** — supports a feasibility study and community engagement to look at the scale and scope of potential restoration efforts.

Visit [www.onetam.org](http://www.onetam.org) for up-to-date information on these proposed programs and projects and on the overall OneTam initiative.

Photos (top to bottom): Gary Roth; Jessica Weinberg; Travis Schmiesing

“The Marin Horse Council is looking forward to partnering with TLC in helping to build safe and responsible trail use and stewardship.”

– Monte Kruger, President, Marin Horse Council



A joint Mt. Tam Earth Day allowed volunteers to work across jurisdictional lines for the benefit of the mountain.

Photo: Monica Stafford

### Year One (March – December 2014)

In Year One, all proposed TLC projects and programs will be assessed and descriptions developed to enable preliminary costing and prioritization. Based upon prioritization, the TLC will initiate planning and design of select projects and programs.

### Years Two and Three (January 2015 – December 2016)

In Years Two and Three, project and program activities will begin to transition from prioritization, planning, and scoping to implementation, based on feasibility and the availability of resources.

### Years Four and Five (January 2017 – December 2018)

In Years Four and Five, the benefits of the projects and programs implemented on Mt. Tam by the TLC will become more visible. Volunteer and citizen science-based programs will expand the public’s understanding of Mt. Tam’s natural resources and will boost weed control and rare species management efforts. Projects restoring sensitive habitats, wetlands, and signature trail corridors will be underway.

## Philanthropy and Investment

The TLC's philanthropy and investment strategy includes developing sustainable tools and methods to engage donors in its vision and mission and inspire them to invest their time and financial resources. Early funding will support key projects and provide ongoing support for programmatic efforts.

### Year One (March – December 2014)

Year One philanthropic activities will begin to build the financial foundation for the TLC, focusing on identifying and building a cadre of founding supporters who may be willing to support the broader activities of the TLC as it is launched. An advisory council will be formed to spearhead these philanthropic activities.

### Years Two and Three (January 2015 – December 2016)

In Years Two and Three, philanthropic activities will focus on building funding to sustain TLC programs, and assessing and identifying agency funding that could be leveraged through grants and foundation support for specific projects and programs.

### Years Four and Five (January 2017 – December 2018)

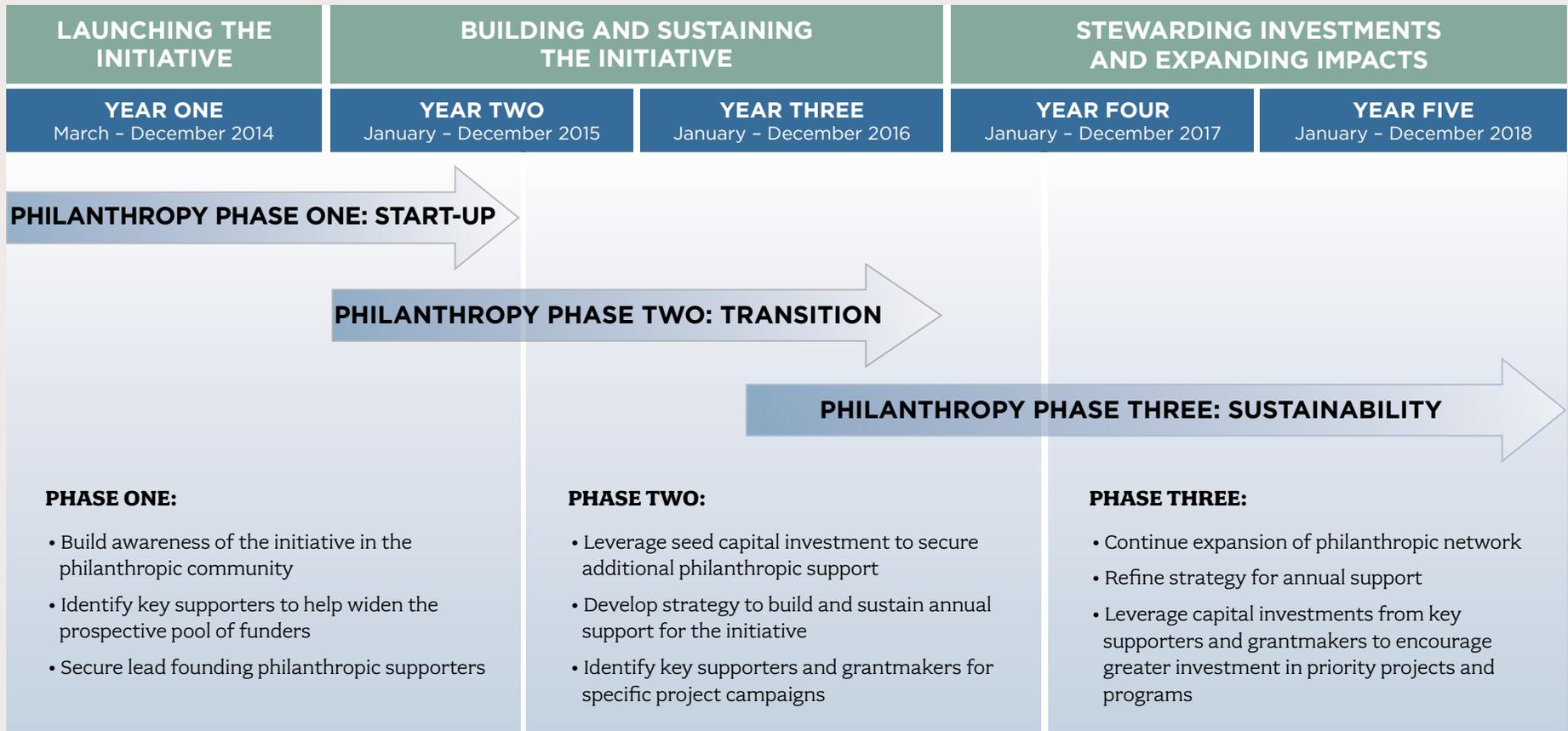
In Years Four and Five, the philanthropic capabilities of the TLC will reflect that of a more mature initiative. The philanthropic community will have increased awareness of the TLC's work and be supportive of its projects and programs. As a reflection of this heightened awareness, annual contributions and major gifts are expected to increase.

“The OneTam collaborative represents an exciting 21st century model that optimizes resources for the management of shared public open spaces.”

– Janice Barger, Member, Board of Trustees,  
Golden Gate National Parks Conservancy



Community gifts, grants, and TLC partner support will secure the investments necessary to care for Mt. Tam.



“It’s almost miraculous that Mt. Tam and its magnificent watershed are protected for all of us to enjoy and for nature to flourish in our increasingly crowded urban environment. The mountain gives us TLC every day. Now we have a chance to return the favor for generations to come.”

– Doug McConnell, Co-Founder, ConvergenceMedia Productions and Host of “Bay Area Back Roads”

## Partnership and Collective Impact

The primary benefit of partnership to the TLC partners is the ability to combine and optimize resources (staff, finances, volunteers, and equipment) to improve stewardship of Mt. Tam. Effective collaboration reduces duplication of efforts, promotes innovation, and leverages limited resources. Through collaboration, the TLC will be able to see results that could not be achieved by a single partner alone. As the TLC matures, greater efficiency will be evident within each organization and within the community.

The S. D. Bechtel, Jr. Foundation funded a case study that examines the early stages of the TLC partnership, including its formation, purpose, mission, goals, governance structure, partner roles, geographic focus, philanthropic goals, and resource allocation. A copy of this study is available on [www.onetam.org](http://www.onetam.org).

### Year One (March – December 2014)

In Year One, partnership and collective impact activities will build and strengthen the TLC's operations. Although the TLC incorporated many of the important elements of a successful partnership into its formation (see case study), some practices and procedures need to be developed and implemented to ensure strong and enduring relationships. By the end of Year

One, the TLC will have evaluated the resources of each organization, and developed agreements to coordinate across jurisdictional boundaries.

### Years Two and Three (January 2015 – December 2016)

In Years Two and Three, partnership and collective impact activities will begin to transition from building the TLC's operational foundation to ensuring its long-term health. Activities will focus on evaluation, adaptation, and the resolution of any remaining barriers to collaboration. By the end of Years Two and Three, the TLC will have completed an evaluation of the measurable benefits of the collaboration and have annually assessed and adapted its work.

### Years Four and Five (January 2017 – December 2018)

In Years Four and Five, the TLC will be a model of a successful partnership. Working collaboratively will be a part of each organization's culture and each partner will realize the tangible benefits partnership has brought to their organization. In Years Four and Five, work will proceed seamlessly across jurisdictional boundaries and the partnership itself will operate smoothly.

“Forming the Tamalpais Lands Collaborative makes so much sense. A joint plan and approach to managing Mt. Tam will be more efficient and will protect the biological diversity of this vital natural resource.”

– *Marilee Eckert, Chief Executive Officer, Conservation Corps North Bay*

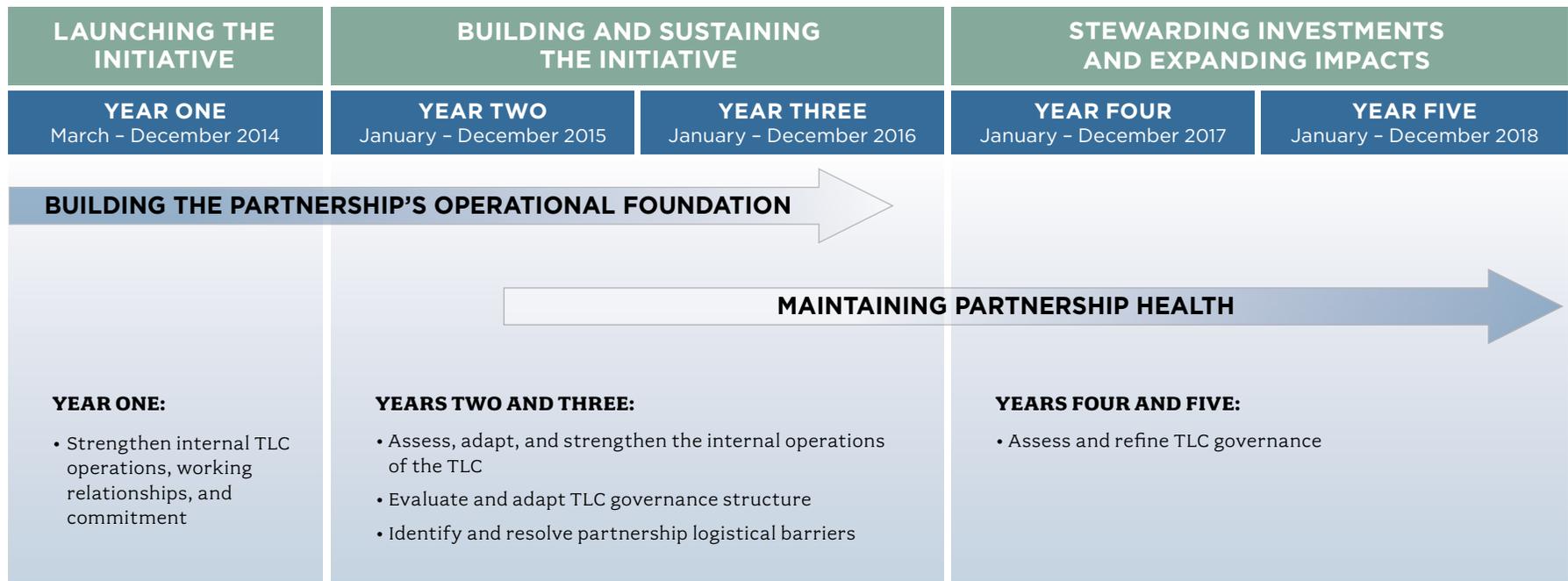
“We are honored to be part of this effort to unite our parks around our shared interests of protecting the environment and enhancing recreational opportunities. With the newly formed Tamalpais Lands Collaborative, we can work together to protect and enhance Mt. Tam—something that is essential to our daily lives and Marin's quality of life.”

– *Tom Boss, Off-road and Events Director, Marin County Bicycle Coalition*



Photo: Travis Schmiesing

Thoughtful collaboration, built on solid partnership principles, will ensure that TLC organizations are working together seamlessly for the benefit of the mountain as a whole.



## A History of Partnership

Although Mt. Tam's land managers and the Parks Conservancy have a long history of collaboration, three events in particular paved the pathway for the formation of the TLC:

- The participation of all five partners and the community in creating a *Vision for the Redwood Creek Watershed* (2003)
- The development of a *Business Plan for the Friends of Mount Tamalpais Watershed* (2011), a proposed nonprofit to support the MMWD
- The potential closure of several State Parks in Marin County in 2011, which led to a funded partnership among the State Parks, NPS, and the Parks Conservancy—and ultimately the formation of the Redwood Creek Watershed Collaborative

Recognition of the value of these partnership efforts and the common needs of all the partners catalyzed the creation of this more expansive collaborative for Mt. Tam.

## A Historic Five-Party Agreement

After a number of public forums, including MMWD public workshops and stakeholder meetings, an MOU was signed by all four land management agencies and the Parks Conservancy in March 2014. This five-party MOU lays out a general framework for how the organizations will work together and identifies collaborative goals; roles and responsibilities; geography; the overall approach to philanthropy; and project and program selection, prioritization, and implementation.

## TLC Leadership and Organization

The TLC is comprised of a Working Group and an Executive Team. The Working Group consists of staff from each organization with the experience, leadership skills, and authority to conduct the day-to-day work of the TLC. The Working Group also has subcommittees composed of agency staff who help identify program needs, shared resource management opportunities, and existing programs that could be further supported by the TLC.

The Executive Team is composed of the executives of the five partner organizations, and a board member where appropriate. The Executive Team represents the interests of each agency, guides the TLC's vision, and provides leadership and guidance to the Working Group.

The TLC is not a new agency, and it does not replace or combine existing agency priorities, plans, policies, or missions. While the four agencies retain complete authority over what happens on their lands—as well as overall planning, policies, and project approval—the Parks Conservancy is responsible for building the capacity of the TLC; developing the public awareness activities, volunteer engagement, and philanthropic support necessary to implement collaborative projects and programs; and providing operational support. An advisory council composed of volunteer civic leaders will support these efforts and serve as philanthropic advisors to the Executive Team.

The TLC strengthens the partnership among the four land managers and the Parks Conservancy to ensure a thriving ecosystem, meaningful visitor experiences, and a community engaged in caring for the land for generations to come. Leveraging existing talent, experience, ideas, and resources through collaboration will result in efficiencies never before possible. Additional financial and staff support will further elevate each partner's ability to protect the mountain and serve the public.

“Mt. Tam is not a tall mountain, but it looms large in Marin and beckons visitors from all over the world to enjoy its forests, wildlife, waterfalls, and spectacular views. To ensure that future generations will continue to reap those benefits, the Tamalpais Lands Collaborative, for the first time, brings together all those who care about the mountain to jointly pursue that shared goal.”

– *Nona Dennis, Director,  
Marin Conservation League*

“The TLC is an inspirational leap forward in land stewardship models. In an unprecedented partnership it unites three park management agencies, a public water utility, and an experienced land conservation not-for-profit in a singular collective mission—the environmental stewardship of Mt. Tam.”

– *Colin Lind, Member, Board of Trustees,  
Golden Gate National Parks Conservancy*

The Five-Year Vision:

## Working Together for the Health of Mt. Tam

The TLC envisions a future in which Mt. Tam’s natural and historic resources are restored and revitalized. This vision requires that the community and next generation of conservation visionaries experience, steward, and support the majesty of the mountain that was protected for them so many years ago. This vision also captures the power and iconic nature of Mt. Tam, and reflects the understanding that it is a single place that transcends jurisdictional boundaries. It emphasizes the importance of collaborative resource management, interpretation, education, volunteer activities, and philanthropy, with the ultimate goal of a healthy watershed, stewarded by all.

*Community stewards of all ages  
can help care for the mountain.*



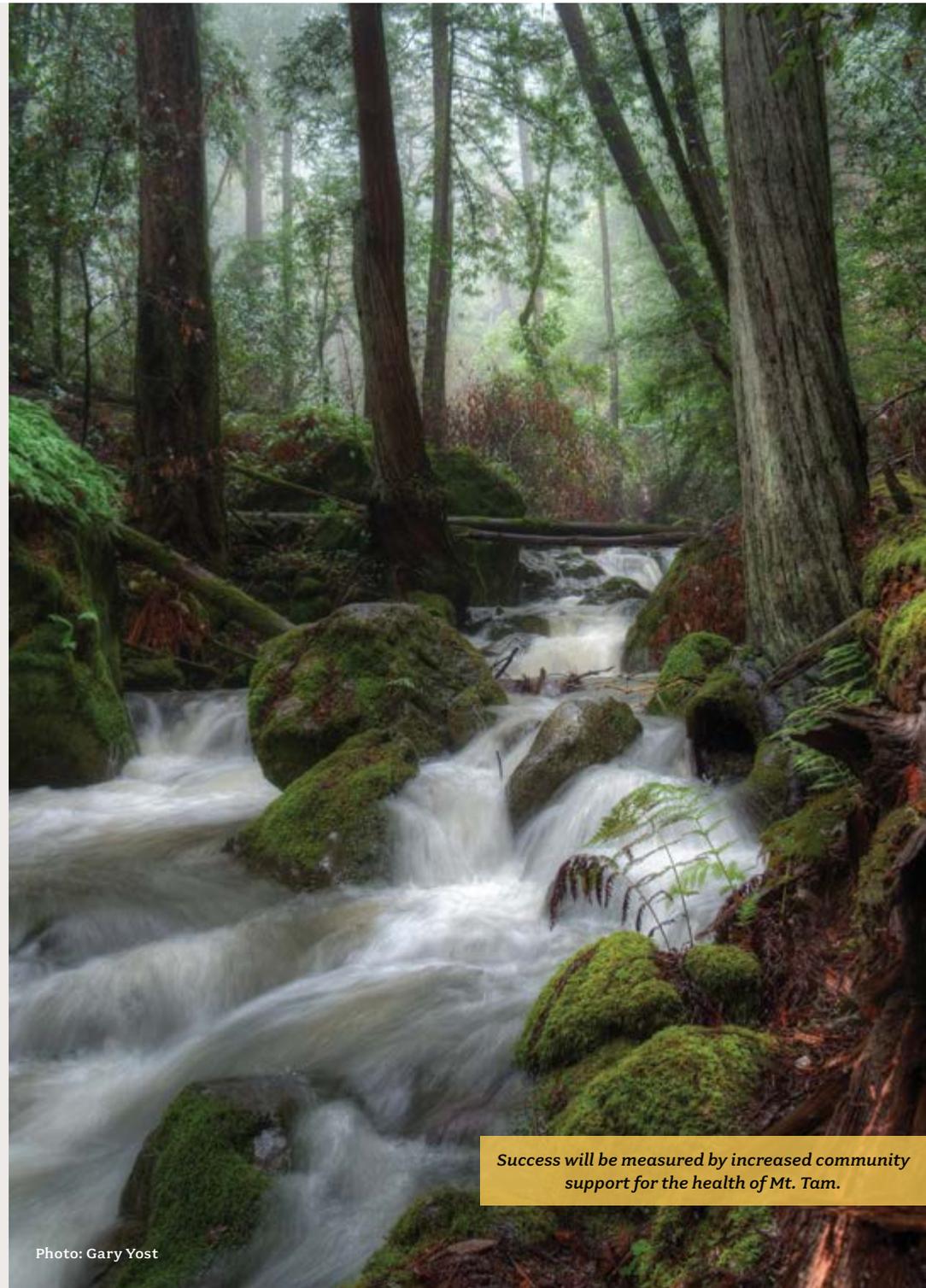
Photo: MMWD

## How Will We Know We Have Succeeded?

The TLC anticipates measuring its success based upon the outcomes defined its 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
- Expanded benefits—far above what could be attained by any single partner alone—through the combined expertise and resources of the partners and the relationships and connections built among them

Five-year outcomes are currently under development and will be designed to be clear and meaningful to the community; be measurable without extraordinary cost; demonstrate gradual changes over time; and measure the success of all of the TLC's activities while keeping the number of outcomes manageable.



*Success will be measured by increased community support for the health of Mt. Tam.*

Photo: Gary Yost

# ONETAM, MANY FRIENDS



Through community passion and great vision, Mt. Tam has been protected for more than a century, but the conservation of these lands was just the beginning. Now, we are called upon to care for the great legacy left to us—to restore natural and historical treasures, to tend the miles of hiking, biking, and riding trails, and to steward the place that provides all of us with limitless beauty and countless moments of wonder.

The cooperative approach of the Tamalpais Lands Collaborative is only a part of the solution. The mountain needs you.

Be a part of OneTam and help ensure a healthy future for the mountain we all cherish. Volunteer to care for its precious resources, or be a part of the spirit of philanthropy that has been so fundamental to the preservation of Mt. Tam over the past century.

**Get started at [www.onetam.org](http://www.onetam.org).**

**There is only one Tam. Let's stand up for the mountain that stands for us all.**

“Once people in the community have had a chance to actually see positive change that they’ve effected on the mountain, they will feel a deeper sense of stewardship of the land instead of simply viewing it as something to be used.”

– Gary Yost, *Photographer and Filmmaker, “Invisible Peak”*

“The mountain gives to all of us selflessly and constantly. It is never not available. The challenge is for each of us to consider in what way we can repay the generosity. Invent something, donate, pull weeds, shore up trails, volunteer with OneTam, and you will become a Tamalpaian.”

– Peter Coyote, *Co-Author and Narrator, “The Invisible Peak”*



# TAMALPAIS LANDS COLLABORATIVE



[www.onetam.org](http://www.onetam.org)