



NOTICE OF THE BOARD OF DIRECTORS' REGULAR BI-MONTHLY MEETING

Tuesday, April 02, 2024 at 5:30 PM

AGENDA

LOCATIONS:

Open Session to start at or after 6:30 p.m.

Marin Water Board Room – 220 Nellen Avenue, Corte Madera, CA 94925

Closed Session begins at 5:30 p.m.

Marin Water Mt. Tam Conference Room - 220 Nellen Avenue, Corte Madera, CA 94925

Public Participation:

The public may attend this meeting in-person or remotely using one of the following methods:

On a computer or smart device, go to: <https://marinwater.zoom.us/j/88134852296>

By phone, dial: **1-669-444-9171** and use Webinar ID: **881 3485 2296**

HOW TO PROVIDE PUBLIC COMMENT:

During the Meeting: Typically, you will have 3 minutes to make your public comment, however, the board president may shorten the amount of time for public comment due to a large number of attendees. Furthermore, pursuant to Government Code, section 54954.2 (the Brown Act), the Board may not take action or discuss any item that does not appear on the agenda.

-- **In-Person Attendee:** Fill out a speaker card and provide to the board secretary. List the number/letter (ex: 6a) of the agenda item(s), for which you would like to provide a comment. Once you're called, proceed to the lectern to make your comment.

-- **Remote Attendee:** Use the "raise hand" button on the bottom of the Zoom screen. If you are joining by phone and would like to comment, press *9. The board secretary will use the last four digits of your phone number to call on you (dial *6 to mute/unmute).

In Advance of the Meeting: Submit your comments by email in advance of the meeting to boardcomment@marinwater.org. To ensure that your comment is provided to the Board of Directors prior to the meeting, please email your comment 24 hours in advance of the meeting start time.

Comments received after this cut off time will be sent to the Board after the meeting. Please do not include personal information in your comment such as phone numbers and home addresses.

AGENDA ITEMS:

- 1. Call to Order and Roll Call**
- 2. Adoption of Agenda**
- 3. Announcement of Closed Session Item(s); Public Comments on Closed Session Item(s)**

Following announcement of Closed Session items and prior to recess into Closed Session, the public may speak up to three minutes on items to be addressed in Closed Session. The Board will convene to Closed Session in the Mt. Tam Conference Room after public comment.

- a. Conference with Legal Counsel - Anticipated Litigation**
(Significant exposure to litigation pursuant to paragraph (2) or (3) of subdivision (d) of section 54956.9)

Potential Number of Cases: One

Adjourn closed session and reconvene to open session in the Board Room and via Zoom.

- 4. Reconvene to Open Session; Closed Session Report Out**
- 5. Public Comment on Non-Agenda Matters**

This is the time when any person may address the Board of Directors on matters not listed on this agenda, but which are within the subject matter jurisdiction of the Board.

- 6. Directors' and General Manager's Announcements (6:40 p.m. – Time Approximate)**
- 7. Consent Items (6:45 p.m. – Time Approximate)**

All Consent Items will be enacted by a single action of the Board, unless specific items are pulled from Consent by the Board during adoption of the agenda for separate discussion and action.

- a.** Minutes of the Board Directors' Special Meeting on March 14, 2024, and Regular Meeting on March 19, 2024

RECOMMENDATION: Approve the meeting minutes

- b.** Emergency Contracting Provisions West Peak Power Pole Removal

RECOMMENDATION: Adopt a resolution approving the continuing use of the District's emergency contracting procedures for West Peak Emergency Power Pole Removal, to Pinnacle Power Services as executed by the General Manager to ensure prompt removal of downed and partially downed power poles and associated infrastructure at West Peak

- c.** One Tam MOU, Strategic Plan and Work Plan

RECOMMENDATION: Staff is requesting the Board to approve the One Tam's Memorandum of Understanding (MOU), Strategic Plan 2024-2028 and Work Plan 2024-2025, and authorize the General Manager to sign the One Tam MOU.

- d.** Request to Fill Program Manager for Automated Meter Infrastructure (AMI)

RECOMMENDATION: Authorize the General Manager to recruit and hire one Program Manager for the District's AMI program

8. Regular Items (6:50 p.m. – Time Approximate)

a. 2024 Annual Strategic Work Plan

RECOMMENDATION: Accept the District’s 2024 Annual Strategic Work Plan

b. Update on the Water Supply Roadmap – Conveyance Alternatives

RECOMMENDATION: Receive an update on Water Supply Roadmap Conveyance alternatives

9. Future Board and Committee Meetings and Upcoming Agenda Items

This schedule lists upcoming board and committee meetings as well as upcoming agenda items for the next month. The schedule is tentative and subject to change pending final publication and posting of the meeting agendas. (not numbered)

a. Upcoming Meetings

10. Announcement of Closed Session Item(s); Public Comments on Closed Session Item(s) - None.

11. Reconvene to Open Session; Closed Session Report Out - Not applicable.

12. Adjournment (8:00 p.m. – Time Approximate)

ADA NOTICE AND HEARING-IMPAIRED PROVISIONS

In accordance with the Americans with Disabilities Act (ADA) and California Law, it is Marin Water’s policy to offer its public programs, services, and meetings in a manner that is readily accessible to everyone, including those with disabilities. If you are an individual with a disability and require a copy of a public hearing notice, an agenda, and/or agenda packet in an appropriate alternative format, or if you require other accommodations, please contact the Board Secretary/ADA Coordinator at 415.945.1448, at least two business days in advance of the meeting. Advance notification will enable Marin Water to make reasonable arrangements to ensure accessibility.

Information agendas are available for review at the Civic Center Library, Corte Madera Library, Fairfax Library, Mill Valley Library, Marin Water Administration Building, and marinwater.org.

Posted: 03-29-2024



NOTICE OF THE BOARD OF DIRECTORS' SPECIAL MEETING (BOARD RETREAT)

Thursday, March 14, 2024 at 10:00 AM

MINUTES

LOCATION:

Fairfax Women's Club - 46 Park Road, Fairfax, CA 94930

A video recording of the retreat was placed on the District's website for viewing, following the retreat.

AGENDA ITEMS:

1. Call to Order and Roll Call

President Ranjiv Khush called the meeting to order at 10:00 a.m., welcomed everyone to the retreat, and thanked staff for organizing the event. He was looking forward to a productive discussion of the strategic work plan.

DIRECTORS PRESENT

Larry Russell
Monty Schmitt
Jed Smith
Matt Samson
Ranjiv Khush

2. 2024 Annual Strategic Work Plan

General Manager Introduction

General Manager Ben Horenstein thanked staff for their dedication and time into creating the five-year strategic plan. He then stated that the retreat would focus on the goals and objectives of only year one of the five-year strategic plan, based upon priorities, resources, and natural progression of existing work and projects. He encouraged everyone to be engaged in discussions.

a. Goal 1: Water Supply Reliability
(Water Resources Director Paul Sellier)

Objectives:

1. Reduce Potable Water Use
2. Augment Existing Water Supply
3. Reserve and Enhance Existing Partnerships
4. Provide High-Quality Water to Customers

b. Goal 2: Water System Resiliency
(Engineering Director Alex Anaya)

Objectives:

1. Infrastructure Condition Assessment
2. Capital Planning
3. Capital Project Delivery
4. Operations and Maintenance
5. Energy Planning
6. Emergency Response Readiness

Directors Sellier and Anaya presented their goals and objectives for year one of the five-year strategic plan. At the end of each objective, the Board and staff discussed those objectives.

Then, at the end of each goal, the public provided comment.

Following Goal 2, during lunch, the Board and staff received a presentation from Executive Officer Mark Brown with Marin Wildfire Prevention Authority. He spoke about his agency and its focus on preventing wildfire, improving evacuation systems, educating the public, reducing risks to homes, and providing grants to residents.

After Mr. Brown’s presentation, the retreat continued with the following goals and objectives.

c. Goal 3: Watershed Stewardship
(Watershed Resources Director Shaun Horne)

Objectives:

1. Creek Restoration
2. Watershed Resiliency and Wildfire
3. Stewardship
4. Recreation
5. Facilities

d. Goal 4: Fiscal Responsibility
(Finance Director Bret Uppendahl)

Objectives:

1. Financial Stability
2. Fair, Equitable and Proportional Rates
3. Cost-Effective Business Processes
4. Outside Funding to Reduce Financial Impacts on Ratepayers
5. Financial Transparency

e. Goal 5: Organizational Excellence
(Communications & Public Affairs Manager Adriane Mertens)

Objectives:

1. Organizational Culture and Values
2. Customer Experience
3. Industry Engagement, Growth, and Leadership
4. Technology, Innovation, and Process Improvements

Directors Horne and Uppendahl and Manager Mertens presented their goals and objectives, and the Board provided feedback.

The public also provided comments after these goals.

Summary and Next Steps

General Manager Horenstein concluded the retreat stating that the notes and comments taken from the retreat would be brought back to the Board at an upcoming meeting. He also commented that although some managers from Operation and Human Resources didn't provide presentations today, their work was still equally important in the implementation of the five-year strategic plan.

3. Adjournment

The retreat ended at 3:15 p.m.

Board Secretary



NOTICE OF THE BOARD OF DIRECTORS' REGULAR BI-MONTHLY MEETING

Tuesday, March 19, 2024 at 6:30 PM

MINUTES

LOCATIONS:

Open Session to start at or after 6:30 p.m.

Marin Water Board Room – 220 Nellen Avenue, Corte Madera, CA 94925

Public Participation:

The public attended this meeting in-person or remotely using one of the following methods:

On a computer or smart device, go to: <https://marinwater.zoom.us/j/88134852296>

By phone, dial: **1-669-444-9171** and use Webinar ID: **881 3485 2296**

AGENDA ITEMS:

1. Call to Order and Roll Call

President Ranjiv Khush called the meeting to order at 6:30 p.m.

DIRECTORS PRESENT

Larry Russell

Monty Schmitt

Jed Smith

Matt Samson

Ranjiv Khush

2. Adoption of Agenda

A motion was made by Director Smith and seconded by Director Schmitt to approve the agenda.

There was no public comment.

Voting Yea: Directors Russell, Schmitt, Smith, Samson, and Khush

3. Announcement of Closed Session Item(s); Public Comments on Closed Session Item(s) - None.

4. Reconvene to Open Session; Closed Session Report Out - Not applicable.

5. Public Comment on Non-Agenda Matters

There were no public comments.

6. Directors' and General Manager's Announcements

- Vice President Samson complimented staff for organizing the Board Retreat, mentioned that he attended the Lagunitas Technical Advisory Committee Meeting on March 15 and the annual Bald Hill Broom Bust on March 16, and announced that he would be attending the upcoming Lucas Valley Homeowners Association Meeting with Supervisor Mary Sackett.
- Director Smith thanked staff for the retreat and appreciated the dialogue and public participation, and mentioned that he attended the Employee Quarterly Recognition earlier in the day.
- Director Russell provided a report highlighting the agenda items that were discussed at the Operations Committee Meeting on March 8th.
- President Khush reported that he attended a meeting on March 15th with staff from the San Francisco District Office of the U.S. Army Corps of Engineers and Congressman Jared Huffman at Nicassio Reservoir to discuss the proposed pipeline connection and effort to secure Water Resources Development Act funding.
- General Manager Ben Horenstein recognized staff, who were honored by their peers for the outstanding work they performed in the last quarter.

7. Consent Items

- a. Minutes of the Board Directors' Regular Bi-Monthly Meetings on February 27, 2024, and March 5, 2024

RECOMMENDATION: Approve the meeting minutes

- b. General Manager's Report February 2024

RECOMMENDATION: Approve Report

- c. Approve Wildland Fire Services Contract (**Resolution No. 8771**)

RECOMMENDATION: Adopt a resolution to approve a three-year 'Wildland Fire Services' General Services Agreement (GSA) contract with Biswell Forestry LLC.

A motion was made by Director Smith and seconded by Director Schmitt to approve the Consent Calendar.

There was one (1) public comment.

Voting Yea: Directors Russell, Schmitt, Smith, Samson, and Khush

8. Regular Items

a. Emergency Contracting Provisions West Peak Power Pole Removal

RECOMMENDATION: Adopt a resolution approving the continuing use of the District’s emergency contracting procedures and ratifying the award of Contract No. 2021, West Peak Emergency Power Pole Removal, to Pinnacle Power Services as executed by the General Manager to ensure prompt removal of downed and partially downed power poles and associated infrastructure at West Peak

Watershed Resources Director Shaun Horne presented this item. Discussion ensued.

A motion was made by Director Schmitt and seconded by Vice President Samson to adopt the resolution. **(Resolution No. 8772)**

There were no public comments.

Voting Yea: Directors Russell, Schmitt, Smith, Samson, and Khush

b. Legislative Update

RECOMMENDATION: Consider adopting a position of support on Senate Bill (SB) 1159 and Assembly Bill (AB) 2257 and a position of watch on Assembly Bill (AB) 2196

Watershed Recreation Director Horne introduced SB 1159. Discussion followed.

A motion was made by Vice President Samson and seconded by Director Smith to support SB 1159.

There was no public comment.

Voting Yea: Directors Russell, Schmitt, Smith, Samson, and Khush

Grants Program Coordinator JP Hailer introduced AB 2257. Discussion followed.

A motion was made by Director Schmitt and seconded by Director Smith to continue watching this bill.

Voting Yea: Directors Schmitt, Smith, Samson, and Khush

Voting Nay: Director Russell

Watershed Resources Director Horne also introduced AB 2196. Discussion ensued.

A motion was made by Director Smith and seconded by Director Schmitt to continue watching AB 2196.

Voting Yea: Directors Russell, Schmitt, Smith, Samson, and Khush

Staff would bring back to the Board updates on AB 2257 and AB 2196 to a future meeting.

There were no public comments.

c. Recycled Water Update

RECOMMENDATION: Receive staff update on the District’s recycled water program

Water Resources Director Paul Sellier introduced this item and Water Quality Manager Lucy Croy, who provided an update. Discussion occurred throughout the presentation.

There were four (4) public comments.

This was an information item. The Board provided feedback to staff, but did not take formal action.

d. Update on the Water Supply Roadmap Local Storage Project

RECOMMENDATION: Receive information on Water Supply Roadmap Local Storage Project

Water Resources Director Sellier and engineering consultants Guilaine Roussel and Bob McManus provided presentations on local storage enhancements, existing reservoir enlargements, and new dam construction. Discussion between the Board and presenters occurred throughout the presentation.

There were five (5) public comments.

This was an information item. The Board did not take any formal action.

9. Future Board and Committee Meetings and Upcoming Agenda Items

a. Upcoming Meetings

The Board Secretary announced upcoming internal and external meetings.

There were no Board comments or public comments.

This was an information item.

10. Announcement of Closed Session Item(s); Public Comments on Closed Session Item(s) - None.

11. Reconvene to Open Session; Closed Session Report Out - Not applicable.

12. Adjournment

There being no further business the Board of Directors' Regular Bi-Monthly Meeting adjourned at 9:09 p.m.

Board Secretary

Emergency Contracting Provisions

West Peak Emergency Power Pole Removal must occur on an emergency basis because:

1. A significant emergency exists with downed power poles, compromised poles, and the associated power line infrastructure at West Peak.
2. Immediate removal of downed power line infrastructure is necessary to remove the hazardous conditions and restore safe public access to the site.

District Code Section 2.90.055 (a) allows construction contracts to be awarded upon obtaining informal quotations without advertisement in significant emergencies or when repairs or replacements are necessary to permit continued operation or services by the District upon the approval of a four-fifths vote of the Board of Directors. This action is based on a finding that the emergency will not permit the delay, which would result from a competitive solicitation for bids, and that the action is necessary to respond to the emergency.

District Code Section 2.90.055 (b) allows the General Manager to award a contract for emergency services in order to respond to the exigent circumstances in a timely manner, and provided that the General Manager shall timely inform the Board. The Board shall determine by a four-fifths vote at every regularly scheduled meeting thereafter whether there is a need to continue the action. The Board shall terminate the action at the earliest possible date that permits the remainder of the emergency work to be completed pursuant to a contract awarded after competitive bidding.

On March 13, 2024, the District General Manager awarded an emergency general services agreement to Pinnacle Power based on the informal quote listed below in order to commence the prompt removal of the compromised power poles and ancillary equipment. The General Manager reported to this Board at the March 19th meeting and the Board ratified the emergency contract and approved continue use of the emergency contracting provisions to quickly restore the site and protect public safety. Work began on March 21st and is expected to continue through April due to weather delays. This item seeks Board a determination by the Board, by a four-fifths vote, that there is a continuing emergency requiring the emergency services as set forth in the contract.

Informal Quote:

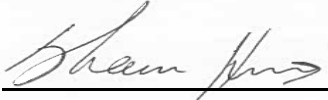

Item #	Description	Qty	Rate	Total
1	Lump Sum Electric pricing - Labor and Equipment pole removals [PT].	1	\$80,572.82	\$80,572.82
2	Lump Sum Electric pricing - Labor and Equipment remove communication lines and dispose [PT].	1	\$26,930.73	\$26,930.73
3	Wood poles disposal	1	\$15,226.84	\$15,226.84
4	Materials	1	\$4,092.00	\$4,092.00
	Grand Total		-	\$126,822.40

ENVIRONMENTAL REVIEW: The Project is categorically exempt under the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15301(b) "Existing Facilities" in that the Project performs minor repairs and alterations to an existing facility involving no expansion of use. Application of the categorical exemption is not barred by any of the exceptions set forth in 14 CCR Section 15300.2. The Project is also statutorily exempt under CEQA Guidelines section 15269(c) in that the prompt removal of the compromised power poles and ancillary equipment is necessary to mitigate the risk to public safety in the near term.

FISCAL IMPACT: Funds budgeted in the District's Watershed Capital Budget A1E05 will be used to cover the emergency removal costs.

ATTACHMENT(S):

- 1. Proposed Resolution Approving the Continued Use of the District's Emergency Contracting Provisions

DEPARTMENT OR DIVISION	DIVISION MANAGER	APPROVED
Watershed		
	Shaun Horne Watershed Resources Director	Ben Horenstein General Manager

Attachment 1

MARIN MUNICIPAL WATER DISTRICT

RESOLUTION NO.

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE MARIN MUNICIPAL WATER DISTRICT APPROVING THE CONTINUED USE OF THE DISTRICT'S EMERGENCY CONTRACTING PROCEDURES FOR THE WEST PEAK POWER POLE REMOVAL PROJECT

WHEREAS, on February 5, 2024, severe winter storms impacted Marin County and wind speeds on top of Mt. Tamalpais reached over 100 mph; and

WHEREAS, severe wind conditions on Mt. Tamalpais compromised 49 power poles at the Old Mill Valley Air Force Station at West Peak; and

WHEREAS, the District closed West Peak to all public access due to hazardous conditions and worked with PG&E to secure the site; and

WHEREAS, the District, a special purpose municipal corporation, is authorized by District Code Section 2.90.055 to award construction contracts after waiving competitive bidding requirements in certain limited emergency situations; and

WHEREAS, the delay resulting from a formal competitive solicitation of bids will reduce the District's ability to complete the project in a timely manner to protect public safety and address the hazardous conditions, and

WHEREAS, on February 26, 2024, the District informally advertised Contract No. 2021, West Peak Power Pole Removal conducted a site visit with a qualified contractor; and

WHEREAS, on February 28, 2024, District Staff received one bid for the West Peak Power Pole Removal Project, which project will remove 49 compromised power poles and associated infrastructure; and

WHEREAS, Pinnacle Power Services, Inc. submitted a bid with their contract price of \$126,822 to perform the needed emergency services.

NOW, THEREFORE, THE BOARD OF DIRECTORS RESOLVES AS FOLLOWS:

A. The Board of Directors find as follows:

1. The above recitals are true and accurate and are incorporated herein by this

reference.

2. A significant emergency exists due storm damage that occurred as a result of extreme wind conditions in Marin County.
 3. The removal of the power poles and associated infrastructure is critical to ensuring public safety and reducing hazardous conditions at West Peak.
 4. If formal bidding procedures were used to solicit bids for the West Peak Power Pole Removal Project, this process would take approximately 3 to 4 months, which would impair the District's ability to protect life, health, and property, and exacerbates the impacts of the storm damage.
 5. Failure to expedite the solicitation process by obtaining informal quotations as permitted by District Code Section 2.90.055, for the removal of the compromised power poles and associated infrastructure poses a significant hazard to the public and visitors to the Mt. Tamalpais Watershed.
 6. The emergency created by the severe winter storms will not permit the delay that would result from a competitive solicitation for bids for the West Peak Power Pole Removal Project, and Continuation of the emergency contract award procedure of District Code Section 2.90.055(c) is required to respond to the emergency and to assure the District is able to continue ensure safe conditions on the Mt. Tamalpais Watershed.
 7. Until the compromised power poles are safety removed from the site, the emergency conditions will continue and therefore continuing use of the emergency contracting procedures is necessary.
- B. Competitive bidding requirements are waived for the rehabilitation of the West Peak Power Pole Removal Project pursuant to District Code Section 2.90.055.
- C. The Board of Directors directs the General Manager to negotiate and execute all contracts and agreements including professional services and construction services, in order to complete the emergency work associated with the West Peak Power Pole Removal Project and to procure the necessary equipment, services and supplies, to complete this work in a prompt manner in accordance with District Code Section 2.90.055.

PASSED AND ADOPTED this 2nd day of April, 2024, by the following vote of the Board of Directors.

AYES:

NOES:

ABSENT:

Ranjiv Kush
President, Board of Directors

ATTEST:

Terrie Gillen
Board Secretary



STAFF REPORT

Meeting Type: Board of Directors
Title: One Tam MOU, Strategic Plan and Work Plan
From: Shaun Horne, Director of Watershed Resources
Through: Ben Horenstein, General Manager
Meeting Date: April 2, 2024

TYPE OF ACTION: X Action Information Review and Refer

RECOMMENDATION: Staff is requesting the Board to approve the One Tam’s Memorandum of Understanding (MOU), Strategic Plan 2024-2028 and Work Plan 2024-2025, and authorize the General Manager to sign the One Tam MOU.

SUMMARY: In 2014, the four land management agencies on and around Mt. Tamalpais: the Marin Municipal Water District, National Parks Service, California State Parks, Marin County Parks, and the Golden Gate National Parks Conservancy launched the Tamalpais Lands Collaborative-now called One Tam. The MOU outlines the individual agencies’ responsibilities, the collective responsibilities, and the backbone support role of the GGNPC as the non-profit sponsor. It also details the governance structure and process for developing the Five Year Strategic Plans and Work Plans that guide the One Tam Collaborative and the annual work plans. Staff with the Watershed Committee recommendation is requesting the Board to approve the One Tam’s Memorandum of Understanding (MOU), Strategic Plan 2024-2028 and Work Plan 2024-2025, and authorize the General Manager to sign the One Tam MOU.

DISCUSSION: On March 14, 2024, the Memorandum of Understanding was signed by the Tamalpais Lands Collaborative (One Tam or collaborative) partner agencies. In alignment with the MOU, every five years the One Tam partners develop a Strategic Plan with a “5 Year List” of projects and programs that are compatible with the purpose, vision, and agencies’ interests. To inform the implementation of the Strategic Plan, partner agencies also develop a two-year work plan. The updated Strategic Plan and Work Plan were developed through a series of meetings guided by the One Tam Steering Committee with input from the various working groups to inform annual priorities. Additionally, the One Tam Executive Committee provided guidance to inform the development of the Strategic Plan and updated MOU. As One Tam transitions from the first ten years into its next chapter, the collaborative seeks to maintain the spirit of ambition that delivered so many successes. The 2024-2025 Work Plan outlines an ambitious body of work, while also serving as a clear guide to staff across the partnership. The work outlined signals a transition from the startup work of One Tam to a more sustainable model. Staff across the partnership will utilize this One Tam Strategic Plan and Work Plan to understand the shared

priorities and resource allocation, to support decision making around the delivery of work, and to inform the development of their individual work plans.

One Tam MOU

The original MOU was signed by the partner agencies in March of 2014 for a ten-year term and has effectively guided collaboration since that time. Over the past ten years the collaborative has matured and effectively implemented two 5-Year Strategic Plans and associated work plans. Through the implementation process, the collaborative has adapted to challenges that impacted various agencies from the COVID 19 Pandemic, drought, funding shortfalls, and climate change challenges. Through these adversities, the One Tam Collaborative has proven to be a resilient partnership that has supported the agencies cross-jurisdictional stewardship work. The updated MOU mirrors the MOU of 2014, which outlines the responsibilities and roles of each partner agency as well as the collaborative structure that will be employed to oversee the implementation of the Strategic Plan and Work Plans. The MOU outlines the individual agencies’ responsibilities, the collective responsibilities, and the backbone support role of the GGNPC as the non-profit sponsor. It also details the governance structure and process for developing the Five Year Strategic Plans and Work Plans that guide the One Tam Collaborative.

One Tam 5-Year Strategy

This document is the result of a strategic planning process that took place from January-September 2023, in preparation for the first renewal of One Tam’s MOU fostering continued collaboration for the next ten years. During this process, the One Tam Steering Committee, with guidance from the Executive Committee and input from their agency staff, discussed questions around how each area of shared work has evolved during the first 10 years, what the collaborative wants to accomplish together going forward, its changing social and environmental context, and more. These discussions brought clarity to One Tam’s scope and goals, and brought to light several areas that need further conversation to set a direction.

Another focus of the One Tam 5-year Strategy (Strategy) is a refinement of One Tam’s vision, mission, and values. The goal of this effort is to sharpen the collaborative’s efforts to better recognize the success of One Tam. As part of this effort the mission statement was updated.

“One Tam is dedicated to transcending boundaries, inspiring deep connections, and mobilizing the skills and resources of our five partners and the community to steward and improve Mt. Tamalpais’ long-term health in response to a changing environment.”

The Strategy is intended to provide tactics to achieve One Tam’s greater goals and inform the development of future work plans and associated fund-raising, planning, implementation, and public stewardship. The Strategy is organized around Landscape-scale Science and Management, Projects, Programs, Communication and Engagement, Partnership and Collective Impact, and Philanthropy and Investment.

One Tam 2024-2025 Work Plan

The 2024-25 work plan stems directly from shared goals articulated in the 5-year Strategy. Some are programmatic, and others are aimed at strengthening the foundations of the collaborative and improving how work occurs across the partnership. The strategic planning process undertaken in 2023 identified the need to refine best practices within the Steering Committee and other working groups to

ensure One Tam is successful in implementing the 5-year Strategy and 2-year work plan. The work plan was refined to provide clarity and focus on what could be achieved within the next two-year period. As part of this effort, the list of projects was revised to be reflective of more realistic goals. Like past work plans, the document centers around stewardship of the mountain and the community in six work areas as a framework for collective impact.





ENVIRONMENTAL REVIEW: Each agency will take the lead on any necessary environmental review. Much of the District’s work will fall under its existing plans and their respective environmental documents adopted pursuant to the requirements of the California Environmental Quality Act.

FISCAL IMPACT: None.

ATTACHMENT(S):

- 1. One Tam MOU
- 2. 5 Year Strategy
- 3. 2024-2025 Work Plan

DEPARTMENT OR DIVISION	DIVISION MANAGER	APPROVED
Watershed	 Shaun Horne Watershed Resources Director	 Ben Horenstein General Manager

MEMORANDUM OF UNDERSTANDING
among
MARIN MUNICIPAL WATER DISTRICT
and
THE NATIONAL PARK SERVICE
and
THE STATE OF CALIFORNIA, DEPARTMENT OF PARKS AND RECREATION,
MARIN DISTRICT
and
MARIN COUNTY OPEN SPACE DISTRICT
and
MARIN COUNTY PARKS
and
GOLDEN GATE NATIONAL PARKS CONSERVANCY
for
THE CREATION OF THE TAMALPAIS LANDS COLLABORATIVE

THIS MEMORANDUM OF UNDERSTANDING (MOU) is made and entered into this date _____, by and among the Marin Municipal Water District (MMWD), the National Park Service (NPS), the State of California, Department of Parks and Recreation (State Parks), the Marin County Open Space District (MCOSD), Marin County Parks (MCP) and the Golden Gate National Parks Conservancy (Conservancy). Each entity is a "PARTY" to this MOU and all entities are considered "PARTIES" to this MOU.

For good and valuable consideration, receipt of which is hereby acknowledged, the PARTIES agree as follows:

I. RECITALS

Article 1. Background

WHEREAS:

- Mt. Tamalpais is an iconic natural landmark in the San Francisco Bay Area, and an important source of drinking water, recreational opportunities, and ecologically significant protected natural habitats within the protected lands of Marin County and as part of the Golden Gate Biosphere Region; and
- MMWD is a public agency established in 1912 that provides high-quality drinking water to residents in south and central Marin County from its watershed lands including, 18,600 acres in the Mt. Tamalpais Watershed (Marin Municipal Water District Code); and
- Mt. Tamalpais Watershed is one of Marin's most valuable natural resources, providing and protecting the major source of domestic water for Marin residents. Besides this primary purpose, the watershed is held in trust as a natural wildland of great biological diversity, as scenic open space and as an area for passive outdoor recreation for Marin and much of the Bay Area. Passive outdoor recreation is defined as those activities that are based on nature and that require little or no development or facilities; and
- Golden Gate National Recreation Area (GGNRA) was established in 1972 "...in order to preserve for public use and enjoyment certain areas of Marin and San Francisco Counties, California, possessing outstanding natural, historic, scenic, and recreational values. The [NPS] shall utilize the resources in a manner which will provide for recreation and educational opportunities"; and
- National Park Service jurisdictional lands across Marin, San Francisco, and San Mateo counties comprises over 80,000 acres of interlocking local, state, and national parks and private lands and is administered by the U.S. Department of the Interior, through the NPS, which cooperates with partners to preserve unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations throughout the communities surrounding these parks, including Mt. Tamalpais, and extending around the U.S. and the world; and
- State Parks is a public agency responsible for managing nearly 1.4 million acres of protected lands in the State of California, including 6,300 acres in Mt. Tamalpais; and
- Mt. Tamalpais State Park is within the legislative boundaries of the GGNRA; and

MCOSD is a special district, established in 1972 and operating pursuant to the California Public Resources Code, that manages open space on and around Mt. Tamalpais; and

- MCP operates and maintains over 50 separate facilities for an estimated three million visitors per year. These areas include regional and local parks, bike paths, County Service Areas (CSAs), landscape medians, playgrounds, boat ramps, beaches, and sport fields. Staff, volunteers and seasonal staff manage these areas while providing public education and other services. County parks also host numerous public and private groups providing educational and interpretive programming for participants.
- All PARTIES demonstrated successful collaboration in the creation of the Redwood Creek Watershed Vision (July 2003), which is within Mt. Tamalpais, and have pooled federal, state and philanthropic funds, staff and agency resources to successfully implement projects according to that Vision; and
- GGNRA and State Parks have a Cooperative Management Agreement (G8064090029, 2009) in place for the cooperative management of the GGNRA, Muir Woods National Monument, Angel Island State Park, and Mt. Tamalpais State Park; and
- The Conservancy is a National Park Service "Friends Organization" with an NPS Cooperative Agreement (P19AC00821 signed July 2019 to support planning, design and implementation of park projects; to support volunteerism and seek philanthropy for park projects and programs; and to work with the community and other partners to fulfill the NPS mission at the GGNRA; and
- The Conservancy is a California nonprofit public benefit corporation organized and operated exclusively for charitable purposes, including a primary purpose to cooperate with the NPS and with other relevant public agencies and nonprofit organizations in accomplishing educational, interpretive, conservation, research, fiscal agency, planning, and park improvement projects and programs; and
- The Conservancy is authorized to provide sales, publications, and media, under the Cooperating Association Agreement signed August 31, 2022 as well as interpretation and education programs under the additional Interpretation and Educations Services Agreement signed August 17, 2021. Support to planning, resource management, park improvements, volunteerism and philanthropy is authorized under the Cooperating Agreement dated July 12, 2019; and
- The Conservancy has a Partnership Donation and Matching Fund Agreement dated February 11, 2013 between State Parks and the Conservancy for the maintenance and operation of Mt. Tamalpais State Park and other State park lands within the boundary of the GGNRA; and

- The Conservancy has developed capacities through years of experience working with governmental partners such as the NPS, Presidio Trust, the Golden Gate Bridge, Highway and Transportation District, and others; and
- The Conservancy brings 35 years of expertise and success in building campaigns, initiatives, and philanthropic/volunteer support that result in effective public/private partnerships and achieve the goals of public agency partners; and
- The Conservancy is qualified and willing to facilitate the further development and administration of programs and services that bring public and private donations of time, services, and funds to support the lands of Mt. Tamalpais and involve the community in education, restoration, conservation, recreation, and other activities of benefit.

Article 2. Purpose and Vision

WHEREAS:

- The PARTIES hereto desire to work cooperatively in developing plans, programs, and services consistent with these goals, and applicable federal laws, state laws, and district and county ordinances and regulations, as well as the approved plans and policies of each of the PARTIES; and
- The PARTIES recognize that these mutual goals can be better achieved through effective cooperation and communication among all PARTIES where planning, compliance, and implementation are coordinated and each of the PARTIES brings unique talents and resources; and
- The PARTIES desire to develop additional financial and personnel resources and organizational infrastructure to develop, establish, and operate various programs and services that will be prioritized and implemented over time; and
- The PARTIES conclude that due to the connectivity of local, state, and federal lands in Mt. Tamalpais, and the similarities of their missions and purposes, this partnership can enhance the common protection of park resources, monitoring, and stewardship of natural and cultural resources, as well as the appropriate enjoyment of the same by the public; and
- The PARTIES would benefit through greater efficiency and cost savings derived from cooperative planning, programming, fundraising, resource stewardship, signage, project management and implementation, education, and outreach; and
- The residents of Marin and constituents, visitors, and volunteers to Mt. Tamalpais envision, care for, and enjoy Mt. Tamalpais as interconnected lands; and

- A collective vision to preserve, restore, and interpret Mt. Tamalpais will galvanize public support, volunteerism, and philanthropy; and
- The PARTIES are empowered by various federal, state, municipal, and private codes to enter into this agreement.

II. AGREEMENT

Article 1. Statement of Goals

A. The PARTIES agree that they share mutual overall goals to:

1. Preserve and restore the natural, historic, and scenic resources of Mt. Tamalpais, particularly in the face of climate threats.
2. Improve the understanding, appreciation and access of Mt. Tamalpais and adjacent protected areas by the visiting public and nearby communities.
3. Connect the public to the value of Mt. Tamalpais and the conservation of watershed resources through community engagement, educational programs, interpretive materials, seminars, convenings, volunteerism, and philanthropy.
4. Improve the enjoyment of parklands, the watershed, and other protected areas by the visiting public.
5. Provide for a more seamless visitor experience across MMWD, county, state, and national park lands.
6. Enhance existing or develop new plans, programs, services, materials, and activities to enable a range of interpretive, educational, and visitor experiences, and improved visitor facilities on Mt. Tamalpais and adjacent protected areas.
7. Facilitate cooperative research and resource management initiatives and disseminate findings to the public.
8. Promote, advance, and secure philanthropic donations, government grants, and other sources of funds to increase resources of the PARTIES.
9. Promote, advance, and secure volunteer support for the purposes of the MOU.

Further that in order to advance and secure philanthropic and volunteer support for the purposes above, the PARTIES agree that this MOU builds on past success and the resources and talents of each PARTY to establish the "Tamalpais Lands Collaborative," advancing the goals of all PARTIES and providing the opportunity for philanthropic

support.

Article 2. Joint Responsibilities

A. All PARTIES agree to undertake the following responsibilities in carrying out the objectives of the MOU:

1. Participate in planning and project teams relevant to achieving the goals of this MOU.
2. Work collaboratively and provide for timely review of all proposed plans under this MOU.
3. Work to engage all PARTIES in a collaborative manner where plans, programs, and services intersect with their approved plans, relate to their mission and purpose, affect their lands, are subject to their jurisdiction, or require their approval, permit, or compliance.
4. Provide lists and descriptions of priority projects and programs to the PARTIES, consistent with relevant plans and policies that serve each PARTY's interest or all PARTIES' interests as a whole and that are deemed potentially eligible for philanthropic, volunteer, and external support.
5. Provide agency support and guidance as necessary for implementation when projects or programs are supported by philanthropic, volunteer, and external support.
6. Agree that the specific plans, programs, and services to achieve mutual objectives will be undertaken in accordance with this MOU and that other agreements may be necessary to further authorize these plans, programs, and services. These plans, programs, and services will be further described in a subsequent operating plan, permit, or cooperative agreement among the PARTIES. Additional project agreements shall include:
 1. detailed terms and conditions applicable to the specific projects and, to the extent applicable;
 - ii. a description of the scope of work to be undertaken and how it supports mutual goals of the collaborative
 - iii. a description of each PARTY's responsibilities;
 - iv. a description of the resources requested or required from each PARTY;
 - v. key personnel;
 - vi. the schedule for completion;
 - vii. the sources of funding for the project;
 - viii. the scope of public involvement and compliance;
 - ix. other terms and conditions applicable to specific projects; and
 - x. the level of cost sharing, which shall state the estimated cost, indirect cost rate, method of disbursement, payment information, and applicable

appropriation and accounting data.

Additional project agreements may involve any of the PARTIES to this MOU, depending on the objectives and the degree of substantive engagement anticipated.

7. Agree that additional written agreements may be beneficial to further ratify the understandings of this MOU and project agreements and will work in good faith toward that objective.
8. Discuss and coordinate external communications, including press and community stakeholders regarding this MOU and future agreements to ensure accuracy and consistency in content.
9. Bring specialized knowledge of agency operations and needs, the history and interpretation of the PARTIES' resources, and the visitor interaction with Mt. Tamalpais to planning and project assignments.
10. Provide information, source material, staff expertise, access to historic collections, and oral histories that may be relevant to improving the interpretation and visitor experience of Mt. Tamalpais in ways consistent with the mission of each PARTY.
11. Provide agency skills in the planning, design, and implementation of MOU objectives to improve the visitor experience.
12. Provide skills and expertise that are uniquely available to each PARTY in advising on the natural and cultural resources of significance on Mt. Tamalpais.
13. Provide support, advisement, and expertise on the achievement of required compliance.

Article 3. Individual Agency Responsibilities

- A. MMWD, in consultation with the other PARTIES, shall undertake the following responsibilities in carrying out the objectives of this MOU:
 1. Participate, when possible, in the staffing of visitor programs, interpretation, services related to MMWD mission, and interpretation of park resources.
 2. Ensure that planned visitor improvements are compatible with MMWD's primary mission to deliver drinking water, as well as its plans, policies, operations, and safety and security requirements.
 3. Provide Board of Directors review and approval of the construction of new

facilities; any major modification of use or physical alteration of existing facilities, lands or resources; and any proposed plans for projects located within or affecting watershed lands and any projects in which MMWD will participate. Such approval will require the approval of the MMWD Board of Directors.

B. The NPS, in consultation and cooperation with the other PARTIES, shall undertake the following responsibilities in carrying out the objectives of this MOU:

1. Participate, when possible, in the staffing of visitor programs, interpretation, services related to the NPS mission, and interpretation of park resources.
2. Provide the review and approval of the construction of new facilities, any major modification of use or physical alteration of existing facilities, lands, or resources, and proposed plans within or affecting the GGNRA. Such approval will require the signature of the General Superintendent, GGNRA.
3. Provide support, advisement, and expertise on the achievement of required compliance with the National Environmental Policy Act and National Historic Preservation Act requirements.

C. State Parks, in consultation and cooperation with the other PARTIES, shall undertake the following responsibilities in carrying out the objectives of this MOU:

1. Participate, when possible, in the staffing of visitor programs, interpretation, services related to the State Parks mission, and interpretation of park resources.
2. Provide the review and approval of the construction of new facilities, any major modification of use or physical alteration of existing facilities, lands, or resources, and proposed plans within or affecting the State Parks. Such approval will require the signature of the State Parks Superintendent.
3. Provide support, advisement and expertise on the achievement of required compliance with the California Environmental Quality Act and the National Historic Preservation Act as administered by the State Historic Preservation Office.

D. The MCOSD and MCP, in consultation with the other PARTIES, shall undertake the following responsibilities in carrying out the objectives of this MOU:

1. Participate, when possible, in the staffing of visitor programs, interpretation, services related to the MCOSD and MCP missions, and interpretation of park resources.
2. Provide the review and approval of the construction of new facilities, any major modification of use or physical alteration of existing facilities, lands, or resources, and proposed plans within or affecting MCOSD or MCP lands.

Such approval will require the signature of the General Manager, MCOCD or the Director, MCP.

3. Provide support, advisement and expertise on the achievement of required compliance with, but not limited to, the California Environmental Quality Act, Vegetation and Biodiversity Management Plan, and Road and Trail Management Plan.
- E. The Conservancy, in consultation and cooperation with the other PARTIES, shall undertake the following responsibilities in carrying out the objectives of this MOU:
1. Participate, when possible, in the staffing of visitor programs, interpretation, services, and resource stewardship related to the Conservancy mission, and interpretation and protection of park resources.
 2. Serve as the nonprofit fiscal agent and partner to the collaborative leading and guiding the fundraising for the purposes of this MOU.
 3. Provide leadership, skills, expertise, staff, and fundraising volunteers to develop an ongoing cadre of philanthropic donors and volunteers to support the goals of this MOU.
 4. Provide strategic, campaign, initiative, and communications expertise to efforts to build philanthropic support, create a compelling vision for contributed support, and build donor confidence and long-term affinity.
 5. Serve as the philanthropic lead to cultivate and secure philanthropic contributions from individuals, foundations, corporations, government grants, mitigation fund sources, and sources of pro bono expertise relative to the purposes of the MOU.
 6. For projects developed in collaboration under this MOU, serve as spokesperson to all donors, grantors, volunteers, or other external funding sources and provide for donor appreciation, other communications, meetings, and funding reports.

Article 4. Philanthropic Approach

- A. PARTIES shall work in collaboration with the Conservancy on programmatic, operational, and physical improvement projects consistent with goals listed in Article 1 above and within the geographic area of focus for Mt. Tamalpais.
- B. The Conservancy will seek philanthropic, volunteer, or external support for projects and programs approved by all PARTIES when serving the interest of all PARTIES.

- C. The Conservancy will assess philanthropic feasibility of priority projects and programs.
- D. The Conservancy will only raise funds for projects and programs approved by the PARTIES or PARTY, whichever is applicable.
- E. The Conservancy has the primary role in determining the feasibility of fundraising priorities.

Article 5. Work Plan Prioritization and Implementation

- A. The PARTIES agree to form a Steering Committee, to be facilitated by the Conservancy. Each agency will commit at least one staff member to the working group to develop project and program priorities for consideration according the following guidelines. ("Steering Committee"):
 - 1. Each land management agency will provide a list of priority Agency Projects and Programs considered eligible for philanthropic, volunteer, and external support benefiting each agency's own lands and programs or benefiting more than one PARTY;
 - 2. The Steering Committee will also jointly develop and approve a list of priority Joint Agency Projects and Programs considered eligible for philanthropic, volunteer, and external support and benefiting all PARTIES to the MOU;
 - 3. Lists of priority projects in a. and b. above will be utilized to develop a "5 Year List" of projects and programs that will guide the collaborative work plan and fundraising activity; and
 - 4. The 5 Year List will comprise projects and programs that strategically benefit the Tamalpais Lands Collaborative as a whole, are compatible with the purpose and vision of the Tamalpais Lands Collaborative, and meet and succeed the criteria necessary to secure funding. The scope and funding amount for any project shall be subject to the scrutiny of the "Executive Team" (see 5.C below). The list will be reviewed and amended by the Steering Committee each year, with final approval of any changes by the Executive Committee.
- B. All PARTIES agree to meet regularly and the Steering Committee will meet not less than quarterly to discuss and evaluate work performed under this MOU and proposed uses of funds raised.
- C. All PARTIES agree to establish an executive team with one representative from each agency. This team will represent the interests of each agency and will be responsible for the authorization of any recommendations or actions recommended by the Steering Committee ("Executive Team").

- D. All PARTIES agree the Steering Committee and Executive Committee will conduct an annual review of the Steering Committee composition and all project and program working groups towards effective governance of the collaborative.
- E. PARTIES will be attentive to selecting projects and programs that symbolize the various goals of the initiative, have public visibility and appeal, can be completed in a timely manner, and will build a track record of philanthropic accomplishment.
- F. PARTIES will be attentive to ways that their own resources and funding sources can leverage and advance philanthropic funding.
- G. The Conservancy, , will develop a volunteer steering committee led by a member of the Conservancy's Board of Directors. This volunteer group, One Tam Advisory Committee (Advisory Committee) will, as appropriate, guide and foster the goals of this MOU. The Advisory Committee will be composed of individual volunteers with philanthropic capacity and networks, with expertise and community networks necessary for public engagement and success, and with specific knowledge of or experience with the mission of each of the PARTIES.
- H. The Conservancy shall seek approval from the Executive Team before accepting contributions to projects or programs not yet approved by the PARTIES or a PARTY (e.g. on the 5 Year List), whichever is applicable.

Article 6. Funding

- A. The Conservancy shall be the sole fiscal agent for the Tamalpais Lands Collaborative and maintain a designated account structure specifically for general philanthropic gifts, grants, and external support to the Tamalpais Lands Collaborative.
- B. The Conservancy will restrict contributions to specific projects and programs when requested by a donor or donors , provided these funds either: 1) benefit the general interests of the Tamalpais Lands Collaborative; or 2) benefit a project or program approved by one or more of the PARTIES to the MOU.
- C. The Conservancy will report on the status of funds relative to this MOU to the PARTIES or a PARTY to this MOU on an annual basis or upon specific request, though no more frequently than quarterly.
- D. The Conservancy shall cover direct costs of staff, consultants, communications materials, and other expenses specifically hired, allocated, or procured for the purposes of this MOU from funds raised for the Tamalpais Lands Collaborative.
- E. The Conservancy will include indirect costs in project and program budgets to cover its overhead and management costs. The indirect cost rate will be based on agency regulations and the Conservancy's current methodology and will not exceed 15%.

- F. The Conservancy will maintain all financial accounts for philanthropic and external funds supporting and ensuring their compliance with GAAP (Generally Accepted Accounting Principles) and FASB (Financial Accounting Standards Board) standards, filing of all state and federal reports.
- G. The Conservancy will conduct annual financial audit and provide independent auditor's report and financial statement upon request.

Article 7. Term

- A. This MOU will be effective for 10 years from the Effective Date, unless earlier terminated according to the provisions of Article 7B below. The PARTIES contemplate a long-term relationship and to that end, no later than 180 days prior to the end of the term, the PARTIES agree to commence discussions regarding an extension of this MOU.
- B. Any PARTY may terminate this MOU without cause prior to the termination date by providing at least 60 (SIXTY) days written notice to the other PARTIES. If any PARTY chooses to terminate, the other PARTIES will meet to discuss the implications of and future collaborative structure.
- C. This MOU may only be modified in writing with mutual consent and signatures of all PARTIES. Request for modifications will be forwarded in writing by one PARTY to the others, enclosing the proposed form of modification, at least 60 (SIXTY) days prior to the proposed date of said modification(s).
- D. Nothing in this Article shall restrict the ability of the PARTIES to enter into additional agreements among all or between two PARTIES of this MOU and termination of this MOU does not terminate additional agreements.

Article 8. Reports

- A. The PARTIES will provide for regular updates of progress in keeping minutes and notes of key meetings and decisions.
- B. On an annual basis (from the Effective Date), the Conservancy will complete a report documenting key accomplishments resulting from this MOU and provide it to the other PARTIES.

Article 9. Property Utilization and Disposition

- A. The PARTIES may, as is advantageous and necessary to achieve the Objectives of this MOU, share property, equipment, and facilities.
- B. All property supplied for the purposes of this MOU by any PARTY to this MOU will remain the property thereof.

- C. Terms and Conditions related to the access to and use of each PARTY's property, equipment, and facilities shall be detailed in each project agreement as necessary.

Article 10. Intellectual Property and Communications

- A. Consistent with Article 3, Section E, the Conservancy has the primary role in securing registration of and administering any intellectual property related to this MOU, including (without limitation) in copyright and trademark with the U.S. Copyright Office and the U.S. Patent and Trademark Office, respectively (“Tamalpais IP”).
- B. To the extent any PARTY identifies a need for protecting specific One Tam IP to further the mission of this MOU, it shall forward the request to the Conservancy, which shall circulate a feasibility study to the PARTIES and recommend a particular course of action.
- C. All Tamalpais IP shall be used by the PARTIES on a joint license basis for their mutual benefit in enhancing and fulfilling the goals of the PARTIES as specified hereunder.
- D. If a PARTY becomes aware of an infringement or misuse of any Tamalpais IP, it shall immediately notify the Conservancy of such occurrence.

Article 11. Agency Contacts

General Manager
Marin Municipal Water District
220 Nellen Ave.
Corte Madera, CA 94925

General Superintendent
Golden Gate National Recreation Area
Fort Mason, Building 201
San Francisco, CA 94123

District Superintendent
California State Parks
845 Casa Grande Road
Petaluma, CA 94954-5804

General Manager
Marin County Open Space District
Marin County Civic Center
3501 Civic Center Drive, Suite 260
San Rafael, CA 94903

Director
Marin County Parks
Marin County Civic Center
3501 Civic Center Drive, Suite 260
San Rafael, CA 94903

President & CEO
Golden Gate National Park Conservancy
Fort Mason, Building 201
San Francisco, CA 94123

SIGNED:

Board President
Marin Municipal Water District
Date:

Ben Horenstein
General Manager
Marin Municipal Water District
Date:

David Smith
General Superintendent
National Park Service, Golden Gate National Recreation Area
Date:

Maria Mowrey
Superintendent, Bay Area District
California State Parks
Date:

Stephanie Moulton Peters
President, Board of Supervisors
Marin County Open Space District
Date:

Christine Lehnertz
President & CEO
Golden Gate National Parks Conservancy
Date:

Marin Municipal Water District Agreement No. MA-5265

National Park Service Agreement No. 8142-14-0517, The Creation of the Tamalpais Lands Collaborative

ONE TAM

STRATEGIC PLAN 2024-28



CONTENTS

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



PURPOSE AND PROCESS

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

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

This document is the result of a strategic planning process that took place from January-September

2023, in preparation for the first renewal of One Tam’s Memorandum of Understanding (MOU) linking our collaboration for the next 10 years. During this process, the One Tam Steering Committee, with guidance from the Executive Committee and input from their agency staff, discussed questions around how each area of our shared work has evolved during the first 10 years, what we want to accomplish together going forward, our changing social and environmental context, and more. These discussions brought clarity to One Tam’s scope and goals, and brought to light several areas that need further conversation to set a direction. This process was supported by an outside facilitator and a working group of Parks Conservancy staff.

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

— Executive Committee Member

CELEBRATING OUR SUCCESS

ACCOMPLISHMENTS

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

LANDSCAPE-SCALE SCIENCE AND MANAGEMENT:

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

PRIORITY RESTORATION PROJECTS:

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

COMMUNITY CONNECTIONS:

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

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



SELECTED MILESTONES

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

STRONGER TOGETHER

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

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



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

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

— One Tam Partner Staff

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

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

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

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



OUR STRUCTURE

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

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

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



AFFIRMING OUR FOUNDATION

PARTNERS

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



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

MISSION

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

One Tam is dedicated to transcending boundaries, inspiring deep connections, and mobilizing the skills and resources of our five partners and the community to steward and improve Mt. Tamalpais’ long-term health in response to a changing environment.

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

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

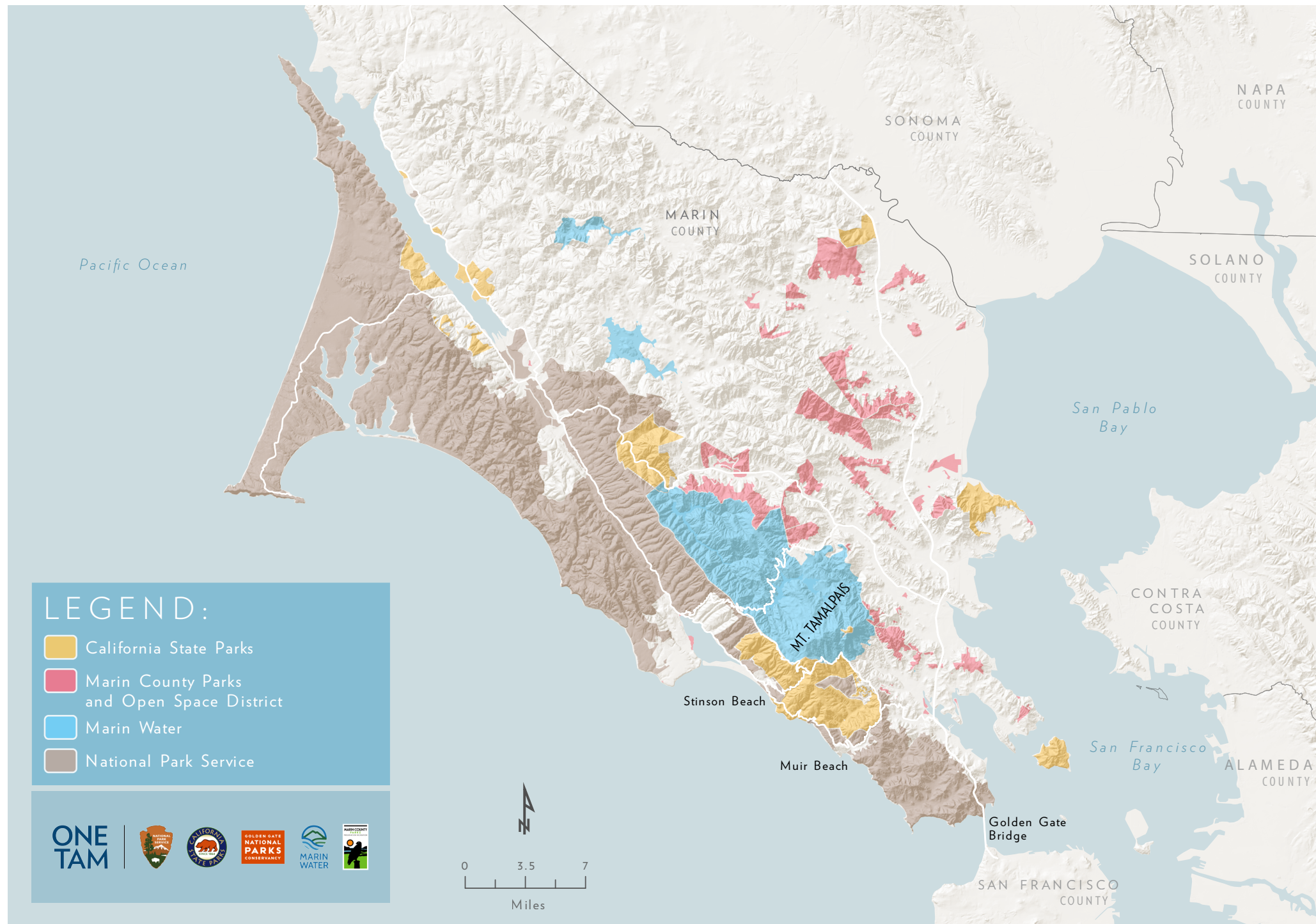
— Steering Committee Member

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

SCALE

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

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



WHAT'S BEHIND WHAT'S NEXT

THE OPPORTUNITY

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

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

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

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

GUIDEPOSTS FOR OUR NEXT FIVE YEARS

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

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

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

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

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

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

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

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

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



RESPONSIVE TO A CHANGING CONTEXT:

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

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

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

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

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



SHIFTING OUR APPROACH

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

– Youth Participant

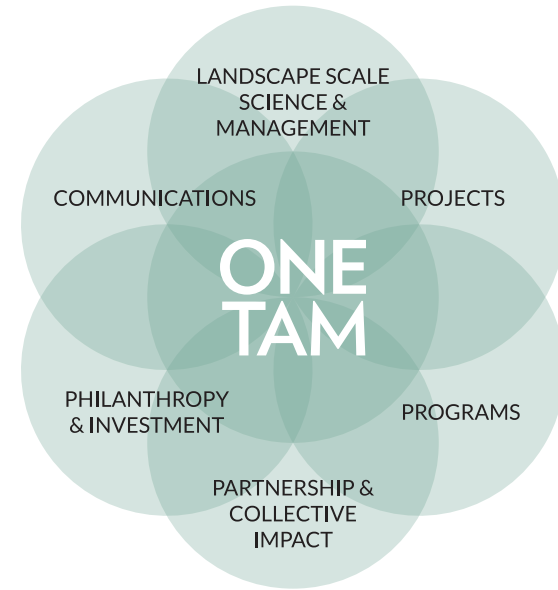
LINC is a transformative summer internship experience for high school students. Here participants are building their knowledge of local ecology together.

THE NEXT FIVE YEARS

OUR WORK

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

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



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

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

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

Projects underway at the time of this writing include:

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

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

- Evolving Shorelines Project at Bothin Marsh

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

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

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



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

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

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

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

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

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

Over the next five years, we will continue to collect

FOCUS AREAS FOR PROGRAMS:

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



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



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

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

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

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

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

PARTNERSHIP AND COLLECTIVE IMPACT

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

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

COMMUNICATIONS AND ENGAGEMENT

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

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

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

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

FOCUS AREAS FOR LANDSCAPE-SCALE SCIENCE & MANAGEMENT:

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



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

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

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

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

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

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

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

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

STRENGTHENING OUR FOUNDATION

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

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

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



LEVERS FOR LIFT

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

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



Section 7. Item #c.

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

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

Important ingredients in working these different

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

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

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

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

ONE TAM, ONE TEAM

THANK YOU

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

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

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

— Partner Staff

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

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

COMPANION DOCUMENTS

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

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

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

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

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



ONE TAM |     

ONE TAM

WORK PLAN 2024 – 2025

OVERVIEW

In 2024 the One Tam collaborative will renew our Memorandum of Understanding for another ten years, thereby continuing our commitment to work across jurisdictional boundaries to steward Mt. Tamalpais and its community. The partnership will also adopt a five-year strategic plan, guiding our shared work 2024-28.

As we transition from our first ten years into our next chapter, we seek to maintain the spirit of ambition that delivered so many successes. We intend this 2024-25 work plan to outline an ambitious body of work, while also serving as a clear guide to staff across the partnership. The work outlined signals a transition from the startup work of One Tam to a more sustainable model. Staff across the partnership should utilize this One Tam work plan 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.

Like past work plans, we center our stewardship of the mountain and community in six work areas as a framework for collective impact.



SHARED GOALS FOR 2024-2025

The 2024-25 work plan stems directly from shared goals articulated in the 2024-28 strategic plan. Some are programmatic, and others are aimed at strengthening the foundations of our collaborative and improving how we work across our partnership. We hope every staff member working with One Tam sees their work in support of, and supported by, the following goals that serve to summarize our work for the next two years. More detail on goals and key deliverables for each of our six work areas is provided in the sections below.

Over the next two years, we will:

- Maintain meaningful progress on a strong portfolio of projects and programs. Utilizing committees and working groups, we will refine where needed to better align work scopes with staff capacity, available resources, and the 2024-28 strategic plan.
- Continue to build communication and collaboration between key work areas to deepen our impact and ensure effective use of staff and resources. Building on the foundational work of Peak Health, a focus on climate resilience and forest health will be a thread throughout much of our work.
- Renew the engagement and foundational role of the Steering Committee.
- Review the charter and participants in all committees and working groups to ensure effective governance and collaboration across all One Tam work areas.
 - *Deliverable: Revised committee structure and charters for each.*
- Focus on and resource staff support and collegiality. Create regular connection points for staff to share lessons learned, challenges, problem-solve, etc. We will maintain the Training Portal as a key tool in staff development.
 - *Deliverable: New Work Force Development working group to identify opportunities and challenges, as well as develop tactics to increase recruitment, retention, and career ladder opportunities across agencies for propriety local communities.*
 - *Deliverable: List of content areas for shared training to support strategy and work plan.*
- Led by the One Tam Executive Committee, determine possible role(s) One Tam can play in supporting tribal engagement across agency partners.
- Continue to improve Parks Conservancy operational systems and resources for the Parks Conservancy to effectively serve backbone roles such as facilitation, communication, and operations.

PRIORITY AUDIENCES & PARTNERSHIPS

Community Partners

One Tam’s community and partners remain central to how and why we deliver this work. As we move into our second chapter, we will continue to maintain relationships with key partners that helped to build the success of One Tam. We also recognize the need to revisit staff capacity where and when needed to ensure we can develop and deepen collaboration with new key partners articulated in the strategic plan. For schools and library programs, the emphasis is in target communities of the Canal District of San Rafael, Marin City, and Lagunitas.

- *Deliverable: Updated list of One Tam community partners and stakeholders and associated key staff contacts, plus an annual or semiannual review process utilizing the Steering Committee and Programs Working Group.*
- *Deliverable: Engagement strategy for community members and community-based organizations in Marin City and the Canal District of San Rafael to identify opportunities to deepen engagement in One Tam projects and programs, as well as identify opportunities for One Tam to address community interests and challenges.*

Partnership Networks

One Tam’s work and status as a model for collective impact will continue to be foundational to our work. A number of key partnership networks will be central to the successful delivery of this work plan, with key staff and outcomes articulated. Any refinements needed will be guided by the Steering Committee.

Key 2024-25 Partnership Networks:

- Golden Gate Biosphere Network
- California Landscape Stewardship Network
- Together Bay Area
- 30x30

EFFECTIVE GOVERNANCE & COLLABORATION

The strategic planning process undertaken in 2023 identified the need to rebuild and refine best practices within the Steering Committee and other working groups to ensure One Tam was successful across 5-year strategy and 2-year work plan. Goals for the Steering Committee over the next two years include progress towards:

- Adopt a clearer and more effective governance and committee structure, to ensure clear work planning, appropriate resource allocation, and efficient decision making. Will include review of committee and working group charters and attendance.
- Set metrics and track to ensure success of 2-year work plan and 5-year strategy.
- Reinitiate feedback loops and regular report-outs from working groups.
- Rescope in partnership with the appropriate working groups the following programs to better meet resources, staff capacity, and agency interest: Marin Wildlife Watch, Peak Health, Forest Health, and all other long-term monitoring efforts.
- Adopt a process for scoping future opportunities, to include Workforce Development.
- Adopt a regular cadence of meeting topics, per table below:

STEERING COMMITTEE MEETING TOPICS		
MONTHLY	QUARTERLY	ANNUALLY
Agency report-outs	<ul style="list-style-type: none"> • Financial review, to include new fund sources and fund reallocations • Project and program updates towards work plan and strategic plan 	<ul style="list-style-type: none"> • Steering Committee + Exec Committee work planning retreat – review work completed + year ahead • One Tam staff picnic

COMMUNICATION & ENGAGEMENT

COMMUNICATION

In order to focus our communications and engagement efforts towards priority audiences and work, our communications efforts will center on the following two areas:

- Materials that support fundraising and membership cultivation.
- Toolkits to share and engage audiences in our program and project milestones and co-design opportunities.

We will also undertake a review of existing One Tam communication channels to understand which make sense to maintain, sunset, or merge with a primary Parks Conservancy or agency channel given current resources. Includes: onetam.org, social media accounts, email newsletter.

- Deliverable: Re-scoped One Tam communications function.*

ENGAGEMENT

Building on our first ten years, we will continue to inform and inspire community to steward and shape the future of the mountain. Our work at the intersection of Peak Health, Forest Health, and Climate Resilience will be a primary focus of our engagement work over the coming years, as we develop communications materials and engagement tools and strategies at the intersections of this work.

- Deliverable: Renewed engagement strategy with key audiences, tools, and schedule at the intersection of projects, programs, and engagement across Peak Health, Forest Health, climate resilience.*
- Deliverable: Annual Tam Van schedule.*

Our toolkit includes the following, tailored to a diversity of audiences, from practitioners to the general public to policymakers:

- Development of multilingual self-guided tours for active project sites
- Development of repeatable content
- Field trips/tours/bioblitzes
- Webinar series
- Participation in community festivals and events
- Tam Van deployment
- Building and/or maintaining relationships with key community partners

ONE TAM PROGRAMS

The following table outlines priority programs we will deliver in the next two years, in service of landscape-scale science and management, community science, and youth engagement.

PROGRAM	WORK AREA	PRIORITY AUDIENCE	GOALS & DELIVERABLES
Marin Wildlife Watch	Community Science	Broad	<ul style="list-style-type: none"> • Rescope for long-term sustainability & usefulness; ensure clear definition of success and long term plan for scope and funding • Restart volunteer program • Determine ways to invest more in training agency staff • Catch up on backlog of data analysis and report findings
Tamalpais Bee Lab	Community Science	Broad	<ul style="list-style-type: none"> • Implement proposal to adopt California Bumblebee Atlas, GNBee platform for ground nesting bees, and historical resurvey of a potentially extirpated endemic bee • Complete inventory of NPS lands from 2021-2022 collections
Inspiring Young Emerging Leaders (I-YEL)	Youth	High school youth from high priority communities	<ul style="list-style-type: none"> • Run the 2023-24 and 2024-25 cohort • Increase youth engagement in climate-focused projects and programs
Linking Individuals to Natural Community (LINC)	Youth	High school youth from high priority communities	<ul style="list-style-type: none"> • Run summer 2024 and summer 2025 programs • One Tam partners will support LINC through the facilitation of service projects and professional development workshops
Bayside Martin Luther King Jr. Academy Middle School Partnership	Youth	Marin City middle school teachers and youth	<ul style="list-style-type: none"> • Run 2023-24 and 2024-25 programs • Strengthen outreach to youth for summer participation in summer Urban Trail Blazers

PROGRAM	WORK AREA	PRIORITY AUDIENCE	GOALS & DELIVERABLES
Canal Alliance middle school partnership	Youth	San Rafael Canal Alliance middle school-age youth	<ul style="list-style-type: none"> • Run a monthly Saturday program during the school year for 20-30 youth in 2023-24, including field trips on lands managed by core One Tam partners • Strengthen outreach to youth for summer participation in summer UTB
Urban Trailblazers (UTB)	Youth	Middle school-age youth from Marin and SF	<ul style="list-style-type: none"> • Run summer 2024 and summer 2025 program, which includes 44 youth from SF and Marin engaging in outdoor activities and service-learning projects within the One Tam footprint for 6 weeks • Focus Outreach in One Tam priority communities: Marin City and Canal District
AVID	Youth	High School Age youth from San Rafael High School	<ul style="list-style-type: none"> • Define One Tam scope, such as offering monthly service learning projects to youth in San Rafael High School’s AVID program within the One Tam footprint
Community Partnerships and Programs	Community Engagement	Priority community audiences	<ul style="list-style-type: none"> • Maintain partnerships with key community organizations including Bridge the Gap and others. • Maintain partnerships and programs with public libraries in Marin City and San Rafael (includes ranger story time and backpack program).
One Tam Ambassadors	Community Engagement	Broad	<ul style="list-style-type: none"> • Maintain current scope • Evaluate the potential to evolve into a docent program based on agency priorities
Peak Health	Conservation Management	Agency staff Broadly Marin County residents Policy makers	<ul style="list-style-type: none"> • Produce an updated version of the 2016 document by early 2024 • Rescope: re-evaluate the goals and future of this effort, including frequency and method of updates, and public engagement

PROGRAM	WORK AREA	PRIORITY AUDIENCE	GOALS & DELIVERABLES
Rare plant monitoring	Conservation Management	Agency staff	<ul style="list-style-type: none"> • Maintain current scope • Reevaluate scope for 2025
Early Detection Rapid Response (EDRR)	Conservation Management	Agency staff	<ul style="list-style-type: none"> • Complete 3rd road & trail survey cycle, Japanese knotweed survey and treatment in Lagunitas Creek, management of Priority 1 obligations in One Tam region, landscape-scale EDRR work on yellow starthistle + thoroughwort + emergent priorities. • Adopt sustainable work plan, funding and staffing model for 2025 season
I&M Bats	Conservation Management	Agency staff	<ul style="list-style-type: none"> • Maintain current scopeDevelop long term plan and funding strategy

ONE TAM PROJECTS

Our 2-year priority projects plan reflects discreet projects in service of the following larger landscape initiatives: Forest Resilience, Shoreline Adaptation Planning, ongoing restoration and stewardship of the Redwood Creek Watershed, and priority trail projects.

One Tam takes projects from early planning and analysis, through design and implementation, always complemented by the appropriate corresponding services, including communication, engagement, development, and community programs.

2024/25 ONE TAM PROJECTS WORK PLAN

**italicized projects indicate a portion of the project will be constructed in 2024/25*



One Tam Projects	Lead Agency	24-25 Phases of Work	Communication	Engagement	Fundraising	Comm Science	Youth	Volunteer
HIGH PRIORITY: Staff & Funding Focus								
Bothin Marsh Evolving Shoreline	MCP	65% Design and Compliance	✓	✓	✓	✓	✓	✓
<i>Forest Resilience Projects</i>	<i>All</i>	<i>Planning, Compliance, Implementation</i>	✓	✓	✓	✓	✓	✓
<i>Roys Redwoods Restoration & Access</i>	<i>MCP</i>	<i>Implementation</i>	✓	✓	✓	✓	✓	✓
Stinson/Bolinas Regional Planning	NPS, MCP	Coordination, Planning	✓	✓	✓		✓	
<i>Redwood Creek Trail Realignment & Habitat Enhancement</i>	CDPR	2024: 65% Designs and Compliance; 2025: Anticipated Implementation		✓	✓	✓		
MID PRIORITY: Primarily Agency Led & Funded; Pursue Opportunistic Funding Only								
<i>Azalea Hill Trail Restoration</i>	<i>MW</i>	<i>Implementation</i>						
<i>Bolinas Wye Restoration</i>	<i>MCP</i>	<i>Implementation (2024-27)</i>	✓		✓			
Dipsea Bridge Construction	NPS	Design			✓			
Back Burner: Revisit 2026								
Dias Ridge Extension	CDPR, NPS	On hold						
Potrero Meadow Restoration	MW							
West Peak Restoration	MW							

FUNDRAISING

We will undertake a fundraising strategy process to determine which fundraising tools/groups/programs to keep, sunset, modify, according to the following table:

TOOL	GOALS & DELIVERABLES
Government & Foundation Grants	<ul style="list-style-type: none"> • Strategically pursue priority grants for projects, especially cross boundary projects
Membership under \$1k	<ul style="list-style-type: none"> • Assessment and roadmap for program and investment defined in FY24, including investigation of this as a standalone membership
One Tam Circle (OTC)	<ul style="list-style-type: none"> • Grow to 100 members • OTC-specific stewardship event(s) to increase engagement/membership
Major Gifts	<ul style="list-style-type: none"> • Identify 2-3 new major gift prospects • Develop “menu” of fundraising initiatives e.g., workforce development, youth, etc.
Advisory Committee	<ul style="list-style-type: none"> • Develop and adopt a new charter. Develop plan by Jan 2024 when Board Committees plan for the year ahead • Add new members
Culture of Philanthropy	<ul style="list-style-type: none"> • Gain support, participation and buy-in to our fundraising activities from agency partners • Revisit where fundraising staff fit into existing One Tam internal working groups and committees

ATTACHMENT(S): None.

DEPARTMENT OR DIVISION	DIVISION MANAGER	APPROVED
Water Resources		
	<hr/> <p data-bbox="738 483 885 514">Paul Sellier</p> <p data-bbox="641 520 982 552">Water Resources Director</p>	<hr/> <p data-bbox="1120 483 1331 514">Ben Horenstein</p> <p data-bbox="1112 520 1339 552">General Manager</p>

ENVIRONMENTAL REVIEW: Not applicable.

FISCAL IMPACT: None.

ATTACHMENT(S):

- 1. 2024 Annual Strategic Work Plan

DEPARTMENT OR DIVISION	DIVISION MANAGER	APPROVED
Communications & Public Affairs		
	Adriane Mertens Communications & Public Affairs Manager	Ben Horenstein General Manager

GOAL 1: Reliable Water Supply

Timing Key: Q1 = Jan-Mar, Q2= Apr-Jun, Q3= Jul-Sept, Q4= Oct-Dec

Objective 1 – Reduce Potable Water Use			
ACTION ITEMS FOR 5 YR OBJECTIVES	WORK PLANNED IN YEAR 1	MILESTONE	WITHIN BUDGET OR FUNDS NEEDED
a. Water Efficiency Concepts and Strategies Toward Short and Long-Term Goals	Complete Water Efficiency Master Plan and begin implementation.	Publish by Q2	Within budget
b. Water Efficiency Incentives, Education and Outreach	Evaluate incentive offerings and revise to align with WEMP.	By Q2	Within budget
	Implement seasonal water efficiency campaign strategies targeted to higher water users using creative collateral, customer success stories, point-of-service displays, and events.	Q1-Q4	Within budget
c. Implementation Of Water Loss Control and Leak Detection Program Recommendations	Complete water loss study and begin implementation of selected actions.	By Q4	Additional funds may be needed
d. Industry Association Participation	Participate in the Water Research Foundation’s Residential End Use Study.	By Q4	Within budget
e. Partnerships to Test Technologies/Theories	Prepare for AMI deployment: <ul style="list-style-type: none"> • AMI Program Manager. • Establish timeline. • Pilot testing. 	Program Manager by Q2; Timeline by Q3 Begin pilot Q3/Q4	Additional funds may be needed
f. Policy Review	Review the effectiveness of the District’s Graywater Ordinance, water efficient fixture standards, and water efficient landscape ordinance and provide alternatives for Board consideration.	Q2	n/a
	Align Water efficient Landscape Ordinance with the State rulemaking currently underway.	Q3	n/a
Objective 2 – Augment Existing Water Supply			
ACTION ITEMS FOR 5 YR OBJECTIVES	WORK PLANNED IN YEAR 1	MILESTONE	WITHIN BUDGET OR FUNDS NEEDED
a. Roadmap Short-Term Actions	<ol style="list-style-type: none"> 1. Water Efficiency actions outlined in Objective 1. 2. Begin design and CEQA for Soulajule to Nicasio pipeline. 3. Design for Soulajule electrification. 	<ol style="list-style-type: none"> 1. Q1-Q4 2. Q4 	Within budget

	<ul style="list-style-type: none"> 4. Design/bid Phoenix to Bon Tempe Treatment Plant. 5. Complete stream release project. 6. Develop emergency supply augmentation plan for times of water shortages. 	<ul style="list-style-type: none"> 3. Q4 4. Q3 5. Q4 6. Begin Q4 	
b. Roadmap Medium Term Projects and Longer-Term Goal Update	Select preferred alternative for Conveyance and begin 30% design.	Preferred alternative selection by Q3; Award of contract for 30% design by Q4	Additional funds may be needed
	Select preferred alternative for Local Storage and begin 30% design.	Preferred Alternative Selection by Q3; Award of contract for 30% design by Q4	Additional Funds may be needed
	Complete feasibility analysis for Petaluma River Desal.	By Q3	Additional Funds Needed
Objective 3 – Preserve and Enhance Existing Partnerships			
ACTION ITEMS FOR 5 YR OBJECTIVES	WORK PLANNED IN YEAR 1	MILESTONE	WITHIN BUDGET OR FUNDS NEEDED
a. Recycled Water Project Partnerships	Continued relationship building work with North Bay Water reuse authority and local sanitation agencies.	Ongoing	Within budget
b. Sonoma Water Agreement Renewal	Key terms agreed to and signed.	Key terms agreed to by Q2; Signed by Q4	TBD
c. Relationship Building for Regional Water Supply Projects	Strategic meetings with Sonoma Water and contractors for regional water supply planning.	Ongoing	n/a
d. State And Federal Support for Regional Supply Development	Receive first tranche of WRDA funding for Soulajule water supply project.	TBD	TBD
Objective 4 – Provide High-Quality Water to Customers			
ACTION ITEMS FOR 5 YR OBJECTIVES	WORK PLANNED IN YEAR 1	MILESTONE	WITHIN BUDGET OR FUNDS NEEDED
a. Reservoir Management Plans	Review industry best practices for reservoir management plans.	By Q4	N/A
b. Water Treatment Option Improvements	Pilot study to replace ammonia with liquid ammonium sulfate to improve safety protocols and cost-effectiveness.	By Q4	Additional funds may be needed
c. Water Quality Lab TNI Accreditation	Achieve new TNI accreditation for lab.	By Q4	Funds budgeted

GOAL 2: Resilient Water System

Timing Key: Q1 = Jan-Mar, Q2= Apr-Jun, Q3= Jul-Sept, Q4= Oct-Dec

Objective 1 – Infrastructure Condition Assessment			
ACTION ITEMS FOR 5 YR OBJECTIVES	WORK PLANNED IN YEAR 1	MILESTONE	WITHIN BUDGET OR FUNDS NEEDED
a. Above Ground Facility Assessment	Initiate condition assessment process for remaining tanks and pump stations.	Begin in Q4	Funds needed (Est. \$300,000)
b. PRP Prioritization Process Review	Refine and bring to Board an updated process for prioritization.	Begin in Q3; to Board Q4	n/a
d. Workplace Facilities Plan	Complete facilities plan.	By Q3	TBD
e. Above-ground Infrastructure Hardening	Identify needs to be included into the capital planning effort.	Complete by Q3	n/a
f. Water System Single Points of Failure Assessment/CIP Incorporation	Begin assessment to integrate into CIP effort.	Begin in Q4	n/a
g. Water System Security Measures	Develop facility security standards that will used to evaluate the Above Ground Condition Assessment infrastructure and identify security needs to be prioritized in the capital planning effort.	Begin in Q4	n/a
h. Water System Master Plan	Complete and use information from the WSMP to identify and prioritize infrastructure capital replacement projects.	Complete in Q3	Within budget
Objective 2 – Capital Planning			
ACTION ITEMS FOR 5 YR OBJECTIVES	WORK PLANNED IN YEAR 1	MILESTONE	WITHIN BUDGET OR FUNDS NEEDED
b. Project Grant Opportunities	Staff will continue to identify grant funding opportunities that are a fit for the Districts capital projects.	Ongoing	n/a
c. Bond Funding Opportunities for Generational Projects	Captured in Goal 4, Objective 4b.	---	---
Objective 3 – Capital Project Delivery			
ACTION ITEMS FOR 5 YR OBJECTIVES	WORK PLANNED IN YEAR 1	MILESTONE	WITHIN BUDGET OR FUNDS NEEDED
a. Resource Needs Assessment	Develop resourcing plan for enhanced CIP, including reallocation of existing positions leveraged with external support.	Complete by Q2	n/a
c. On-Call Engineering Firm Consulting Contracts	Execute on-call engineering contracts for specialty support.	Complete in Q3	Funds needed (est. \$3M)
f. Paving Restoration Requirements	Complete pavement assessment criteria with paving expert and begin discussions with neighboring jurisdictions.	Complete assessment & begin meetings by Q4	Within budget

Objective 4 – Operations & Maintenance			
ACTION ITEMS FOR 5 YR OBJECTIVES	WORK PLANNED IN YEAR 1	MILESTONE	WITHIN BUDGET OR FUNDS NEEDED
a. Standard Operating Procedure Development	Review/update or develop SOPs. Select 10 of the highest priority SOPs to update this year.	Complete in Q4 2024	Budgeted
b. Learning Through Industry Associations Involvement	Reinstate the “Pipe Tapping Team” to compete at state and regional conferences. Offer opportunities for staff to engage and learn through industry associations.	Compete at regional AWWA conference. Staff attending conferences.	TBD
e. Efficiency Improvements via Equipment and Process Advancements	Establish a process to engage staff and develop a list of equipment/practices to improve efficiency, safety, effectiveness, and staff’s work (e.g. leak detection, thermal gauge, etc.)	Ongoing	TBD
Objective 5 – Energy Planning			
ACTION ITEMS FOR 5 YR OBJECTIVES	WORK PLANNED IN YEAR 1	MILESTONE	WITHIN BUDGET OR FUNDS NEEDED
c. Carbon Neutrality	Initiate carbon neutrality policy discussion with the Board.	Begin by Q4	n/a
d. Micro-Turbine Technology	Take another look at possible locations in transmission and distribution system for next-gen micro turbine.	Begin in Q4	TBD
e. Renewable Power Opportunities	Work with Board on renewable energy goals/policy.	Q3	---
Objective 6 – Emergency Response Readiness			
ACTION ITEMS FOR 5 YR OBJECTIVES	WORK PLANNED IN YEAR 1	MILESTONE	WITHIN BUDGET OR FUNDS NEEDED
a. Emergency Response Plan Update	Review current emergency response plan, including the role of the board during a disaster/emergency, and develop timeline and process for its update.	By Q4	n/a
b. Annual EOC tabletop Exercises	Coordinate 2 tabletop exercises to help prepare/ train staff for an organized response to specific emergency/natural disaster scenarios most common to California and the water industry. (also in Goal 5)	Q2 and Q4	n/a
c. Dam EAP Review and Tabletop Exercises	Review EAP contact information.	Q1	n/a
d. Emergency preparedness training w/ Marin County OEM	Participate in County Office of Emergency Mgmt monthly meetings.	Ongoing	n/a
e. FEMA-compliant Contracts for Disaster Recovery Needs	Develop FEMA compliant contract templates that will be ready to use following emergencies.	Complete Q3	n/a
f. Risk Reduction Assessments	Water system single points of failure assessment (outlined in obj. 1).	Begin Q4	n/a

GOAL 3: Watershed Stewardship

Timing Key: Q1 = Jan-Mar, Q2= Apr-Jun, Q3= Jul-Sept, Q4= Oct-Dec

Objective 1 – Creek Restoration			
5-YR ACTION ITEMS	WORK PLANNED IN YEAR 1	MILESTONE	W/IN BUDGET OR FUNDS NEEDED
a. Lagunitas Creek Restoration	Secure resource agency permits to begin implementation of Phase 1 restoration sites (1-6 and 12-13).	Initiate construction Q3	Grant Funded
	Complete restoration construction of 3-5 sites of the 8 sites in Phase I.	Complete construction Q4	Grant Funded
b. Lagunitas Creek Stewardship Plan	Update Lagunitas Creek Stewardship Plan.	Complete Q4	Within budget
c. PIT Program	Install two new Passive Integrated Transponders Antennas to improve fisheries monitoring data collection. One of which will be installed within Phase I restoration reach.	Complete Q3	Within budget
d. Apply technical expertise to regional restoration projects	In a support role, participate in discussions regarding Redwood Creek, and add value where we can.	Ongoing	n/a
Objective 2 – Watershed Resiliency to Wildfire			
5-YR ACTION ITEMS	WORK PLANNED IN YEAR 1	MILESTONE	W/IN BUDGET OR FUNDS NEEDED
a. Public Safety Partnerships	Coordinate 2-3 inter agency trainings for search and rescue and wildfire training.	Complete by Q4	Within budget
b. Biodiversity, Fires, and Fuels Integrated Plan	Complete BFFIP Year 5 priorities to achieve 1,500 acres of vegetation management and forest restoration priorities. Complete needed environmental compliance and associated program planning, contracting, monitoring and grant reporting.	Complete by Q4	Budgeted/ Grants
c. Strategic Partnership for Regional Resiliency	Implement One Tam Forest Health Strategy and one prescribed burn project in coordination with Marin County Fire and One Tam agencies.	Complete by Q4	Budgeted/ Grants
d. Workforce Development	Secure grant funding for CCNB crews to carryout BFFIP work and support forest ecology crew training	Complete by Q4	N/A
	Secure grant funding for CCC crews to carryout trail work.	Complete by Q4	N/A
	Contract with Marin County Fire Foundry Program to support early career development.	Complete by Q2	Within budget/ Grants
	Apply as a site sponsor to secure AmeriCorps Grizzly Fellow and Watershed Stewardship Program participants for 2025.	Complete by Q4	Within budget

e. Wildland Firefighting and Vegetation Equipment	Add one additional Ranger Vehicle to fleet to support increased staff.	Complete by Q3	Additional funds needed
	Add 1-2 additional UTV's to support Ranger Trainee field work.	Complete by Q3	Additional funds needed
Objective 3 – Stewardship			
5-YR ACTION ITEMS	WORK PLANNED IN YEAR 1	MILESTONE	W/IN BUDGET OR FUNDS NEEDED
a. Annual Biological Monitoring	Contribute biological monitoring data and staff expertise to update of One Tam Peak Health Report.	Complete by Q4	N/A
b. Regional Partnerships	Update One Tam Strategic Plan, Annual Work Plan and MOU.	Complete by Q2	Within budget
c. Regional Restoration Opportunities	Contribute staff expertise to complete Golden Gate Biosphere Network Climate Vulnerability Study.	Complete by Q4	N/A
d. Stewardship Programs	Host trail maintenance training for seasonal staff and Ranger trainees to build capacity for volunteer trail stewardship work.	Complete by Q4	Within budget
	Launch a monthly trail maintenance and stewardship program to engage community members, non-profits and youth teams in watershed stewardship.	Complete by Q4	Within budget
e. Natural Resources Interpretation	Reimagine trail kiosk signage (6 total) to broaden customer awareness of the service value of District's watershed stewardship work, including its work to preserve the watershed's biodiversity , and to provide education on the source of the community's local water supply.	Complete by Q4	Additional funds need to be identified.
	Host quarterly watershed hikes and/or community events.	Complete by Q3	Within budget
Objective 4 – Recreation			
5-YR ACTION ITEMS	WORK PLANNED IN YEAR 1	MILESTONE	W/IN BUDGET OR FUNDS NEEDED
a. Watershed Rec Mgmt Planning Feasibility Study	Complete study and advance priority outcomes in alignment with study timeframes.	Complete by Q2; Develop timeline for implementation of priority outcomes Q3	Additional funds need to be identified.
b. Azalea Hill Trail Restoration Project	Complete 1.9 miles of improvements along multi-use trail; close 2 miles of the 4.4 miles of social trails in the project area; complete 1 additional bridge.	Complete by Q4	Grant/Budget for Phase II; Additional funds need for Phase I
d. Nature-based Self-guided Tours and Outreach Materials	Complete a self-guide tour of prescribed burn project sites on the watershed.	Complete by Q4	Within budget

Objective 5 – Facilities			
5-YR ACTION ITEMS	WORK PLANNED IN YEAR 1	MILESTONE	W/IN BUDGET OR FUNDS NEEDED
a. Roads and Trails Management Plan	Evaluate priority projects and updates to best management practices and inclusion of recreation management and stewardship . RFP for a consultant to complete an updated plan and associated environmental compliance document.	By Q4	Additional funds need to be identified.
	Develop priority list of visitor amenity improvements.	By Q4	Additional funds need to be identified.
b. Integrate Watershed Facilities into Master Planning Process	Explore opportunities for outdoor education and engagement facility.	By Q4	Additional funds need to be identified.
c. Watershed Housing	Identify priority facilities updates at Sky Oaks Ranger Station.	By Q4	Additional funds need to be identified.
	Evaluate improvements to existing watershed housing assets.	By Q4	Additional funds need to be identified.

GOAL 4: Fiscal Responsibility

Timing Key: Q1 = Jan-Mar, Q2= Apr-Jun, Q3= Jul-Sept, Q4= Oct-Dec

Objective 1 – Financial Stability			
5 YR ACTION ITEMS	WORK PLANNED IN YEAR 1	MILESTONE	W/IN BUDGET OR FUNDS NEEDED
a. Stabilization Reserves	Per Board Policy updates in 2023, configure reserves to meet minimum balances and consider additions or revisions to target balances.	Q3 (following year end)	n/a
b. Long-Term Capital Improvement Program with Stable Investments	Provide financial support for development of CIP.	Q4 – budget preparation	n/a
c. Non-Rate Revenue Updates	Evaluate non-rate revenues (e.g. parking fees, cell tower leases) and update for FY 26.	Q4 – budget preparation	n/a
Objective 2 – Fair, Equitable and Proportional Rates			
5 YR ACTION ITEMS	WORK PLANNED IN YEAR 1	MILESTONE	W/IN BUDGET OR FUNDS NEEDED
a. Connection Fee Study	Complete Connection Fee Study, including a review of how population growth may impact demand, and make recommendations to the Board.	Recommendations to Board by Q3	n/a
b. Low-Income Program Evaluation	Evaluate current program, compare to other local agencies and review with the Board identified opportunities to enhance the program.	By Q4	n/a
Objective 3 – Cost-Effective Business Processes			
5 YR ACTION ITEMS	WORK PLANNED IN YEAR 1	MILESTONE	W/IN BUDGET OR FUNDS NEEDED
a. SAP Update to Streamline Processes and Improve Analytics	Develop business case and complete vendor selection process.	By Q4	Within budget
b. Leverage External Resources for Efficiency	Evaluate resources, including the right balance of internal and external, to support CIP.	Q4	TBD
c. AA or Better Credit Quality Rating	Review with credit agencies the state of the District as part of credit rating process.	Q1	Within budget
e. Streamline the Application Process for Discount Programs and Leak Adjustments.	Evaluate current program and compare to other local agencies and present findings and recommendations to Board.	By Q4	n/a
Objective 4 – Outside Funding to Reduce Financial Impacts on Ratepayers			
5 YR ACTION ITEMS	WORK PLANNED IN YEAR 1	MILESTONE	W/IN BUDGET OR FUNDS NEEDED
a. WRDA Funding for Water Supply Projects	Receive first tranche of WRDA funding for Soulajule water supply project (also in Goal 1, Obj. 3b).	TBD	TBD

b. Bond Funding	Begin work of bond funding for near-term selection of projects.	Q4	Within budget
c. State and Federal Grants	Identify priority projects and programs that are competitive for state and Federal funding opportunities and submit grant applications.	Q4	N/A
e. Leverage Regional Partnerships	Support ACWA, and TOGETHER Bay Areas legislative work in support of state funding for grant programs that support District projects and programs. Support One Tam efforts to develop funding opportunities as a collaborative.	Q4	N/A
Objective 5 – Financial Transparency			
5 YR ACTION ITEMS	WORK PLANNED IN YEAR 1	MILESTONE	WITHIN BUDGET OR FUNDS NEEDED
a. Online Customer Tool Improvements	Develop more interactive and informative bill estimator.	Launch tool by Q2	Within budget
b. Bi-annual fiscal policies review	Conduct internal review and update to financial and purchasing policies.	Present to board by Q4	n/a
c. Quarterly Financial Summary Publication	Develop quarterly financial statement and post to public website.	Publish quarterly statement by Q4	n/a
d. Regular Internal and External Financial Audits	Conduct external financial audit and identify internal audit focus areas.	Identify internal audit areas by Q4	Within budget
e. Proactive Customer Communications for Grants and Investments in Key Priorities	Disseminate news releases and other outreach messaging channels to announce receipt of grant awards and to share updates of how funds are used for project implementations.	Q1-Q4	n/a

GOAL 5: Organizational Excellence

Timing Key: Q1 = Jan-Mar, Q2= Apr-Jun, Q3= Jul-Sept, Q4= Oct-Dec

Objective 1 – Organizational Culture and Values			
ACTION ITEMS FOR 5 YR OBJECTIVES	STRATEGIC ELEMENTS PLANNED IN YEAR 1	MILESTONE	WITHIN BUDGET OR FUNDS NEEDED
a. Recruitment Collateral	Redesign the District employment website landing page to add features that improve navigation, showcase District accomplishments and provide a sense of workplace culture.	Complete by Q3	n/a
	Refine recruitment collateral to maximize potential reach across various recruitment platforms to attract diverse applicant pools.	Launch in Q1	Within budget
b. Recruitment Partnerships with local Community Orgs, Colleges, Trade Schools	Identify annual list of local recruitment events, career fairs and other networking opportunities that strengthen relationships and expand contacts within underserved communities that support the growth of diverse, nontraditional applicant pools.	List by Q1; attend events Q2-4	Within budget
c. AND e. Welcoming On-boarding Process / Employee Training Program	Bring on a new HR Training Program position and develop the approach for a District-wide training program with an initial focus on the employee onboarding experience.	Hiring by Q2; Onboarding program in place by Q4	Within budget
d. Diversity, Equity and Inclusion Training	Complete District-wide DEI training, including an element for new hires, and follow up with a plan for initiatives that will build and reinforce DEI skillsets.	Training Q1, develop plan Q3	Within budget
f. Employee Recognition and Appreciation Programs	Evaluate current practices, gather broad staff input, and seek out other employer best practices to develop a plan for implementing enhanced, modernized recognition & appreciation programs.	By Q4	n/a
g. Strengthened Internal Communication Strategies	<i>In an effort to strengthen alignment, coordination and awareness in the organization on timely and key initiatives and/or issues, launch internal newsletter.</i>	Launch first issue by Q4	n/a
h. Employee Engagement and Organizational Improvement	Launch employee engagement survey and develop subsequent action plans based on common themes derived from survey responses.	Survey complete by Q1, action plans developed by Q3.	n/a
i. Workplace Safety	Assess and evaluate the District’s Safety Program and identify key initiatives to strengthen and enhance the reach of the program.	Q4	Funds needed
	Coordinate 2 tabletop exercises to help prepare and train District staff for an organized response to specific emergency/natural disaster scenarios most common to California and the water industry.	Q2 and Q4	Funds needed
j. Work Facilities Assessment and Evaluation	Incorporate into Worksite Facilities Plan.	By Q4	Within budget
k. Staffing Assessment	Develop Districtwide list of internal resource gaps and opportunities.	Q4	n/a

Objective 2 – Customer Experience			
ACTION ITEMS FOR 5 YR OBJECTIVES	STRATEGIC ELEMENTS PLANNED IN YEAR 1	MILESTONE	WITHIN BUDGET OR FUNDS NEEDED
a. Facilities, Programs, Outreach Accessibility Audit	Incorporate accessibility, via an update to the ADA Assessment and Transition Plan, into worksite facilities planning process.	By Q4	Within budget
	Review webs for accessibility improvements and develop schedule for completing improvements.	Develop plan by Q3	Within budget
b. Key Messaging and Visual Brand Identity	Standardize highly visible District materials, including CIP signage for infrastructure projects, to expand service value awareness.	Template sign design complete by Q2	n/a
d. Data-Driven Targeted Water Efficiency Outreach Campaigns	Implement seasonal water efficiency campaigns that target higher water users and support pilot AMI deployment effort.	Ongoing	Within budget
e. Creative Storytelling Campaigns and Techniques for Priorities and Initiatives	Develop creative collateral to broaden customer awareness of District’s work on key priorities and initiatives using public relations campaigns, interpretive signage, video, point-of-service displays, and events.	Q1-Q4	Within budget
g. Engagement with Local Municipalities	Develop schedule of engagement opportunities at town/city council meetings; coordinate / provide District updates at a different council meeting once per quarter.	Begin Q2, then 1x per quarter	n/a
Objective 3 – Industry Engagement, Growth and Leadership			
ACTION ITEMS FOR 5 YR OBJECTIVES	STRATEGIC ELEMENTS PLANNED IN YEAR 1	MILESTONE	WITHIN BUDGET OR FUNDS NEEDED
a. Industry Associations	Develop an Operations and Maintenance departmental team to represent the District in competitive water-industry challenges at the regional, state and national levels.	Team assembled by Q2	n/a
b. Professional Development Opportunities	Encourage staff at all levels to engage in relevant professional associations through submittal of abstracts, joining committees, and other similar types of engagement.	ongoing	Within budget
c. Stakeholder Collaboration and Communication	Develop stakeholder list and identify key contacts to connect with for ongoing relationship building and communications.	List by Q2	n/a
Objective 4 – Technology, Innovation and Process Improvements			
ACTION ITEMS FOR 5 YR OBJECTIVES	STRATEGIC ELEMENTS PLANNED IN YEAR 1	MILESTONE	WITHIN BUDGET OR FUNDS NEEDED
a. Intranet	Implement Microsoft M365 services throughout District and utilize included SharePoint Online application to build intranet site, including migration of files from legacy solution to cloud-based document store.	In use district-wide by Q4	Within budget
d. Academia Partnerships	Develop a plan and schedule to engage with regional institutions such as UC Berkeley, Stanford, and/or others.	Q3	n/a
f. AMI Conversion and Associated Customer Portal	Captured in Goal 1, Obj. 1	---	---
g. SAP Selection, Implementation & Operational Integration	Perform business capability modeling across all applicable departments to develop recommendation regarding upgrade vs. replacement of system. Perform needs assessment and develop Vendor Selection RFP (for ERP platform if recommendation to replace, and for Systems Integrator for implementation).	Begin Q1, Vendor Selection by Q4	Within budget



STAFF REPORT

Meeting Type: Board of Directors
Title: Update on the Water Supply Roadmap – Conveyance Alternatives
From: Paul Sellier, Water Resources Director
Through: Ben Horenstein, General Manager
Meeting Date: April 2, 2024

TYPE OF ACTION: Action X Information Review and Refer

RECOMMENDATION: Receive an update on Water Supply Roadmap Conveyance alternatives

SUMMARY: On February 28, 2023, the Board selected the Integrated Roadmap for improved water supply resiliency (Roadmap); and since that time, staff has been implementing the early action projects, while in parallel working to advance the longer term, more complex projects. The project team has refined and added to the alternatives described in the Strategic Water Supply Assessment and will describe the screening process leading to a proposed shortlist of projects. The team intends to analyze the shortlisted projects in more detail to allow the Board to select a preferred project. Staff will provide a presentation illustrating the process leading to the proposed shortlist.

DISCUSSION: The team is developing the Sonoma-Marín conveyance alternatives to allow a screening process to occur that narrows the options from 13 to a proposed shortlist of three or four. These remaining shortlist projects can then be considered in greater detail before a preferred project alternative is identified and designed to a level that can support any necessary environmental review. The project team has completed the screening process and developed a proposed shortlist.

The process of screening from 13 alternatives to a shortlist of three involves weighing each alternative against a project goal which is supported by a set of criteria. Each criterion may be measured via a set of metrics that taken together can indicate how well, or not, a particular project supports a given criterion. The overarching goal of the project is to enhance the reliability, flexibility and resiliency of the water system to improve service to Marin Water customers. The detailed preliminary scoring of criteria may be found in Attachment 1. While typically review of the detailed criteria and each supporting metrics is important, in this process the selection of a proposed shortlist is relatively straightforward because the proposed shortlist includes the simpler options that were considered as standalone projects.

Broadly speaking, the Sonoma-Marine Conveyance Alternatives fall into four distinct groups including the South Transmission System (STS) alternatives, the Stafford (STAF) alternatives, the Petaluma (PETA) alternatives and the Cotati alternatives. Each grouping consists of three to four different pipeline alignments or routes. Notable among the groups is the STS group that by itself offers no water supply benefit and as such does not meet the main project goal, thus allowing this group to be ruled out as a standalone project. In reviewing the alignment of the STAF alternatives that run from the vicinity of Stafford Lake to one or both of Nicasio or Soulagule reservoirs, it is clear that the PETA alternatives 1-3 include the same pipe alignments and additional pipe sections that permit greater yield. As such the STAF alternatives could be dropped as standalone projects and included in the PETA 1-3 for further analysis. All of the PETA 1-3 alternatives could be constructed in Phases with phase 1 equivalent to one of the STAF alternatives. PETA 4 is unique in that it can provide, at full build out, the greatest volume of water of all the PETA options and while PETA 4 can be constructed in phases the phases do not include the STAF alternatives but do include the STS alternatives. The Cotati alternatives are entirely new construction and provide the greatest water supply benefit achieving all of the project goals. The selection of a proposed shortlist then seems to be a contest between the PETA 1-4 alternatives and the Cotati alternatives. Since the Cotati 3 alternative essentially includes the alignments for Cotati 1 and Cotati 2 it seems logical that Cotati 3 would be considered superior and make the shortlist. Similarly in comparing PETA 1-3 the PETA 3 alternative includes the alignments in PETA 1 and PETA 2, leaving PETA 4 as the final project for the proposed shortlist. The table below summarizes key characteristics of the proposed shortlist.

Table 1 - Proposed Short List

Proposed Project	Water Supply Benefit [MGD]	Estimated Capital Cost ¹ [\$Million]
PETA – 3	10-14	\$129 - \$176
PETA – 4	12-30	\$148 - \$378
COTATI - 3	30	\$380

1. Capital cost will be refined as design progresses.

Given that the proposed shortlist projects include the other alternatives that were dropped (STS and STAF) and they also scored best against the evaluation criteria there is no downside to the proposed shortlist. For example PETA-3 and 4 both include an STS alternative and PETA-3 includes the STAF-3 alternative. The next steps will be for the project team to advance our understanding of the proposed shortlist to allow selection of a preferred alternative to carry forward in design.

ENVIRONMENTAL REVIEW: Not Applicable.

FISCAL IMPACT: None.

ATTACHMENT(S):

- 1. Evaluation Criteria Draft Scoring of Alternatives

Attachment 1

PHASE 1 ALTERNATIVES EVALUATION WITH WEIGHTING																				
Criteria	Water Reliability and Sustainability			Flexibility and Resiliency				Schedule and Implementation				Water Quality	Environmental and Social Stewardship		Economic and Financial					Total Score
	Contribute to a sustainable dry year water supply.	Provide reliable water supply, treatment and transmission infrastructure that meets long-term operational needs under average- and maximum-day demand conditions.	Improve the ability of water storage and delivery to withstand natural hazards.	Retain flexibility of District operations.	Improve the resilience of District operations to adapt to changing conditions, including climate change effects.	Integrate well with regional water systems.	Minimize complexities of system operations and hydraulics.	Implement the project in a timely manner, consistent with framework identified in the SWSA.	Reduce regulatory complexity.	Preserve options for future conveyance systems between Cotati Tanks and the District's facilities.	Minimize construction complexities.	Design improvements to meet current and foreseeable future drinking water regulations with a margin of safety.	Minimize long term environmental impacts relative to other conveyance alternatives.	Minimize disruption to existing land uses to the extent practical.	Minimize capital costs for the District's customers relative to yield.	Minimize life-cycle costs for the District's customers relative to other conveyance alternatives.	Integrates well with existing infrastructure.	Leverage federal and state investments in infrastructure.	Minimize financial risk.	
Criteria Weighting	5	5	3	3	3	3	4	4	3	3	3	5	2	2	4	4	4	5	2	
STS-1	1	1	2	1	1	2	2	1	1	2	1	2	3	1	1	3	1	2	2	104
STS-2	1	1	2	1	1	2	2	1	2	2	1	2	3	1	1	3	1	2	2	107
STS-3	1	1	2	1	1	2	2	2	2	2	2	2	3	2	1	3	1	2	2	116
STAF-1	1	1	1	1	2	1	1	2	2	1	1	2	2	2	2	3	3	1	2	108
STAF-2	1	1	1	1	2	1	1	2	2	1	1	2	2	2	2	3	3	1	2	108
STAF-3	1	1	1	2	3	1	1	2	2	2	1	2	2	2	2	3	3	1	2	117
PETA-1	2	2	2	2	2	2	1	2	2	2	1	2	2	2	2	2	2	2	2	127
PETA-2	2	2	2	2	2	2	1	2	2	2	1	2	2	2	2	2	2	2	2	127
PETA-3	2	2	2	3	3	2	1	2	2	2	2	2	2	2	2	2	3	2	2	140
PETA-4	3	3	3	3	3	3	2	1	2	2	2	2	2	2	2	1	3	3	3	159
COTATI-1	3	3	3	3	2	2	2	1	2	2	2	2	1	2	2	1	1	2	1	134
COTATI-2	3	3	3	3	2	2	2	1	2	2	2	2	1	2	2	1	1	2	1	134
COTATI-3	3	3	3	3	3	2	2	1	2	3	2	2	1	2	2	1	2	2	1	144



UPCOMING MEETINGS

This schedule lists upcoming Marin Water Board of Directors meetings and committee meetings as well as upcoming agenda items for the next month. The schedule is tentative and subject to change pending final publication and posting of each meeting agenda.

Internal Meetings		
Meeting Date	Meeting Type	Key Item(s)
Friday, Apr. 5, 2024 9:30 a.m.	Operations Committee Meeting/Special Meeting of the Board of Directors	Main Break Response Update
Tuesday, Apr. 16, 2024 6:30 p.m.	Board of Directors' Regular Bi-Monthly Meeting	Watershed Recreation Management Planning Feasibility Study
Thursday, Apr. 25, 2024 9:30 a.m.	Finance & Administration Committee Meeting/Special Meeting of the Board of Directors	Quarterly HR Update
Thursday, Apr. 25, 2024 6:00 p.m.	Board of Directors Special Meeting (Closed Session)	
Tuesday, Apr. 30, 2024 6:30 p.m.	Board of Directors' Regular Bi-Monthly Meeting	Public Hearing: Phoenix-Bon Tempe Connection Project

External Meetings	
Meeting Date	Meeting Type
Monday, Apr. 8, 2024 9:00 a.m.	Sonoma Water Advisory Committee/Technical Advisory Committee
Friday, Apr. 19, 2024 9:00 a.m. – 3:00 p.m.	North Bay Watershed Association Conference