



ONE
TAM



GOLDEN GATE
NATIONAL
PARKS
CONSERVANCY



WORK PLAN 2026-2027

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PURPOSE & PROCESS

Our work is driven by our shared goal of building climate resilience for Mt. Tamalpais and the communities that depend on it.

In 2024, the five One Tam partners adopted a new five-year strategic plan to align our shared body of work with this goal and with our changing context. We define specific deliverables in two-year work plans.

This work plan celebrates what we've accomplished in our first two years under this new direction (2024-2025) and provides a roadmap for our next two years (2026-2027). It reflects a continuation of that first work plan, introducing no new projects or programs while deepening our impact in key focus areas.



COLLECTIVE IMPACT IN FULL SWING

We kick off this 2026-2027 work plan with an incredible amount of momentum. With our sight set on two key focus areas described below, One Tam continues to leverage the talent and resources of its five partners to complete critical work at the landscape and watershed scale that's only possible through collaboration. Like past work plans, we outline an ambitious body of work while also keeping a careful eye on sustaining all that we've built together.

Staff across the partnership should utilize this document to understand our shared priorities and resource allocation, to support decision-making around the delivery of work, and to inform the development of their own individual work plans.



2026-2027 PRIMARY FOCUS AREAS

We will continue advancing our six core work areas (at right). This document reflects highlights in these areas from 2024-2025 and outlines our plans for 2026-2027.

In the next two years, we are also poised to make important strides in two key focus areas:

- Forest health across Marin County
- Redwood Creek Watershed

As we advance all the efforts outlined in this plan, these two throughlines will connect our work areas toward achieving goals many years in the making.



2026-2027 FOCUS AREA: FOREST HEALTH

While maintaining a focus on Mt. Tamalpais, our forest health work stretches county-wide to ensure greatest impact. Our multi-benefit approach includes:

- Leverage agency funds with government grants
- Achieve the long-term goal of treating nearly 9,000 acres by 2030
- Build community understanding and support through multifaceted engagement
- Connect forest health work to ongoing long-term monitoring that tracks the health of the mountain
- Continue to consult and collaborate with the Federated Indians of Graton Rancheria to ensure the Tribe's perspectives and experiences are part of One Tam's forest health and wildfire resilience efforts
- Identify mutually enriching intersections with our programs



2026-2027 FOCUS AREA: REDWOOD CREEK WATERSHED

Since the first articulation of the *Redwood Creek Watershed Vision* over two decades ago, One Tam partners have worked to make a thriving watershed a reality. From restoring Muir Beach to enhancing salmon habitat to shifting trail alignments, we made critical investments toward this shared vision.

Over the next two years, we'll complete more key projects in the watershed, including:

- Continue investment in Muir Woods and Mt. Tamalpais State Park toward creek health and improved visitor access and engagement
- Activate Muir Woods as the primary visitor site for understanding and excitement about mountain-wide conservation





PARTNERSHIP & COLLECTIVE IMPACT



Twelve years and going strong, One Tam remains a model for effective **partnership and collective impact**. We continue to:

- Accomplish shared goals, adding to our proven track record of the power of a collective impact approach
- Steward our partnership through attention to good governance and clear communication and decision-making, ensuring high return on investment for our work
- Maintain connection across agency staff through formal and informal opportunities to accomplish shared goals and to cultivate our community of supportive colleagues and thought partners

In 2024-25, we:

- Strengthened effectiveness of our governance by modifying our working group structure
- Partnered with other key collaboratives to share our work, including:
 - TOGETHER Bay Area annual conference and field trips
 - Governor's Wildfire Task Force meeting and field trips
 - Golden Gate Biosphere Network climate vulnerability report launch

WORK AREA	2026-2027 GOALS & DELIVERABLES
STEWARDING OUR PARTNERSHIP	<ul style="list-style-type: none"> ❑ Reinvigorate periodic One Tam orientation for staff to foster connection and understanding throughout the partnership ❑ Celebrate our work and ensure collaboration through up to three key all-staff events per year
LEVERAGING COLLECTIVE IMPACT	<ul style="list-style-type: none"> ❑ Articulate a shared strategy and goals for collaborating with our broader network of networks (e.g., California Landscape Stewardship Network, TOGETHER Bay Area, Golden Gate Biosphere Network) ❑ Articulate a shared strategy and goals for advancing workforce development as part of how we deliver our work, including internship programs ❑ Identify how we'll leverage Prop 4 funds, ideally through piloting larger block grants



LANDSCAPE-SCALE SCIENCE & MANAGEMENT



Landscape-scale Science and Management centers on:

- Cross-boundary vegetation and wildlife management towards ecosystem resilience
- Mountain-wide inventories and monitoring of species and ecosystems to assess the ecological health of the mountain

This work underpins the actions we take to improve the health of the mountain, allows us to make science-based decisions, and enriches our community-facing programs.

In 2024-25, we:

- Completed and presented the latest Peak Health report
- Were awarded \$15M for forest health and wildfire resilience projects
- Completed our third three-year Early Detection Rapid Response program cycle—consistent effort has produced an impressive reduction in several priority weeds and promotion of ecosystem resilience

INITIATIVE	2026-2027 GOALS & DELIVERABLES
PEAK HEALTH	<ul style="list-style-type: none">❑ Adopt a long-term sustainable strategy, including updated program goals, reporting outputs, and recurrence framework❑ Pilot an alternative product to a written report for one or two indicator species
FOREST HEALTH AND WILDFIRE RESILIENCE	<ul style="list-style-type: none">❑ Continue progress toward achieving grant-funded project goals, including completion of 8,495 treatment acres by 2030❑ Complete archeological surveys while also identifying Tribal Cultural Resources in key areas through collaboration with Federated Indians of Graton Rancheria❑ Strengthen partnership with Marin County Fire, Marin Wildfire Prevention Authority, Fire Safe Marin, and other key stakeholders to continue increasing the use of beneficial fire in Marin
BATS	<ul style="list-style-type: none">❑ Update objectives and scale of bat monitoring program using Bat Conservation International summary reporting

INITIATIVE	2026-2027 GOALS & DELIVERABLES
EARLY DETECTION RAPID RESPONSE	<ul style="list-style-type: none">❑ Implement a new sustainable program delivery model based on 2025 outcomes that leverages agency staff and resources, to include an annual cross-agency planning workshop❑ Continue to refine and implement needed trainings to align with capacity and ensure program success
RARE PLANT MONITORING	<ul style="list-style-type: none">❑ Revisit the scope of the Serpentine Endemic Occupancy project to ensure data collection provides information to understand rare plant populations dynamics and vulnerability❑ Continue conducting monitoring for rare plants to inform management and Peak Health objectives❑ Develop a pre- and post-prescribed burn monitoring approach for rare plant surveys and a unified data management protocol/system



PROGRAMS



Programs engage community members including youth in different aspects of our work. They tie into our projects and larger initiatives, bringing these to life and broadening participation for community members. Our focus areas for programs are:

- **Youth programs** engage Marin students from a diversity of backgrounds in the Parks Conservancy's suite of offerings for youth, especially our high school internship programs—in particular, we aim to serve youth from the priority communities of Marin City and the Canal District of San Rafael
- **Community science programs** like Tamalpais Bee Lab and Marin Wildlife Watch serve a broad audience, where community members learn new skills while contributing to agency scientific monitoring needs

In 2024-25, we:

- Found the San Francisco Leaf-cutter Bee, which had not been seen since 1977
- With aid from AI-powered Wildlife Insights, 21 Marin Wildlife Watch volunteers contributed 221 hours to catalog 500k images—an entire year of data
- Supported youth LINC participants through stewardship projects and learning experiences at key sites including Bothin Marsh, Alpine Lake, Stinson Beach, Slide Ranch, and Lake Lagunitas

PROGRAM

MARIN WILDLIFE
WATCH

2026-2027 GOALS & DELIVERABLES

- ☐ Adopt new program structure including updated camera quantity and location to ensure alignment with agency data needs, capacity, and updated program goals
- ☐ Implement volunteer program with an annual cohort of 20-25 volunteers, who will catalog photos collected in the previous 12 months and aim to contribute 200+ hours per year
- ☐ Disseminate key findings in 10-year report through multimedia storytelling and Tam Van content/activities

TAMALPAIS BEE
LAB

- ☐ Implement three-year effort to document the San Francisco Leaf-cutter Bee (*Trachusa gummifera*)
- ☐ Continue implementing California Bumble Bee Atlas through four to eight public events per year, engaging 20-30 volunteers per year

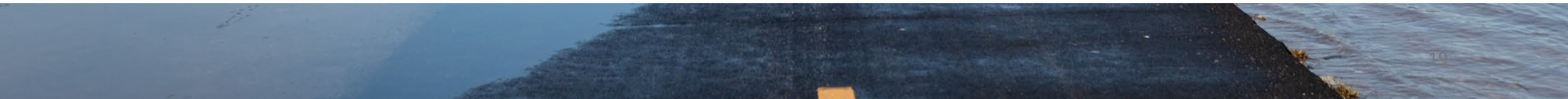
BIOBLITZ

- ☐ Build toolkit to operationalize bioblitzes as an adaptable tool for outreach and engagement around landscape-scale science
- ☐ Identify key areas for capacity-building around crowd-sourced data (e.g., iNaturalist) among both staff and community members, including aligning bioblitz location/content with agency priorities and reporting findings (e.g., species lists)
- ☐ Continue passive, crowd-sourced data collection of key Peak Health species such as California Giant Salamander
- ☐ Identify new avenues for data storytelling

PROGRAM	2026-2027 GOALS & DELIVERABLES
INSPIRING YOUNG EMERGING LEADERS (IYEL)	<ul style="list-style-type: none"> ❑ Engage 24 youth (Marin and San Francisco cohorts) in recreational, learning, leadership, and service activities in the One Tam footprint and adjacent communities ❑ Support Marin IYEL cohort in the development and execution of environmental justice-themed events and community action projects that engage youth in the One Tam footprint and adjacent communities
LINKING INDIVIDUALS TO THEIR NATURAL COMMUNITIES (LINC)	<ul style="list-style-type: none"> ❑ Engage 24 youth (Marin and San Francisco LINC cohorts) in recreational, learning, leadership and service programs in the One Tam footprint and adjacent communities
URBAN TRAILBLAZERS	<ul style="list-style-type: none"> ❑ Engage 48 middle school students from Marin, San Francisco, and other Bay Area counties (including from priority school partnerships) in recreational, learning, leadership, and service programs in the One Tam footprint and adjacent communities
HIGH SCHOOL PARTNERSHIPS	<ul style="list-style-type: none"> ❑ Provide hands-on environmental education field trips to multiple high school classes in the One Tam footprint and adjacent communities, including San Rafael High School ❑ Establish new partnerships with schools serving Marin City and Canal District youth (e.g., Terra Linda, San Marin, and Tamalpais High Schools)
MIDDLE SCHOOL PARTNERSHIPS	<ul style="list-style-type: none"> ❑ Provide hands-on environmental education field trips to multiple middle school classes in the One Tam footprint and adjacent communities, including MLK Academy ❑ Establish new partnerships with schools serving Marin City and Canal District youth (e.g., Davidson and Santa Venetia Middle Schools)



PROJECTS



Projects are thoughtful, multi-agency, science-based efforts to ensure special places on the mountain will be enjoyed for generations to come. These capital projects restore health and function to impacted landscapes. Even though they may occur on one agency's lands, they provide collective benefit to the Mt. Tam region. The collaborative components of each project can vary.

We engage communities in project phases that overlap with community interests. For example, we worked with the San Geronimo community and people with disabilities on design and stewardship at Roy's Redwoods.

In 2024-25, we:

- Completed the restoration of Roy's Redwoods
- Broke ground and completed the construction of the Bolinas Wye restoration project

PROJECT	2026-2027 EXPECTED MILESTONES	LEAD AGENCY
CONSTRUCTION COMPLETE; stewardship in progress		
BOLINAS WYE RESTORATION	<ul style="list-style-type: none">❑ Continue vegetation management including infill planting and invasive species removal (through 2028)❑ Complete road/bridge construction (MCP)	MCP
ROY’S REDWOODS RESTORATION & ACCESS	<ul style="list-style-type: none">❑ Continue monitoring and stewardship	MCP
REDWOOD CREEK TRAIL	<ul style="list-style-type: none">❑ Complete trail rehabilitation and restoration for final access improvements	CDPR

PROJECTS

PROJECT	2026-2027 EXPECTED MILESTONES	LEAD AGENCY	COMPONENTS				
<i>HIGH PRIORITY: funding and staff focus for Parks Conservancy and agencies</i>			Engagement	Fundraising	Community Science	Youth	Volunteer
BOTHIN MARSH EVOLVING SHORELINES	<input type="checkbox"/> Complete 65% design and compliance <input type="checkbox"/> Advance phasing plans and cost estimates	MCP	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
MONARCH BUTTERFLY ENHANCEMENT	<input type="checkbox"/> Implement habitat enhancement goals for selected breeding and overwintering sites <input type="checkbox"/> Complete site management plans	MCP, NPS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
REDWOOD CREEK HABITAT ENHANCEMENT	<input type="checkbox"/> Complete construction documents and permitting in 2026 <input type="checkbox"/> Implement in 2026-2027	CDPR, NPS	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DIPSEA BRIDGE	<input type="checkbox"/> Complete design, compliance, and permitting in 2026 <input type="checkbox"/> Complete construction in 2026-2027	NPS	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PROJECT	2026-2027 EXPECTED MILESTONES	LEAD AGENCY	COMPONENTS				
MID-PRIORITY: primarily agency-led and funded, pursue opportunistic funding only			Engagement	Fundraising	Community Science	Youth	Volunteer
AZALEA HILL TRAIL RESTORATION	<input type="checkbox"/> Continue advancing project as funding allows	MW	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DIAS RIDGE EXTENSION	<input type="checkbox"/> Project largely shovel ready pending funding	NPS	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
STINSON/BOLINAS REGIONAL PLANNING	<input type="checkbox"/> Coordinate regional efforts <input type="checkbox"/> Implement dune pilot <input type="checkbox"/> Conduct adaptation planning initiative	MCP, NPS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>



COMMUNICATIONS, OUTREACH, & ENGAGEMENT



The **communications, outreach, and engagement** area includes a broad suite of activities with four primary goals:

- Inform the community about One Tam's work across Peak Health, Forest Health, and Climate Resilience initiatives, plus opportunities to get involved such as community science and youth programs
- Empower community members to take an active role in caring for the mountain and its future
- Inspire giving
- Build connections with historically marginalized audiences through culturally responsive programming and strategic community collaboration

This work is informed by:

- Engaging with priority audiences about their interests and needs
- Our projects and programs
- Findings from our science and conservation work

In 2024-25, we:

- Offered almost 200 programs and Tam Van outings that engaged community members from a diversity of backgrounds in our work
- Created toolkits and resources to support community science and forest health news

PROGRAM	2026-2027 GOALS & DELIVERABLES
COMMUNICATION	<ul style="list-style-type: none">❑ Streamline and increase impact of our communications efforts❑ Create communications toolkits and materials to support fundraising, outreach and engagement efforts
	<ul style="list-style-type: none">❑ Articulate renewed engagement strategy identifying key audiences, tools, and schedule at the intersection of Peak Health, Forest Health, and Climate Resilience❑ Update list of community partners and contacts to aid relationship building❑ Continue implementing effective outreach and engagement toolkit, in part developed as bilingual English/Spanish material and programs delivered by Spanish-speaking staff where possible:<ul style="list-style-type: none">• Provide suite of five regularly recurring monthly programs created with community partners• Participate in community festivals and special events (about eight events annually)• Deploy Tam Van, including targeted campaigns that connect to One Tam’s priorities (10 or more outings)• Design and host field trips and site tours with partner organizations (about six outings)• Host bioblitzes (five or more programs)• Provide classroom presentations and activities for high schools (five or more programs)• Update self-guided tours for active project sites• Design and host virtual events (possible)



PHILANTHROPY & INVESTMENT

One Tam's successful funding model combines **philanthropy** with agency funding to support our critical work. We inspire people to invest in the mountain's care and leverage that investment mountain-wide. It is only through community support that our work is possible.

Opportunities to support the mountain are evolving along with our work. They come in three main ways:

- *Government grants:* large grants available through Prop 4 include funding for forest health and coastal resilience
- *Individual philanthropy through our membership program:* donor relationships and member events cultivate and steward individual giving while building long-lasting community support
- *Major gifts:* securing large donations and building relationships with invested major donors year over year

Our fundraising priorities for 2026-2027 reflect our primary focus areas of forest health and the Redwood Creek watershed, including the Redwood Renewal project.

In 2024-25, we:

- Received \$15M for forest health and wildfire resilience projects
- Hosted our 10th anniversary celebration raising over \$100,000
- Created a new One Tam Advisory Council structure by merging with our ambassador program to increase these dedicated groups' fundraising impact

WORK AREA

2026-2027 GOALS & DELIVERABLES

GOVERNMENT GRANTS

- ☐ Continue to advocate for block grant funding to support multi-benefit forest health work, including associated programs, science, and engagement
- ☐ Submit grants for high and mid-level projects
- ☐ Develop grant strategy and priorities to increase government grant funding to science and youth programs

ONE TAM MEMBERSHIP PROGRAM

- ☐ Introduce an upgrade campaign to solicit higher giving from current members
- ☐ Increase engagement and stewardship of membership through events and communications:
 - ☐ Host at least four membership events per year
 - ☐ Increase digital outreach through social media (one Instagram post/month) and email (one/month)
- ☐ Align One Tam and Parks Conservancy membership benefits and giving levels

ONE TAM CIRCLE

- ☐ Grow One Tam Circle to 100+ members
- ☐ Host annual stewardship event
- ☐ Align One Tam Circle membership benefits with Parks Conservancy Leadership Circle (PCLC)

REDWOOD RENEWAL CAMPAIGN

- ☐ Leverage the Muir Woods Redwood Renewal Campaign to grow understanding and support for One Tam
- ☐ Secure funding for the Dipsea Bridge

WORK AREA	2026-2027 GOALS & DELIVERABLES
ADVISORY COUNCIL	<ul style="list-style-type: none">❑ Redefine this group’s purpose, goals, and participation to support One Tam philanthropy goals❑ Continue to cultivate and recruit new members with a goal of bringing new perspectives to the group
CULTURE OF PHILANTHROPY	<ul style="list-style-type: none">❑ Engage colleagues across One Tam in donor cultivation and stewardship such as events and tours

This budget comprises funds gifted or awarded directly to One Tam, fundraised by the Parks Conservancy, and shows how they are allocated across our work areas for 2025-2026.

Our work is also made possible by the dedication of staff across our five partners, and the commitment and creativity of our agency partners in leveraging their own funding capacity toward our shared work. For example, among other support, agencies have contributed:

- \$8.1M so far to advancing our forest health work
- \$1.65M direct contributions to restoring Roy's Redwoods
- \$1M direct contributions to planning and design at Bothin Marsh
- Over 1100 hours of staff time per year to supporting Marin Wildlife Watch

FY26 BUDGET

	FY2026 Projects	FY2026 Programs	TOTAL
INCOME			
Restricted Carry Forward from Prior Year		389,535	389,535
Contributions	86,175	331,000	417,175
Reimbursable Government Grants	4,312,129	253,206	4,565,334
Parks Conservancy Contributions		40,200	40,200
TOTAL INCOME	4,398,304	1,013,941	5,412,245
EXPENSES			
<u>Programs</u>			
Conservation & Community Science		438,482	438,482
Youth & Internships		134,800	134,800
	0	573,282	573,282
<u>Priority Projects</u>			
Redwood Creek	330,528		330,528
Bothin Marsh	546,227		546,227
Forest Heath & Wildfire Resilience	3,047,317		3,047,317
Roy's Redwoods Restoration & Access	81,661		81,661
Bolinas Wye Restoration	334,558		334,558
Butterfly Enhancement & Stewardship	58,014		58,014
Dipsea Bridge			
	4,398,304	0	4,398,304
<u>Communications & Community Engagement</u>			
Community Engagement		65,355	
Communications		44,304	
	0	109,659	109,659
TOTAL EXPENSES	4,398,304	682,941	5,081,245
NET OPERATING SURPLUS	0	331,000	331,000
Projected Award Grants Remaining Balance for Future Years	10,690,141		

USING THIS WORK PLAN

Work outlined here is implemented by One Tam partner staff through working groups, guided by the Steering Committee.

One Tam partner staff who are advancing this work will check in with the Steering Committee every six months to track progress and tasks toward accomplishing these deliverables.

Changes to this work plan will be discussed with and approved by the One Tam Steering Committee.

