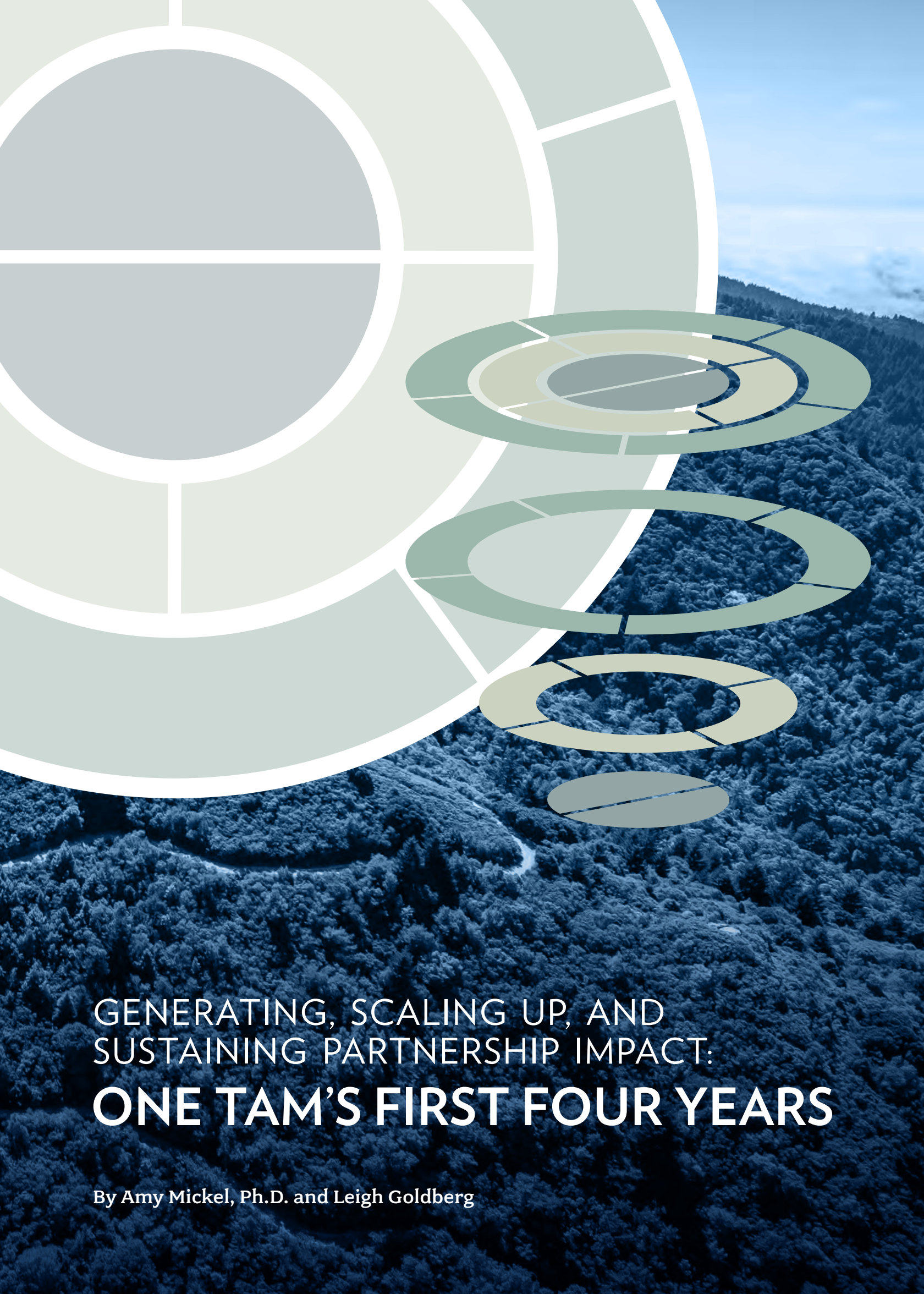




GENERATING, SCALING UP, AND
SUSTAINING PARTNERSHIP IMPACT:
ONE TAM'S FIRST FOUR YEARS

By Amy Mickel, Ph.D. and Leigh Goldberg



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One Tam would like to recognize the hundreds of staff and community volunteers who were motivated by a vision for a better future and thank them for the thousands of hours they contributed to the One Tam initiative. Without them, One Tam's successes would not be possible.

Other collaboratives are encouraged to use the **Partnership Impact Model** presented in this report to build, maintain, and sustain healthy partnerships and scale up their impact. In referencing or republishing the **Partnership Impact Model** in any form, please include the following credits:

The **Partnership Impact Model**[™] was created by Amy Mickel, Ph.D. and Leigh Goldberg based on the work and impact of the One Tam partnership and findings from a four-year partnership study. The project was funded by the S. D. Bechtel, Jr. Foundation, commissioned by the Golden Gate National Parks Conservancy, guided by One Tam Director Sharon Farrell, and supported by One Tam agency partners. This model was first published in the study's final report, *Generating, Scaling Up, and Sustaining Partnership Impact: One Tam's First Four Years* (Mickel & Goldberg, 2018).

Digital copies of the **Partnership Impact Model** are available at onetam.org/PIM.

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ABSTRACT

Landscape-scale collaboration has become an important pathway to manage and steward public lands and natural resources in the United States. To understand the impact of formalized, collaborative efforts, a new partnership called One Tam (onetam.org), based in California’s Marin County, was studied in its first four years. Findings from this research include a collection of interdependent, scalable impacts that are presented as the **Partnership Impact Model**—highlighting three impact classifications: *foundational*, *operational*, and *outcome*. This emergent model has practical implications for collaboratives and funders struggling to identify ways to understand, describe, and optimize partnership impact.



COURTESY GOLDEN GATE NATIONAL PARKS CONSERVANCY

PREFACE

Faced with complex challenges such as climate change, population growth, and uncertain funding mechanisms, many resource managers have been pursuing innovative paradigms for managing, stewarding, and sustaining public lands in the United States. Landscape-scale stewardship is one of those innovative paradigms. There is a growing consensus within the national conservation community about the importance of thinking, planning, and acting at the landscape scale. According to one expert in the field, there are likely well over 500 landscape-scale initiatives underway in the country today.¹ Looking ahead, the United States is expected to see an emergence of new landscape-scale partnerships, as well as deepening levels of collaboration and integration among existing partners (Peterson & Bateson, 2018).²

What exactly is landscape-scale stewardship? As one study participant shared, the core philosophy of landscape-scale conservation and stewardship is recognizing that working with adjacent public lands “produces a larger benefit by virtue of their contiguousness.” According to *Large Landscape Conservation: A Strategic Framework for Policy and Action*, landscape conservation and stewardship initiatives can be defined by three criteria: 1) multi-jurisdictional—conservation and stewardship goals cut across political and jurisdictional boundaries; 2) multi-purpose—they address a mix of related issues, such as environment, economy, and community; and 3) multi-stakeholder—they include public, private, nongovernmental actors, and community stakeholders (McKinney, Scarlett & Kemmis, 2010). While these criteria help define what is or is not considered a landscape-scale initiative, it is important to highlight that initiatives meeting these criteria range dramatically in size, from covering less than 10,000 acres to covering nearly 500 million acres (McKinney & Johnson, 2013). As some leaders in the field have proposed, the burgeoning movement around landscape-scale collaboration is less about the geographic scale of particular initiatives and more about a transformative shift in land management mindset that involves much greater consideration of resources outside a single landowner’s jurisdiction and significantly deeper levels of collaboration (Mitchell, Barrett & Hiss, 2015).

¹ National approximation based on inventories conducted in the Rocky Mountain West and Northeast as shared during Case Study 3 interview.

² The number of landscape-scale partnerships has been slowly growing since 1900, with significantly more rapid growth since 1990.

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In California, resource managers, policy makers, and funders have been paying close attention to and investing in landscape-scale collaboration as a pathway to manage and steward the state's public lands and natural resources for greater impact and resilience. A partnership called One Tam, based in Marin County just north of the Golden Gate Bridge, is one example being examined in the state and nationally to help advance the field's understanding of what it takes to make direct action happen on the ground, at scales beyond a single landowner's jurisdiction. Formally launched in 2014, One Tam is a partnership led by four adjacent public agencies and one nonprofit organization and includes the active participation of local community members and environmental leaders.

The One Tam partnership offers a compelling case study for a few reasons. First, as One Tam is a newly launched partnership, now is an opportune moment to assess its early results relative to its baseline by examining the partnership's evolution from the outset. Second, the landscape in which the partnership operates is unique in that it has four different, adjacent agency landowners in a relatively small geographic area encompassing approximately 53,000 acres. Relative to other landscape-scale initiatives in the United States, the operating footprint of One Tam is considered to be on the smaller end of the spectrum (McKinney & Johnson, 2013).³ Having a relatively small, discrete geography can be advantageous in terms of the pace at which partners undertake their work. Because of the accelerated pace at which One Tam has been able to establish itself within the community as a new collaborative—due to several factors in addition to its discrete geography⁴—One Tam serves as an ideal “learning lab” for advancing landscape-scale stewardship goals, which can be scaled up or down in other geographies in the state and nation. Third, the nonprofit partner⁵ chosen to facilitate the work of One Tam is effectively being “shared” by its long-time federal agency partner in order to support the collective work of the four agency partners. Because there are many hundreds of nonprofit friends groups and cooperating associations to federal and state public lands in the country, the work of One Tam might hold implications for how the nation's existing partnership infrastructure could be further leveraged as “Operations Backbone providers” to a larger group of adjacent partners.⁶

³ According to an inventory conducted in the Rocky Mountain West, the smallest landscape-scale initiatives cover areas less than 500,000 acres, while the largest initiatives cover more than 100 million acres.

⁴ In addition to its small, discrete geography, One Tam's high partnership readiness, committed leadership, and highly motivated staff contributed to its relatively accelerated pace of development. Learn more about the factors contributing to One Tam's start-up phase and the six steps to partnership formation in the first case study, *Managing Public Lands for Impact and Sustainability* (Goldberg, 2014).

⁵ The Golden Gate National Parks Conservancy is the Congressionally-authorized cooperating association to the Golden Gate National Recreation Area—a unit of the National Park Service—and is one of more than 70 such nonprofit organizations working with national parks around the country.

⁶ The Operations Backbone role is outlined further on page 35.

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ONE TAM FOUR-YEAR PARTNERSHIP STUDY

With trends related to climate change, shrinking public and private funding streams for the environment, and an increased emphasis on demonstrating the value of government funded programs, partnership practitioners are continually seeking ways to get the most out of their collaboration efforts (Goldberg, 2018). Measuring, understanding, and communicating a partnership’s “value added” or “impact” is indeed an important component of being equipped to successfully optimize collaboration. However, conveying the success or impact of partnerships is difficult for a range of reasons, including: “long timescales for achieving impact, different perspectives on what success means, the complexity and variability of partnership interventions, and the different contexts within which partnerships work” (Boydell, 2007, p. 3). As a result, there is a shortage of research assessing partnership impact, value, and benefits in this sector.

In light of the increasing trend of using landscape-scale collaboration as an innovative strategy and the shortage of research on partnership impact, the S. D. Bechtel, Jr. Foundation funded a four-year study of One Tam—commissioned by the Golden Gate National Parks Conservancy—in order to unpack the complex elements of partnership impact, with the goal of sharing the findings broadly with others in the field in California and nationwide. **The primary goals of this study, which the authors will subsequently refer to as the *One Tam Four-Year Partnership Study*, were: 1) to understand and measure the value of a new landscape-scale collaborative, and 2) to identify how to successfully optimize collaboration for sustained impact.**

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This report focuses on understanding and measuring the value of a new landscape-scale collaborative (study goal #1). The three case studies emphasize the key ingredients for advancing and optimizing the complex work of landscape-scale collaboration (study goal #2).

Between June 2014 and June 2018, the authors had the unique opportunity to observe, study, and analyze the evolution and work of One Tam in an effort to answer key research questions related to partnership impact,⁷ such as the following: *The idea of collaboration intuitively makes sense to most people, but how do we know that the sum is truly greater than its parts? Do the hypothesized benefits of partnership truly result in advantageous change and meaningful impact? If so, how do we effectively assess and measure this impact?*

The research efforts for this study are significant. The findings result from more than one hundred interviews, 345 completed surveys, and direct observations from approximately 50 partner meetings. Moreover, the research approach to the *One Tam Four-Year Partnership Study* is unique in that the two main goals of the study were examined independently over four years through two separate lenses: one of an academician and one of a social scientist who is a former partnership practitioner and currently a consultant to practitioners. While both of the researchers examined the two goals, understanding and measuring the value (study goal #1) was the main thrust of the academician’s four-year longitudinal study, while the social scientist’s case study research primarily focused on how to optimize collaboration for sustained impact (study goal #2).

To address study goal #1, the two lead researchers conducted a comprehensive, interdisciplinary analysis of One Tam and its impact (see section below describing the meta-analysis).⁸ This is likely the most comprehensive and rigorous study of its kind to be conducted on the value and impact of a landscape-scale stewardship collaborative.⁹

Study goal #2, how to optimize collaboration for sustained impact, is addressed in three separate case studies based upon 106 formal interviews conducted between 2014 and 2018.¹⁰ These case studies describe in detail the evolution of One Tam through the first two phases of its partnership lifecycle—start-up and building phases—into its current phase of maintaining and sustaining.

Reviewed together sequentially, these case studies identify how to successfully optimize collaboration for high impact throughout a partnership’s lifecycle.¹¹

⁷ Impact is the term commonly used throughout this report to represent value or value added.

⁸ Detailed information about the study, including methodology, is included in *Appendix A*.

⁹ Based upon the extensive literature review conducted for this study.

¹⁰ The first case study, *Managing Public Lands for Impact and Sustainability* (Goldberg, 2014), highlights the six steps to partnership formation; the second case study, *Developing Landscape-Scale Partnerships* (Stott & Goldberg, 2015), describes the building phase of collaboration; the third case study, *Investing in Landscape-Scale Stewardship* (Goldberg, 2017), examines the partnership’s development as it entered the maintaining and sustaining phase. The third case study further identifies ways in which One Tam can serve as a model to help inform the social sector at large.

¹¹ Learn more about the three phases of the partnership lifecycle in the section entitled *Implications for Scaling Up Partnership Impact Throughout the Partnership Lifecycle*.

The research team conducted a meta-analysis¹² of the four-year longitudinal study and the three case studies. The primary contributions emerging from the meta-analysis include: (a) a **new definition of partnership impact**, (b) the **Partnership Impact Model** and **11 Partnership Impacts**, which summarizes and presents the main research findings, and (c) the **Partnership Impact Roadmap**, which is a new tool offering partnership practitioners a way to apply the **Partnership Impact Model** to their unique partnership and geography. In 2019, a new **Partnership Impact Evaluation Guide** will be published as an additional contribution emerging from the research.

Partnership impact is defined as the collection of qualitative and quantitative changes that is generated incrementally over time related to or directly resulting from the intentional scaling up of *foundational*, *operational*, and *outcome* impacts by a group of partners.¹³

The **Partnership Impact Model** is a guiding framework that can be used by partnerships to help identify *what* impact looks like for them. The **Partnership Impact Roadmap** is a tool to help with this identification process.

The research team did not intend to create a new model when they embarked on the *One Tam Four-Year Partnership Study*. It was during the meta-analysis phase that synergistic patterns began emerging. During that time, the research team methodically deconstructed One Tam’s partnership impact, which consisted of distinct yet interconnected impacts that could be organized into a system of three symbiotic classifications. The emerging system of impacts is presented in this report as the **Partnership Impact Model**. The research team asserts that this model holds broader application than just One Tam and can be put into practice by the field at large.

The **Partnership Impact Model** is a framework that explicitly highlights the collection of 11 impacts that landscape-scale stewardship partnerships should consider when it comes to delivering and measuring the value of their collaborative initiatives. Without a consensus of what partnership impact means and entails, collaboratives will be challenged in their attempts to generate and scale up impact (Giddens, 2018). In summary, the **Partnership Impact Model** is a guiding framework that partnerships can use to help identify *what* impact looks like for them. **The Partnership Impact Roadmap** is a tool to help with this identification process, which is the first step in conducting an evaluation. The forthcoming **Partnership Impact Evaluation**

¹² A meta-analysis is a method for systematically combining pertinent qualitative and quantitative study data from several selected studies to develop a set of findings that are more comprehensive and profound than just one study alone. See the *Data Analyses* section in *Appendix A* for further explanation.

¹³ Learn more about *foundational*, *operational*, and *outcome* impacts in the section *The Partnership Impact Model*.

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Guide is designed to provide guidance on **how** to measure various indicators of impact identified by a partnership. To optimize and scale up partnership impact, the **Partnership Impact Model**, **Roadmap**, and **Evaluation Guide** should be used together by partnerships to help define, convey, and evaluate their impact.

WHAT IS ONE TAM? THE MOUNT TAMALPAIS LANDSCAPE AND THE PARTNERSHIP IN BRIEF

Mount Tamalpais—often referred to as Mt. Tam—is an iconic natural landmark in the San Francisco Bay Area and the highest peak in the Marin coast range. Mount Tamalpais provides over 5 million annual visitors and its local community with clean, ample water and fresh air, as well as a stunning natural landscape for renewal, solitude, inspiration, and recreation. The mountain and its watershed lands provide water resources to more than 186,000 Marin County residents. The history of the mountain is steeped in stories of hard-fought battles for its conservation.



The open spaces on Mt. Tam are a mosaic of interlocking protected areas primarily managed by four public agencies: Marin Municipal Water District, National Park Service, California State Parks, and Marin County Parks. One Tam brings together these four agencies and the nonprofit Golden Gate National Parks Conservancy to support the long-term stewardship of Mt. Tam.

While Mount Tamalpais is seen by the community as one mountain, the land is actually owned and managed by four adjacent but separate public agencies—Golden Gate National Recreation Area (GGNRA) under the National Park Service (NPS), Marin County Parks, Marin Municipal Water District (MMWD),

INTRODUCTION

and California State Parks. While the mountain’s land ownership resembles a mosaic, its ecosystems, natural processes, trails, wildlife, and public visitors are not confined by property lines. Activities on lands upstream have a direct impact on the quality of downstream habitats. Jurisdictional boundaries are also less meaningful to most visitors who recreate on the mountain. It is common for hikers and other visitors to cross property lines multiple times during an outing.

Within the past decade, Mount Tamalpais’ land management agencies had become increasingly aware that they shared numerous complex and costly challenges, as well as many untapped opportunities for enhancing their approach to land management. Examples of opportunities include coordinating stewardship and education programs, managing biological resources across jurisdictional boundaries, improving signage and trail corridors mountain-wide, moving beyond ad hoc collaboration, and formalizing ongoing working relationships to achieve longer-term shared goals.

After an 18-month, deliberate, six-step partnership formation process, the four public agencies and one nonprofit, the Golden Gate National Parks Conservancy (Parks Conservancy), agreed to work together under an entirely new approach—a long-term, cross-boundary collaboration to advance a collective vision for Mount Tamalpais as one connected landscape. The five partners formalized the terms of their new relationship by signing a Memorandum of Understanding (MOU) on March 21, 2014, thus beginning a new era of collaborative land management and stewardship on the mountain.

Note that the partnership originally formed as the “Tamalpais Lands Collaborative” but is referenced in this report by its community brand, “One Tam.”



INTRODUCTION

One Tam’s first four years were dedicated to relationship building, experimentation, innovation, rapid growth, recalibration, stewardship and deep learning. Guided by its Five-Year Strategy - *One Mountain: One Vision*, the partnership undertook a portfolio of collective programs and projects, many of which have successfully launched and yielded measurable results on the mountain, within the community, and for the partnership.

Foundational to One Tam’s success was its early investment in building relationships and trust with local community members, potential donors, other organizations, and with partner staff. This approach focused on sharing cups of tea (in-person meetings) with individuals and groups whose focus was stewarding Mount Tamalpais, and by participating in local community events and other outreach activities.



Members of the One Tam Steering Committee and Executive Team in 2018.

The undertaking of a scientifically-based and publicly-meaningful assessment tool for tracking the health of Mount Tamalpais – *Measuring the Health of a Mountain: A Report on Mount Tamalpais’ Natural Resources* (2016) has transformed the partners’ approach to landscape stewardship and science. The report has become a guide for establishing One Tam’s priorities, a foundation for communicating science to all audiences, and a model around the state. One Tam continues to use this baseline information to measure its progress for increasing the health of Mount Tamalpais.

As the partnership attends to the next five years, its strategies will continue to adapt and evolve, with a focus on creating more pathways for the partners and broader community to work together to ensure a vibrant and healthy future for Mount Tamalpais.

ONE TAM FOUR-YEAR PARTNERSHIP STUDY FINDINGS

A meta-analysis is a method for systematically combining pertinent qualitative and quantitative study data from several selected studies to develop a set of findings that are more comprehensive and profound than just one study alone. See the *Data Analyses* section in the *Appendices* for further explanation.

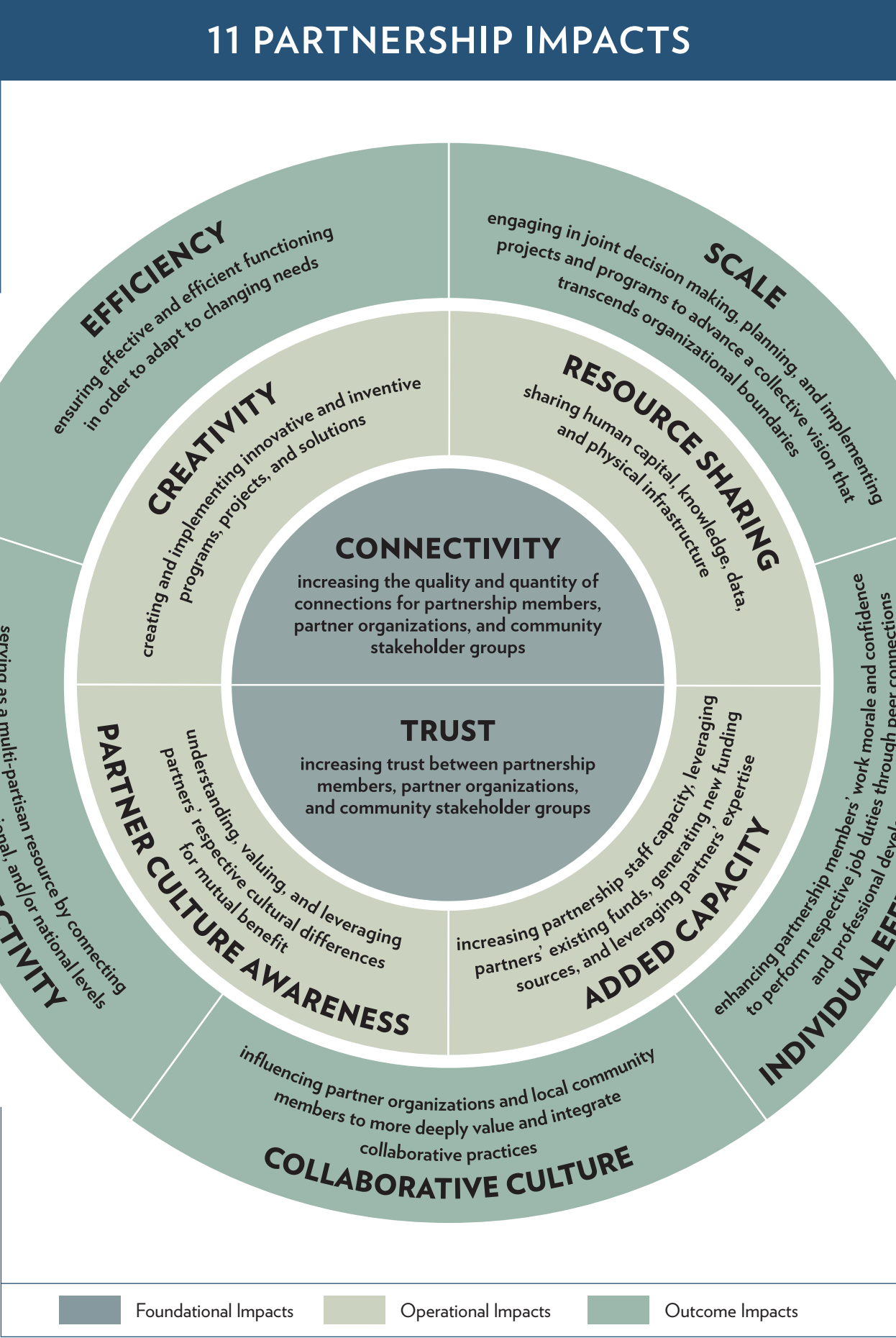
11 PARTNERSHIP IMPACTS

As previously mentioned, a meta-analysis of a four-year longitudinal study and three case studies conducted by two researchers—an academician and a practitioner-based social scientist—was conducted. Researchers found that value generation is a system of 11 interdependent, scalable impacts that are grouped into three impact classifications: *foundational*, *operational*, and *outcome*. This section examines each of the 11 individual impacts collectively generated through One Tam and are the basis of the **Partnership Impact Model**. In the next section, *The Partnership Impact Model*, the dynamic interrelationship between the 11 impacts is explained.

Foundational impacts, **connectivity** and **trust**, are generated at three levels—between individual members (*individual*), between and within partners’ organizations (*organization*), and with stakeholders and community members (*community*). These “relationship-building” impacts are essential building blocks for a highly functioning partnership, as it is unlikely that the other impact classifications (*operational and outcome*) would be optimized or sustained without these *foundational impacts*.

Operational impacts are those impacts that benefit the partnering organizations and the partnership itself. Unlike *foundational impacts*, which are experienced at three levels as outlined above, *operational impacts* are only experienced at the organizational level. The following four *operational impacts* emerged as the most salient impacts generated through the partnership: **creativity**, **resource sharing**, **added capacity**, and **partner culture awareness**.

Outcome impacts include those that were envisioned by the partners during the start-up phase, as well as unanticipated impacts generated through the collaborative. The two anticipated outcome impacts are **efficiency** and **scale**, and the three unanticipated outcome impacts are **individual effectiveness and resilience**, **collaborative culture**, and **expanded connectivity**.



IMPACT

1



FOUNDATIONAL:
CONNECTIVITY

- One Tam increased quality and quantity of **connectivity** at three levels:
- **Community** (neighboring areas within and adjacent to the landscape)
 - **Organization** (within and between partnering organizations)
 - **Individual** (members of One Tam committees or initiative)

Connectivity results from scaling up the quality and quantity of human connections involved in a partnership’s formal and informal networks. Without **connectivity**, it is unlikely that the other impact classifications (*operational* and *outcome*) would have been generated. The meta-analysis reveals that both the quantity and quality of connections across the community, partnering organizations, and One Tam-involved individuals increased substantially during the partnership’s first four years.

“I believe our focus on community building both internally (with staff, volunteers, interns) and externally (with schools, community groups, individuals) has been the guiding light to success.”

– PARTNER STAFF SURVEY PARTICIPANT

Social network maps, like the two included here, illustrate the interconnected web of relationships within Mount Tamalpais’ community, including One Tam, the five partners, and other stakeholders such as environmental, recreation, and volunteer groups; park visitors; and other community members. Informal social networks, while often less visible than formal networks, bring crucial resources to support a partnership’s successful collaboration.

Community connectivity grew by 278% over four years.¹⁴

“We created a framework for community members to be involved. People can actually see how their contribution is adding to the bigger goal of caring for the mountain.”

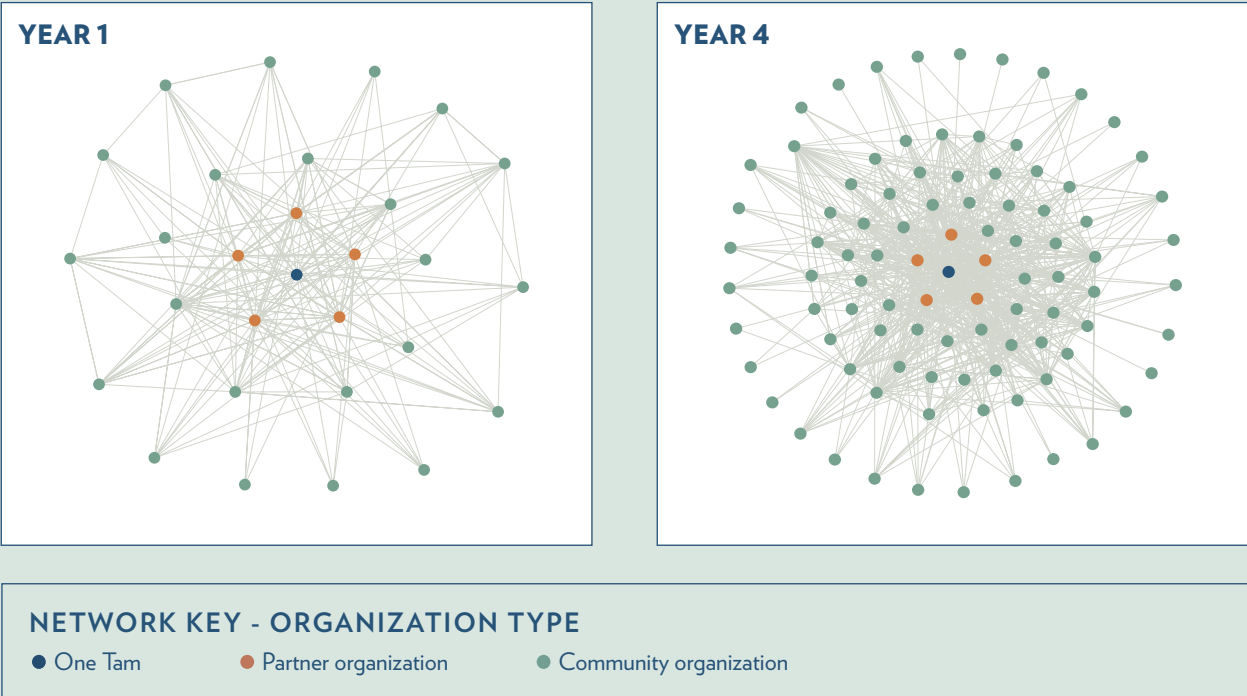
– PARTNER STAFF INTERVIEW PARTICIPANT

“We’re starting to see One Tam stickers in car windows and local businesses. A woman came up to me in the grocery store because she saw me wearing my One Tam baseball hat and shared that she and her kids had just participated in a One Tam volunteer day. It’s exciting to see the community starting to take hold of this initiative.”

– PARTNER STAFF INTERVIEW PARTICIPANT

¹⁴ Percent change is calculated as: [Year 4 # - Year 1 # / Year 1 # x 100].

GROWTH OF THE ONE TAM INFORMAL NETWORK



YEAR 1: Awareness and engagement activities in One Tam’s first year focused on building a solid foundation in the community. These efforts resulted in the emergence of an informal network consisting of the five partner agencies and 23 local community stakeholder groups. This figure depicts One Tam’s informal network and connections among those in the network as identified by representatives from the various organizations in the first year of the One Tam Network Survey.

YEAR 4: One Tam continued its awareness and engagement activities to establish ongoing, two-way communication with community groups to foster transparency, create a shared vision, and build support over the next three years. By the fourth year, One Tam’s informal network had expanded from 23 to 87 local community stakeholder groups—a 278% increase. This figure depicts One Tam’s informal network and connections as identified by study participants in the fourth year of the One Tam Network Survey.

Study findings show a **105% increase** in reports of One Tam partners achieving the highest level of collaboration on activities from pre-MOU to year 4.

An increase in **connectivity** was also experienced by One Tam partner organizations. This is exemplified both in the types of collaboration where activities are more integrated and in the frequency of interactions.

Partner representatives were asked in the One Tam Network Survey about levels of collaboration on activities. Integrated activities represent the highest level of collaboration. Integrated activities are those that use commonalities to create a unified center of knowledge and programming that supports the management of Mt. Tam, in addition to cooperative and coordinated activities. From pre-MOU to year 4, there is a 105% increase in reports of engaging in the highest level of collaboration on activities (integrated). A recent example of this is the Regional Vegetation Map and Landscape Database Project led by One Tam and the partner agencies. This effort will provide current and detailed countywide data needed to: (a) see landscape-level plant community changes over time, including the impacts of Sudden Oak Death and other plant diseases; (b) plan and monitor wildlife corridors and special-status species habitats; (c) plan for climate change, including sea level rise planning and project development; (d) conduct countywide flood and wildfire risk assessments and mitigation planning; (e) prioritize restoration and management actions; and (f) support infrastructure and environmental impact assessments.

Study findings show a 60% increase in reports of daily interactions and a 185% increase in weekly interactions among One Tam partners from pre-MOU to year 4.

The number of active partner staff in the collaborative grew considerably in the first two years, from 35 to 70 individuals serving on the Executive Team, Steering Committee, and Working Groups.

Partner representatives were also asked in the One Tam Network Survey about frequency of interactions with other partner agencies. From pre-MOU to year 4, there is a 60% increase in reports of daily interactions, and a 185% increase for weekly interactions. This increase in frequency of interactions is reflective of increased organizational connectivity. As collaboration increases on activities such as cross-jurisdictional programs, mountain-wide science-based monitoring, and launching key projects, so does the need to communicate and coordinate regularly in order to achieve the desired impact.

INDIVIDUAL CONNECTIVITY DOUBLED IN TWO YEARS



In 2016, the number of active participants in One Tam doubled.

IMPACT

2



Trust is born from factors such as reliability, competence, honesty, transparency, being open to discussion, and benevolence.

FOUNDATIONAL:
TRUST

- One Tam increased **trust** at three levels:
- **Community** (neighboring areas within and adjacent to the landscape)
 - **Organization** (within and between partnering organizations)
 - **Individual** (members of One Tam committees or initiative)

Trust emerged as a second *foundational impact*. Without **trust**, it is unlikely that the other impact classifications (*operational* and *outcome*) would have been possible. Trust is born from factors such as reliability, competence, honesty, transparency, being open to discussion, and benevolence. The quantitative and qualitative findings illustrate that trust was generated and scaled up at three levels: 1) of One Tam by the community, 2) between the partnering organizations, and 3) between individual partner staff members affiliated with One Tam activities.

Study findings show One Tam as being one of the most trusted entities in the informal network.

Those groups within the One Tam informal network were asked to assess the other network organizations on dimensions of trust.¹⁵ In the fourth year of the One Tam Network Survey, One Tam received a trust score of 3.81 out of 4.0 from the 64 participating stakeholder groups, with scores ranging from a high of 3.86 to a low of 1.94.

During One Tam’s early formation, concerns and distrust about One Tam’s work were expressed by a number of local community stakeholders. Over the course of four years, the majority of interviewees shifted to increased trust of the partnership, and in some cases, directly advocated for and engaged in its work. Research observations also revealed examples of meetings and stakeholder events that began with a contentious and adversarial tone shifting to one that was much more receptive and collaborative in nature.

¹⁵ **Trust** is measured by other stakeholders’ responses to: “How reliable is the organization?”, “To what extent does the organization share a mission of protecting Mt. Tam?” and “How open to discussion is the organization?” using the following scale: 1 = not at all, 2 = a small amount, 3 = a fair amount, and 4 = a great deal. The ‘total trust’ score is a combined average of these three trust dimensions (Varda, Chandra, Stern & Lurie, 2008).

One of the most salient examples of the increased trust between the five partners since pre-MOU was the sharing of and reliance upon each other’s natural resources data. Investing in the concept of consistent desired conditions and shared metrics and thresholds for measuring the health of Mt. Tamalpais’ natural resources is a hallmark of significantly increased levels of trust between the organizations.

In 2016, the four agencies devoted almost a full year to aggregating and evaluating their respective data and published *Measuring the Health of a Mountain: A Report on Mount Tamalpais’ Natural Resources*. The report’s development galvanized the partners around a baseline understanding of Mt. Tamalpais’ condition and trends and also helped them identify critical data gaps. Learn more about the report at onetam.org/peak-health.

“One community group, which was an early skeptic of One Tam, will honor the collaborative with its top award this fall. This demonstrates the trust and efficacy of One Tam in a short period of time.”

– PARTNER STAFF SURVEY PARTICIPANT

Trust between the five partner organizations has increased by 80% since signing the MOU in 2014.

Over time, trust between the partnering organizations shifted. The current total trust score between the One Tam partners¹⁶ is: 81.7% (with 100% representing complete trust). This is an 80% increase from the original trust score of 45.5%.

“Every time we experienced positive results from our work, we faced an opportunity to renew our vows and invest further.”

– PARTNER STAFF INTERVIEW PARTICIPANT

“Partner staff are not caring about resources in terms of equity across partners. They are really thinking about the long-term investment in the mountain and the best ways to grow that investment.”

– PARTNER STAFF INTERVIEW PARTICIPANT

Survey findings show that trust between individual One Tam partner staff is exceptionally high.

¹⁶ Trust score for five collaborative partners is calculated as the percent of the highest level of trust reported for each trust question (reliability, open to discussion, mission questions) divided by total possible reports of trust.

ONE TAM FOUR-YEAR PARTNERSHIP STUDY FINDINGS

One Tam partner staff were asked about their feelings towards others in a partner staff survey. In the fourth year, 46 partner staff members responded to the following Likert-scale items (with a 5.0 scale where 5 = strongly agree and 1 = strongly disagree): “I trust One Tam members” (4.7 out of 5.0) and “I respect the other One Tam members” (4.7 out of 5.0).¹⁷ These findings suggest a high level of trust between individual partner staff, which is illustrated in the representative quotes from partner staff below.

“I feel a strong level of trust and inclusiveness among One Tam partners. We easily get subsumed by too much email, but I feel that I can always pick up the phone or stop by someone’s office to ask for advice or for information.”

– PARTNER STAFF SURVEY PARTICIPANT

“I feel that everyone within One Tam is wholly committed to its success and the success of each other.”

– PARTNER STAFF SURVEY PARTICIPANT



The One Tam Programs Committee gathers for one of its quarterly meetings to share updates on public education, youth engagement, community science, and other volunteer programming, as well as to coordinate shared activities.

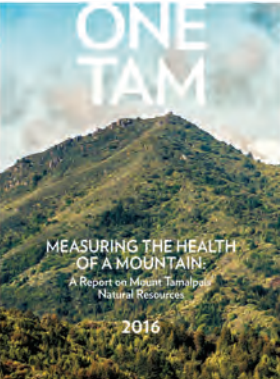
¹⁷ These numbers represent the mean or average of the 46 responses and will be represented in this fashion throughout the report. For all Likert-scale questions discussed in this report, the standard deviation was below 1.0, suggesting minimal variation in responses.



OPERATIONAL:
CREATIVITY

- One Tam generated **creativity** by:
- Leading with creative vision and being willing to take risks
 - Creating and implementing inventive programs, projects, and solutions
 - Approaching existing problems, programs, and projects with innovative ideas and solutions

Operational impacts are those impacts that benefit the partnering organizations and the partnership itself. **Creativity** emerged as one of four operational impacts that were generated through the existence of One Tam and experienced by each of the partners.



In 2016, the partners translated the 369 pages of technical scientific data included in this report—produced by over 60 regional scientists—into a two-page brochure and an interactive website that includes health-at-a-glance infographics, compelling photography, and a four-minute video called *Measuring the Health of Mt. Tam*. One Tam also hosted its first two-day Mt. Tam Science Summit, which drew over 300 participants, to help the public understand the implications of the report and how they could get involved.

“One Tam produced a professional-grade two-day symposium within its first few years of existence. Aggregating the wealth of knowledge about Mt. Tam’s natural resources in order to establish a baseline of health and figure out where to focus new efforts was innovative and massively ambitious, and an unmitigated success.”

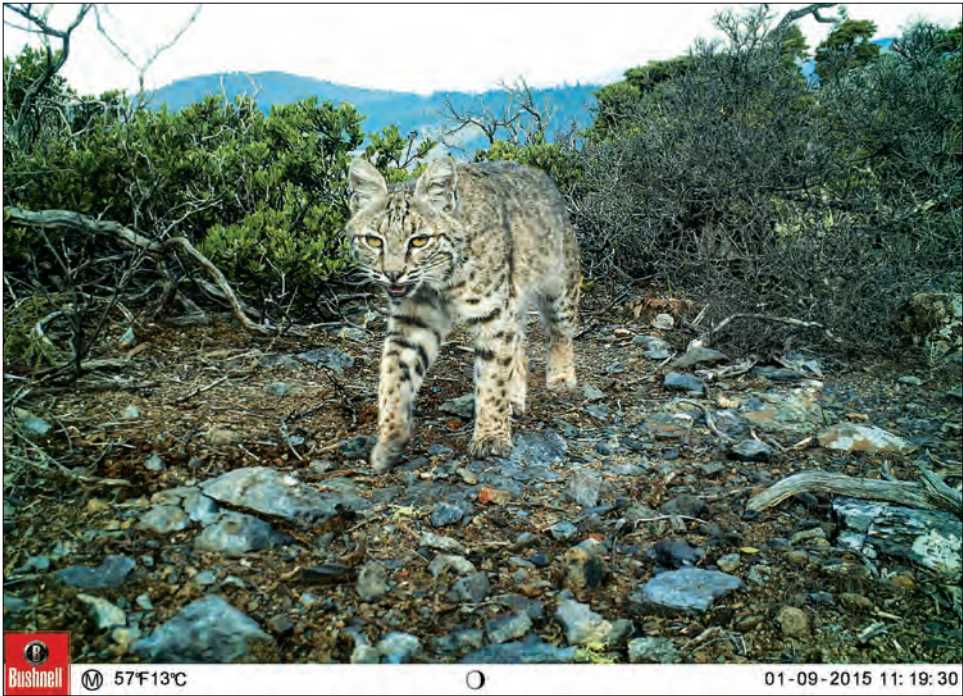
– EXTERNAL STAKEHOLDER SURVEY PARTICIPANT

One Tam is perceived as being highly effective in generating new ideas and implementing creative solutions.

Examples of One Tam’s **creativity** are numerous. *Measuring the Health of a Mountain: A Report on Mount Tamalpais’ Natural Resources* (and its affiliated activities) is just one example of many. The Wildlife Picture Index project is another example.

“The Wildlife Picture Index project is pushing the envelope on web-based data solutions for managing huge amounts of photo data across agency boundaries, while also allowing for the engagement of community science to help us develop this data set.”

– PARTNER STAFF SURVEY PARTICIPANT



For the past three years, One Tam partners have been co-developing and beta-testing a cloud-based database, in partnership with Conservation International, to catalogue wildlife images and aggregate wildlife data across the four land management jurisdictions—with the goal of establishing a baseline understanding of wildlife mountain-wide and making results from the project more accessible to the public. Since this project began, approximately 180 motion-activated wildlife cameras have captured more than 3.7 million images.

Moreover, partner staff perceive One Tam as being effective in the **creativity** realm. When asked about this, 46 people responded to the following Likert-scale question (with a 5.0 scale where 5 = extremely effective and 1 = not effective at all) of how effective One Tam is in “generating new ideas” (4.5 out of 5.0) and “implementing creative solutions” (4.4 out of 5.0).

“[One Tam] functions to foster new ideas, similar to an incubator for business development.”

– PARTNER STAFF SURVEY PARTICIPANT

“Partnerships rarely come with a set of cookie cutters. You have to make a whole new cookie cutter.”

– PARTNER STAFF INTERVIEW PARTICIPANT

One Tam has been innovative in addressing existing problems, programs, and projects—an essential element for moving beyond traditional barriers to partnering across jurisdictional boundaries.

One Tam’s Roving Ranger provides an example of approaching a pre-existing program (one of the partners had already started a “roving ranger” program) in an innovative way to reach the community. The One Tam Roving Ranger has shown up at “non-traditional” spaces such as at the Marin County Fair and community health and wellness fairs in park-poor areas. Meeting community members in these less traditional places helps One Tam reach new audiences, and makes Mount Tamalpais relevant to the next generation.



ALISON TAGGART-BARONE

In 2017, the partners launched a new One Tam Roving Ranger program, bringing a mobile trailhead and education hub to 43 community events throughout Marin County to educate the public about Mount Tamalpais.

Collaboration is described as a key ingredient in promoting innovation.

“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. Working separately limits all our abilities to remain progressive and challenge our existing ideas.”

– PARTNER STAFF SURVEY PARTICIPANT

IMPACT

4



OPERATIONAL:
RESOURCE SHARING

- One Tam scaled up **resource sharing** in the following ways:
- Sharing partners’ staff and volunteers
 - Exchanging data and information across partners
 - Making use of partners’ equipment and space
 - Sharing specialized expertise, knowledge, and skills

Resource sharing emerged as a second *operational impact*. Partner staff were asked to respond to the question: “*To date, how often does your organization make use of other collaborative partners’ resources?*” by indicating “daily, weekly, monthly, quarterly, bi-annually, annually, or never” for a list of resources including equipment, indoor spaces, outdoor spaces, volunteers, partner staff, skill sets, knowledge and expertise, and data and information. The percent changes from the first year’s partner staff survey responses to the most recent year’s responses illustrate notable increases in reports of resource sharing across partner organizations. These percent changes are highlighted below with representative quotes.

Reports of daily and weekly sharing of One Tam partners’ equipment have increased by 345% in four years.

An example of equipment sharing is seen in the One Tam mountain-wide bat monitoring project, in which one partner purchased the equipment and other partners purchased software and paid for U.S. Geological Survey scientists. The bat monitoring equipment is now used collectively across all landscapes. One partner staff member notes that the equipment is “*very expensive monitoring equipment*” and would have been “*cost prohibitive if an agency tried to do this project on its own.*”



SUE GARDNER

One Tam’s comprehensive study of bats will help inform habitat management toward protecting the region’s 13 bat species.

Reports of daily and weekly sharing of One Tam partners’ indoor spaces (meeting rooms, buildings) and outdoor spaces (parking lots, storage areas, land) have increased by 797% and 139% respectively in four years.

There are numerous examples that illustrate sharing indoor and outdoor spaces. One Tam’s Conservation Management Team has its offices at two of the agencies’ (MMWD and Marin County Parks) headquarters in Marin. This team stores its work truck at one of these agency’s headquarters, along with a toolbox and file cabinet in its corporate yard. This team has been provided a drop-in space at another partner’s office space at Fort Mason in San Francisco, has access to another agency’s drop-in office at the Golden Gate Dairy (NPS lands), and has been given Wi-Fi access at East Peak by a third agency partner. One of the team members commented in a partner staff survey, *“as a group with a lot of decentralized work to do, the Conservation Management Team owes a lot to this sharing of resources.”*

Reports of daily and weekly sharing of One Tam partners’ volunteers have increased by 476% in four years.

Because of One Tam, partners more readily promote participation in collective One Tam and partner programs, which has resulted in increased regional participation and shared access to volunteers for One Tam-related work and agency projects.

“One Tam is great at utilizing each other’s volunteers to accomplish One Tam-related work projects in the field.”

– PARTNER STAFF SURVEY PARTICIPANT

Reports of daily and weekly sharing of One Tam partners’ staff have increased by 116% in four years.



MONICA STAFFORD

Staff from several One Tam partners co-lead an informational walk near threatened frog habitat.

Similarly, One Tam has also facilitated the use and leveraging of partners’ staff to accomplish larger endeavors. For example, the NPS has several wildlife ecologists who have been instrumental in developing and reviewing the study designs and findings for One Tam and other agency projects such as the bat inventory and monitoring efforts.

“One Tam is able to consistently bring together at least one (if not more) representative from related agencies on a regular basis. This becomes such a valuable tool when planning large events such as the service days on the mountain. We look to each other and discuss which lands need help and discuss what resources agencies could contribute for the ‘larger cause’.”

– PARTNER STAFF SURVEY PARTICIPANT

“I have been able to run larger volunteer programs at Muir Beach because I have extra support from One Tam staff.”

– PARTNER STAFF SURVEY PARTICIPANT

Reports of daily and weekly sharing of One Tam partners’ skill sets and knowledge/ expertise have increased by 113% and 104% respectively in four years.

Partner staff shared countless stories describing how they now share skill sets and knowledge regularly across agency staff, resulting in large benefits. Weed management, salmon recovery, migrating species, and data management are just a handful of examples identified by partner staff.

“Being a partner has increased my access to skilled and knowledgeable staff facing similar vegetation management challenges. This has resulted in new perspectives on how to accomplish vegetation management work.”

– PARTNER STAFF SURVEY PARTICIPANT

“One Tam partners have formed a working group for data management of invasive plant detection and control. Collectively the staff represent a variety of different technical skills and have been able to develop and negotiate a scope of work for improvements to the current data systems—a benefit to all.”

– PARTNER STAFF SURVEY PARTICIPANT

Daily and weekly sharing of One Tam partners’ data and information have increased by 133% in four years.

Partner staff also report seeing an increase in information and data sharing across different agencies’ staff and attribute this to One Tam. Data reporting metrics for a number of cross-sector programs have been developed collaboratively, and in some cases, data is being shared at both agency-specific and regional scales. This is now leading to the future development of a shared geospatial database and data management system.

“One of One Tam’s biggest strengths continues to be the manner in which it allows partner staff from different agencies to share information easily and seamlessly.”

– PARTNER STAFF SURVEY PARTICIPANT



OPERATIONAL:
ADDED CAPACITY

One Tam **added capacity** by:

- Hiring new partnership staff
- Generating new funding sources
- Leveraging partners’ existing funds
- Leveraging partners’ specialized expertise, knowledge, and skills

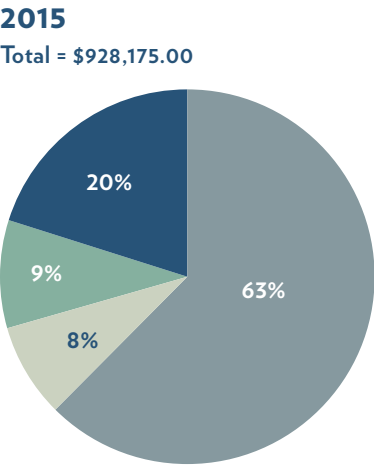
Landscape-scale stewardship partnerships need **additional capacity** in order to effectively work across jurisdictional boundaries (Goldberg, 2017). One Tam has been successful in generating added capacity by filling agency operations gaps, leveraging existing funding, and raising new philanthropic capital to advance its work.

One Tam raised \$6.3 Million from private foundations and corporate and individual donors in four years.

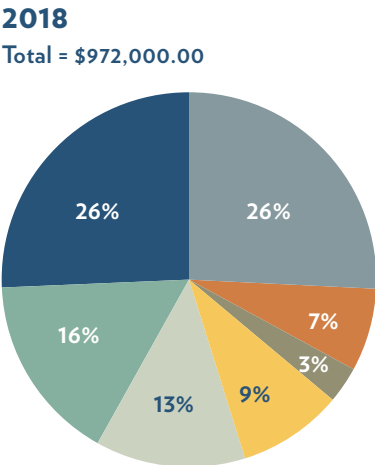


By partnering with a nonprofit organization (Parks Conservancy), the four land management agencies’ financial resources have been successfully leveraged through grants and philanthropy. During its first four years, One Tam was successful in raising \$6.3 million from private foundations, corporations, and individual donors. All of this philanthropic capital has directly supported

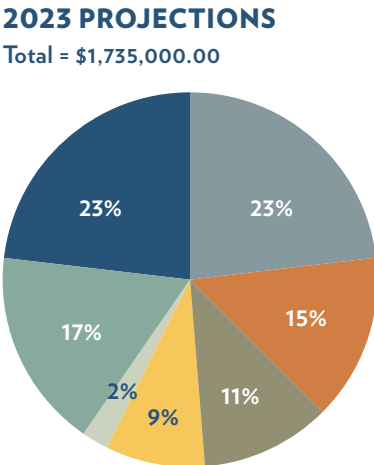
PARTNERSHIP AND PROGRAM CAPACITY–INCOME BY SOURCE



One Tam launched with start-up capital from a few visionary investors inspired by an innovative partnership approach. A fundraising strategy designed to inspire and engage new funding sources was initiated. NOTE: Income for capital projects are not included.



2016–2018 built upon the successful strategy increasing giving from all sources. Investment in a membership acquisition and a major donor program strengthened individual and small business philanthropy.



2019–2023 will build upon the goals and strategies outlined in the 2016–2018 Fundraising and Marketing Strategy. This strategy aims to further balance revenue, leveraging agency and public support to sustain annual goals.

programs, projects, and infrastructure necessary to increase the pace and scale of mountain-wide implementation. It has also been leveraged to generate additional public funding support for large-scale restoration and conservation projects, including design work for West Peak and a Marin County-wide Regional Vegetation Map and Landscape Database Project.

One Tam has improved the ability to successfully leverage each partner’s existing funding in order to advance projects across the landscape.



Restoration of the mountain’s West Peak is an example of leveraging public and private support for community engagement and design of restoration opportunities.

The five One Tam partners have evolved their thinking and practices to embrace a financing framework of strategically aligning the four land management agencies’ budgetary resources on collective priorities, based upon the partnership’s annual work plan, as a way to maximize their resources and funding in achieving mountain-wide goals. Through this approach, the partners are also able to accelerate the pace at which they implement projects and programs mountain-wide. In 2017 and 2018, the partners successfully implemented this financing framework in order to fund critical data gaps, including inventorying bats, pollinators, and seeps and springs. The five partners have also been able to reduce their project costs by having the best-positioned partner negotiate the most cost-effective rates with contractors and researchers.

“We must take the long-term view and think about diversified funding. By pooling our collective resources together, we are minimizing risk of any one agency failing or falling behind. Pooling collective resources together creates more resiliency.”

– PARTNER STAFF INTERVIEW PARTICIPANT

“Through One Tam, agencies are able to contribute funds to work that benefits multiple partners that couldn’t be funded by a single partner.”

– PARTNER STAFF SURVEY PARTICIPANT

Hiring new staff to support partnership activities has added much-needed capacity and enabled the four agencies to advance critical projects and programs.

By hiring and having employees dedicated to accomplishing the One Tam work plan, the partnering organizations are able to deliver mountain-wide programs and projects and fill priority gaps that they would not have been able to accomplish otherwise. In 2015, the Parks Conservancy was successful in hiring its first three new staff on behalf of One Tam to boost much-needed support for the partnership’s stewardship and resource management programs. The staff members are administratively managed by the Parks Conservancy and work under the technical direction of the One Tam partners. Today, six full-time and three seasonal One Tam staff contribute to the work of the partnership. The representative quotes from partner staff below illustrate the benefits of having One Tam-dedicated employees.



The One Tam Executive Team visits a project site together to hear updates from project staff.

“One Tam employees provide staffing to implement and coordinate projects that the agencies would otherwise not be able to accomplish. These One Tam staff members are able to focus solely on the project completion with an insider’s perspective (as a member of One Tam) that would not be the same if it was done by contractors alone. I think this is a unique approach to project management that is highly beneficial to the agency partners.”

– PARTNER STAFF SURVEY PARTICIPANT

“With the climate change and sea level rise work we’re doing, there’s a growing opportunity of working more with One Tam staff to enhance the work we do and increase our capacity. As an agency it’s really hard to be flexible and staff up for projects with discrete timelines. Being part of One Tam is helping us get to projects sooner and accomplish them faster.”

– PARTNER STAFF INTERVIEW PARTICIPANT

IMPACT

6



OPERATIONAL:
PARTNER CULTURE AWARENESS

- One Tam enhanced **partner culture awareness**¹⁸ through:
- Understanding partners’ respective cultures and challenges
 - Respecting and communicating differences between cultures
 - Valuing and leveraging those differences for mutual benefit

Although the five partner organizations share the common vision of collaborative stewardship, each has a unique mission, governance structure, geographic focus, capacity, and public engagement approach. The four agencies manage their lands by different rules and regulations and have varying levels of experience working collaboratively. Effectively integrating partner differences into a workable operating culture can be one of the most challenging aspects of landscape-scale collaboration. **Partner culture awareness** is the fourth *operational impact* generated through One Tam. This impact has proved to be essential to the partners in successfully navigating and leveraging their many cultural differences, including distinct decision-making processes, operational norms and pacing, policies, procedures, budgets, and brands.

One Tam partner staff have a greater understanding of each other’s respective cultures and challenges through their involvement with One Tam.

¹⁸ **Partner Culture Awareness** is one of the 22 partnership and community collaboration competencies defined by the U.S. Office of Personnel Management (OPM). In 2007, the Partnership and Community Collaboration Academy worked with the Bureau of Land Management (BLM) National Training Center and the BLM National Landscape Conservation System Program to identify the 22 partnership and community collaboration competencies critical to performance.

Through participation in One Tam, partner staff report having a greater understanding of the ways in which the other agencies operate and their respective challenges. In the fourth-year partner staff survey, 46 One Tam partner staff members responded to the following Likert-scale question (with a 5.0 scale where 5 = strongly agree and 1 = strongly disagree): “I now have a better understanding of the challenges faced by collaborative partners” (4.4 out of 5.0).

“Being able to work across the different agencies involved has really helped me understand the broad interests involved in open space management, as each agency has slightly different missions (or emphasis on different priorities). Being able to communicate with natural resource managers across all of these groups has been really beneficial for my own understanding.”

– PARTNER STAFF SURVEY PARTICIPANT

“I’ve greatly enjoyed being able to better understand the constraints and challenges that other agencies have—it helps me get to a place where I can hopefully help them.”

– PARTNER STAFF SURVEY PARTICIPANT



One Tam has become very effective in respecting and communicating differences between partner cultures.

The safe, respectful environment created by One Tam allows for effective communication about differences in partner cultures. One Tam partner staff were asked about One Tam’s effectiveness related to fostering respect for partner cultures. In the fourth-year partner staff survey, 46 people responded to the following Likert-scale questions (with a 5.0 scale where 5 = extremely effective and 1 = not effective at all) measuring how effective One Tam is in “appreciating the unique challenges facing each collaborative partner” (4.6 out of 5.0), “fostering respect, trust, inclusiveness, and openness among One Tam members” (4.7 out of 5.0), and “creating an environment where differences of opinion can be voiced” (4.5 out of 5.0).

“We have a multi-agency-team approach to problem solving when a specific barrier is experienced by one of the agency partners. When a partner experiences a barrier to advancing the goals of One Tam, the working group is able to look at the situation and respectfully talk about options based on the different viewpoints in the room.”

– PARTNER STAFF SURVEY PARTICIPANT

A partner staff study participant suggests empathy is an important ingredient.

“Empathy is key to understanding your partner agency cultures and challenges, which is crucial for partnership success.”

– PARTNER STAFF SURVEY PARTICIPANT

One Tam partners have improved their capabilities in valuing and leveraging differences between their respective cultures for mutual benefit.

Successful landscape-scale partnerships need to not only understand and respect each organization’s cultural differences, but also learn how to value and leverage those differences for mutual benefit. One Tam partners routinely assess the operations and practices of each agency and devise efficient methods to collaborate while remaining consistent with each organization’s respective policies.

The following illustrates some differences in partner practices, operations, and policies that the One Tam partners identified as important to address in order to streamline operations and better achieve their collective work. These included sharing data, given varying levels of security and computer server differences; consistently managing volunteer programs given varying requirements for volunteer liability coverage and reporting; and sharing equipment such as vehicles. Partners established processes through the One Tam governance structure to collaboratively address these types of challenges, which included staff members from the individual agencies evaluating viable collaborative solutions while ensuring consistency with agency policies and procedures.



COURTESY ONE TAM

Staff from multiple partners share information about One Tam together at community events.

“One Tam is able to address complex issues such as vegetation management where One Tam member organizations differ in policy and regulation. One Tam is highly effective at navigating the need for an adaptive approach across the landscape and developing work plans that reflect the specific needs of each of the partners.”

– PARTNER STAFF SURVEY PARTICIPANT



OUTCOME:
EFFICIENCY

- One Tam increased **efficiency** by:
- Building and leveraging a formal governance structure with guiding documents, principles, and processes that facilitate landscape-scale collaboration
 - Regularly assessing the ‘health’ of the partnership itself and responding to ensure effective and efficient functioning
 - Remaining flexible to quickly adapt and respond to unexpected needs, situations, and issues
 - Becoming a centralized resource for the community to learn about and share landscape-wide information.

Efficiency is one of the primary drivers for the formation of most partnerships, including One Tam. It was clear from the onset that One Tam envisioned increased **efficiency** as being one of its most important contributions, and this has proven to be true. In the fourth-year One Tam Network Survey, 81% of the 64 community stakeholder study participants noted “*better overall coordination and improved efficiencies in the management of the Mt. Tam lands*” as one of One Tam’s most valuable outcomes. One partner staff member elaborates on this finding:

“I think that bringing together the best and brightest from the partner agencies to figure out how to best address pressing conservation and stewardship needs has proved very effective. There are efficiencies that are gained by working collectively across borders because different agencies/partners can provide different resources that help streamline project implementation.”

– PARTNER STAFF SURVEY PARTICIPANT

Efficiency was improved through a formal governance structure, a shared set of principles and values, transparent and inclusive processes, and guiding documents.

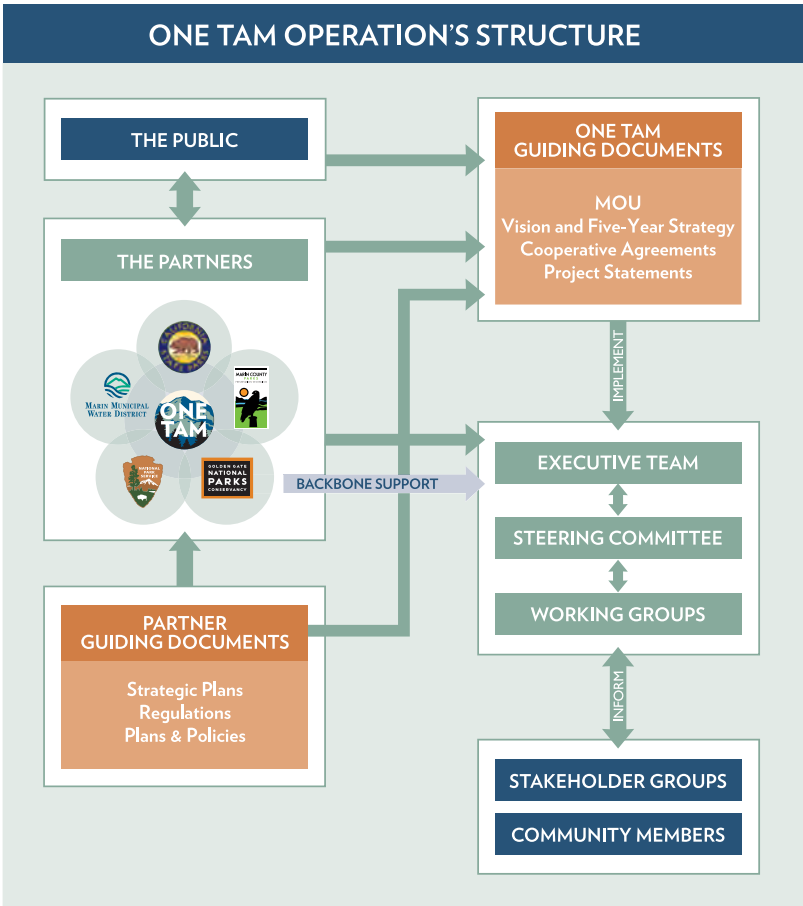
Having a formal governance structure with guiding documents that are aligned with a shared mission is a vital element in being efficient for partnerships such as One Tam that are advancing a long-term vision. This is reflected in the advice provided by a One Tam partner staff member to those in other partnership efforts.

“Start with a clear vision and mission. Take the time to build a strong framework of documents that identify roles and responsibilities, decision making, partnership processes. Discuss how to move forward constructively even when there are issues.”

– ADVICE FROM A PARTNER STAFF SURVEY PARTICIPANT

OPERATIONS
BACKBONE
(Parks Conservancy)

- Create meeting agendas
- Facilitate meetings; gather consensus
- Vet ideas and clarify miscommunication
- Track and undertake immediate and long-range work plan tasks
- Support inter-agency communication
- Document communication and decisions
- Hold team accountable to tasks and agreements
- Maintain central hub for shared documents



The One Tam partners have deliberately evolved the partnership's operation's structure to ensure an effective and efficient collaborative process.

One Tam regularly assesses its partnership “health” to ensure efficient functioning—checking-in has become a practice in One Tam’s culture.

To promote ongoing efficient functioning, the partnership itself needs to remain “healthy.” To do this, the Operations Backbone¹⁹ staff do regular check-ins individually with everyone in the Steering Committee and other committees to get a pulse on how things are going.

¹⁹ The nonprofit Parks Conservancy fulfills the Operations Backbone role for One Tam.

“How are we doing? What do we need to modify? Are there concerns by one or more partners? Are there emerging challenges? This is a regular part of our communication and culture—a part of the way we do business now—and we see members offer differing opinions with the goal of creating a more meaningful discussion and end point.”

– PARTNER STAFF INTERVIEW PARTICIPANT

To sustain efficiency, One Tam remains flexible to quickly adapt and respond to the unexpected.

One of One Tam’s biggest assets is its ability to remain flexible to quickly adapt and respond to the unexpected. In October 2017, Sonoma—an adjacent county to Marin—experienced devastating wildfires, which engulfed much of the county and its communities. One Tam partner staff immediately convened to address the collaborative’s role regarding fire prevention in Marin County.

“We have an on-demand organizational model to help agencies come together to quickly provide a solution to a problem. [When the recent Sonoma fires occurred,] One Tam was already in place to come together, share knowledge about the current work of each partner, and recommend options for how the agencies, working together, could contribute to the conversation about preventing fire in Marin.”

– PARTNER STAFF SURVEY PARTICIPANT

This flexibility also manifests itself in other ways. In 2016, One Tam expanded its governance structure to support the increased delivery of cross-jurisdictional programs, the growth of mountain-wide science-based monitoring, and the launch of key projects. Most notably, the partners created new Subcommittees to advance One Tam projects and programs. The expansion in structure responded to the needs of the partners and continues to adapt to meet partnership goals. Today, the partners are once again re-assessing their committee structure and have disbanded committees that no longer have a strong purpose, combined several to increase efficiencies and communication, and created new committees to address systems and sustainability needs.

One Tam is the centralized resource for the community to learn about and share landscape-wide information.



ALISON TAGGART-BARONE

University of California, Berkeley Professor David Ackerly discusses how climate change could impact the mountain at the 2016 Mt. Tam Science Summit.

One Tam has become a centralized resource for the community. This has occurred through events such as the One Tam Science Symposium—a valuable venue for sharing information about mountain-wide research and data collection, along with project challenges and successes on the mountain. One Tam has become a “one-stop shop” for those involved in the protection and stewardship of the mountain. This has multiple benefits, ranging from a reduction in time required to coordinate with all agencies to engaging community members in protecting the mountain.

“As an outside researcher, I have been able to work with One Tam (rather than all the agencies individually). This has been great for achieving our goal. It has cut down on “overhead” time and allowed us to spend more time on doing research.”

– EXTERNAL STAKEHOLDER SURVEY PARTICIPANT

IMPACT

8



OUTCOME:
SCALE

- One Tam demonstrated an increase in **scale** in the following ways:
- Creating a collective, unified vision for a cross-jurisdictional landscape
 - Engaging in joint decision making and planning for activities that transcend jurisdictional and political boundaries
 - Implementing projects that have broad-reaching benefits for the care of the landscape’s natural and cultural resources
 - Delivering programs that advance stewardship and science mountain-wide through community member engagement and education
 - Facilitating multi-stakeholder engagement to advance shared goals

Scale is also a primary driver for the formation of a landscape-scale partnership. One Tam had envisioned projects and programs that transcend jurisdictional boundaries and has demonstrated success by: creating a collective, unified vision; engaging in joint decision-making and planning; implementing projects that have broad-reaching benefits for the care of the landscape’s natural and cultural resources; delivering programs that advance stewardship and science mountain-wide through community member engagement and education; and facilitating multi-stakeholder engagement to advance shared goals.

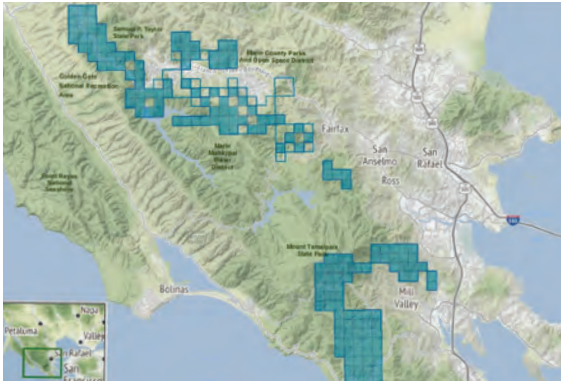
One Tam has shown how the impact of **scale** can be generated through projects like the Early Detection, Rapid Response Program; the Wildlife Picture Index Project; *Measuring the Health of a Mountain: A Report on Mount Tamalpais’ Natural Resources* and its affiliated activities; the Mountain-wide Bat Monitoring Project; and the County-wide Regional Vegetation Map and Landscape Database Project.



COURTESY GOLDEN GATE NATIONAL PARKS CONSERVANCY

- ✓ One Tam surveyed 125 miles of roads and trails in 2018 and treated 400 patches of weeds across the Mt. Tam landscape through its Early Detection, Rapid Response Program.
- ✓ Over 3.7 million images have been collected and catalogued through One Tam’s Wildlife Picture Index (WPI) Project, allowing for improved mountain-wide understanding of wildlife.
- ✓ Decades of four agencies’ natural resources data were aggregated to publish the 2016 *Measuring the Health of a Mountain: A Report on Mount Tamalpais’ Natural Resources*.
- ✓ One Tam partners pioneered a comprehensive bat inventory program across the mountain through combining partner and regional funds, expertise, protocols, and equipment, with research support from the U.S. Geological Survey.
- ✓ A One Tam donor gift leveraged funding from each One Tam agency as well as new partners at the local, regional, and national levels to provide \$1.3 million for the first Marin County-wide vegetation map and landscape database.

Examples that point to One Tam’s impact of scale are numerous.



Wildlife cameras are arrayed across agency boundaries to study wildlife at a more meaningful scale than a single jurisdiction.

One Tam’s impact of scale is perceived as a valuable outcome by the community at large.

In the fourth-year One Tam Network Survey, the majority of the 64 community stakeholder study participants perceived One Tam’s impact mountain-wide as substantial.

- 86% of the community stakeholder study participants cited “restoring ecosystems” as a key outcome of One Tam
- 83% cited “strengthened education and stewardship programs across the mountain” as a key outcome of One Tam
- 70% cited the agencies as having a “more global perspective to understanding and managing Mt. Tam.”

Due to One Tam, the larger external stakeholder community is becoming more cohesive. 81% of 64 community stakeholder fourth-year survey participants perceive “building new relationships between partnering agencies and other organizations” as an important One Tam outcome. A study participant reflects on this finding:

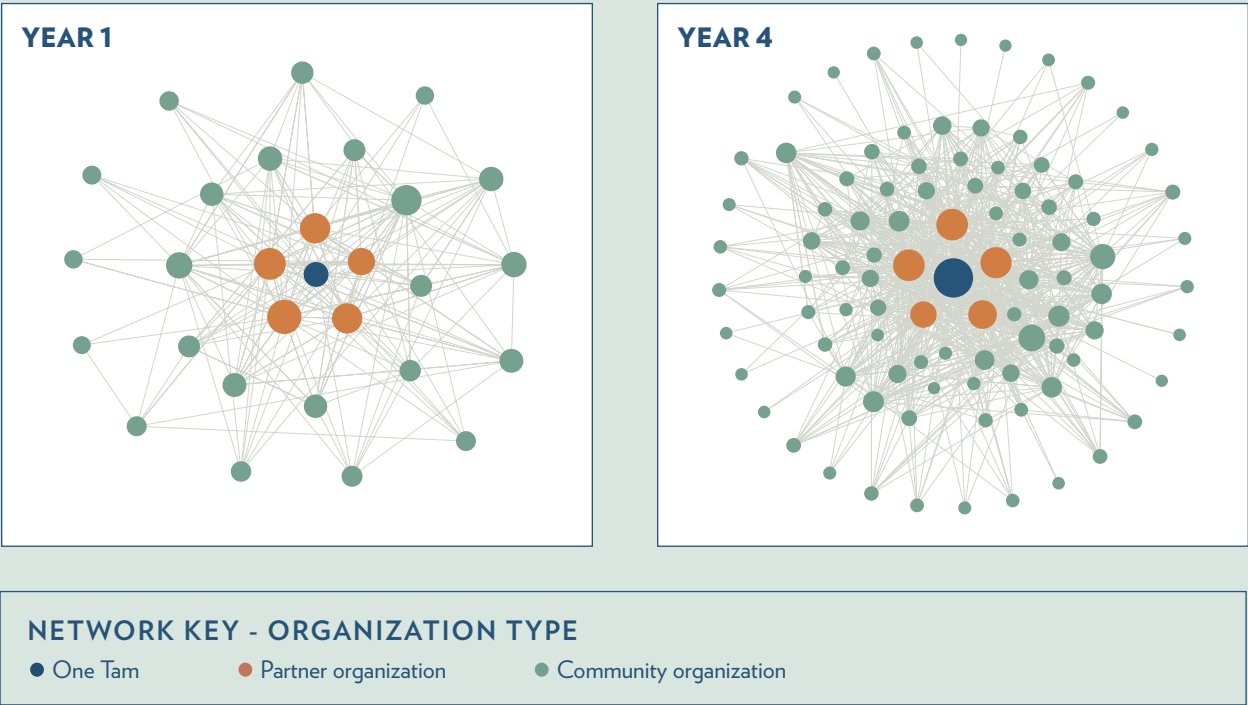
“One Tam has been effective at bringing together multiple organizations [partner agencies and community groups] to accomplish high-priority goals that span across all Marin agencies’ lands.”

– EXTERNAL STAKEHOLDER SURVEY PARTICIPANT

One Tam plays an increasingly central role in catalyzing and supporting increased cohesion within the stakeholder community.

The figures below visually show that One Tam has played an increasingly central role in network cohesion through expanding its level of involvement and outreach from its first year to its fourth year. In the social network maps below, the level of involvement of each organization in the cohesiveness of the One Tam network (discussed in Impact #1) is represented. This is measured by total degree centrality—number of reported relationships in the network survey—where larger nodes have a higher degree of centrality (i.e., higher levels of involvement in the cohesiveness of the network).

EXPANSION OF ONE TAM’S ROLE IN ITS INFORMAL NETWORK



YEAR 1: In its first year, the One Tam partner organizations were the most influential in contributing to the cohesiveness of the informal One Tam network. This is reflected by the five larger nodes which represent partner organizations.

YEAR 4: By the fourth year, One Tam has expanded its level of involvement and plays a more central and integral role in the cohesion of the informal network. This is reflected in the One Tam node increasing in size relative to the other nodes from the first year to the fourth year.



OUTCOME:
INDIVIDUAL EFFECTIVENESS & RESILIENCE

- One Tam enhanced *individual effectiveness & resilience* by:
- Increasing members’ work morale and confidence in their abilities to effectively perform respective job duties
 - Enhancing members’ feelings of being supported professionally and personally through an expanded network of peers
 - Increasing members’ exposure to other disciplines, leadership and professional development opportunities, resources, tools, and new skills

Individual effectiveness and resilience is an outcome impact that occurred but was not explicitly anticipated by One Tam partners. The reported benefits of One Tam on those individuals involved in the collaborative is substantial. Study participants experienced a range of personal benefits that have positively impacted their professional lives.

It is clear that being part of One Tam has resulted in a positive experience for the overwhelming majority of those involved. In the 2018 partner staff surveys, 46 people responded positively (4.0 or higher) to Likert-scale questions about their experiences (on a 5.0 scale where 5 = strongly agree and 1 = strongly disagree).

Work morale and confidence to effectively perform respective jobs increased for those involved in One Tam.

There are countless times when One Tam partner staff described how participation in the collaborative has been personally rewarding and has increased their overall work satisfaction. The representative quote below illustrates this finding:

“Participating in One Tam has been the highlight of my career. This opportunity has given me an overwhelming increase in job satisfaction and has kept me in my role at [my organization] at a time when many other job opportunities with greater pay have been offered.”

– PARTNER STAFF SURVEY PARTICIPANT

In the fourth-year partner staff survey, 46 partner staff members also indicated that their job performance had increased—as reported through high levels of agreement to the question: “*My job performance is enhanced as a result of participating in One Tam*” (4.0 out of 5.0). This is further supported by the representative quote below from one partner staff member:

“Being able to accomplish more wildlife projects by partnering with One Tam reflects positively on my effectiveness as the Wildlife Ecologist for my agency.”

– PARTNER STAFF SURVEY PARTICIPANT

Through an expanded network of One Tam peers, individuals feel more supported personally and professionally.

As discussed in Impact #1: **Connectivity**, partner staff connections increased, which has resulted in feeling more supported by others. This has positive implications for work morale and work performance, as evidenced by high levels of agreement to the fourth-year survey question: “*I am more effective in my work due to increased relationships/connections*” (4.0 out of 5.0). There are numerous qualitative statements that further illustrate this finding. Below are representative quotes from two partner staff members:

“Being part of a larger local community of conservation- and stewardship-minded individuals has been incredibly beneficial to me personally. The support system that exists for me within One Tam has increased my work satisfaction and improved my relationships with my peers.”

– PARTNER STAFF SURVEY PARTICIPANT

“It’s exciting to have other people working through challenges with me. Oftentimes, I’m working on things alone. A team approach is fulfilling for me on a professional level. Being part of a smart, motivated team is very inspiring.”

– PARTNER STAFF INTERVIEW PARTICIPANT

One Tam facilitates exposure to leadership and professional development opportunities and enhances the development of competencies such as resilience.

Participation in One Tam has also led to enhanced competency development and credibility for partner and One Tam staff, resulting in exposure to leadership and other professional opportunities. In the fourth-year partner staff survey, *“I have increased credibility with people from other organizations as a result of participating in One Tam”* scored 4.2 out of 5.0. In addition, below are representative quotes from two partner staff members:

“Being part of One Tam has elevated my leadership role in my agency leading to a promotion, raise, and increased leadership on other projects.”

– PARTNER STAFF SURVEY PARTICIPANT

“Working for One Tam has allowed me to flex my expertise as a scientist. My position empowers me to be a leader, an educator, and a resource to others. One Tam has invested in my development—GIS training, conference attendance, technical skills, etc. I have become a part of a larger fabric of scientists and enthusiasts, especially locally but also on a broader level.”

– ONE TAM STAFF SURVEY PARTICIPANT

Becoming more resilient is another byproduct of being involved with One Tam for some partner staff. Resilience has been defined by the United States Office of Personnel Management (OPM) as someone who “deals effectively with pressure; remains optimistic and persistent, even under adversity” and has been identified as a key competency in leading change.²⁰ A One Tam partner staff member recognized resilience as important in his/her advice to other partnerships:

“Members must approach the collaborative with a willingness to try new things and fail—and then rebuild and try again.”

– ADVICE FROM A PARTNER STAFF SURVEY PARTICIPANT

98% of those involved with One Tam enjoy being a part of the initiative.

²⁰ <https://www.opm.gov/policy-data-oversight/assessment-and-selection/competencies/proficiency-levels-for-leadership-competencies.pdf>



Partner staff and members of the public interact with community groups exhibiting at the 2016 One Tam Science Summit.

With benefits such as the ones described above, it is not surprising that the overwhelming majority of partner staff (98%) in the four-year survey strongly agree with the statement: “*I enjoy being a part of One Tam initiative*” (4.8 out of 5.0). One partner staff member eloquently explains his/her feelings in this quote.

“One Tam has given me something quite inspiring towards the end of my career: an amazing new vision, a new platform to get more done. It is dusting off my dreams. I love seeing systems in place moving my ideas and hopes forward. Finding ways to connect with our next generation—One Tam does that; fostering the artistic community—One Tam does that; propelling science and salmon recovery—One Tam does that.”

– PARTNER STAFF INTERVIEW PARTICIPANT

IMPACT

10



OUTCOME:
COLLABORATIVE CULTURE

- One Tam fostered a **collaborative culture** by:
- Influencing partner organizations to integrate a collaborative mindset in their approaches to conducting business
 - Influencing the community to understand, value, and adopt collaborative practices

Fostering a **collaborative culture** is another unintended outcome impact that was generated by the partnership. One Tam has influenced the cultures of partner organizations and the local community in understanding, valuing, and adopting collaborative practices.

There has been a collaborative culture “ripple effect” across partner organizations.

The executive teams and staff in the partner organizations have directly observed the benefits of the One Tam partnership over the past four years. As a result, there is a collaborative culture “ripple effect” where the partner organizations are further emphasizing collaboration and developing more deliberate collaborative practices within their own organizations. Below are representative quotes from two partner staff members:

“Our involvement with One Tam has elevated the recognition of usefulness of partnerships as a tool in our agency.”

– PARTNER STAFF SURVEY PARTICIPANT

“Relationships and trust have skyrocketed with other agency staff.”

– PARTNER STAFF SURVEY PARTICIPANT

For one agency, the “One Tam mindset” is a newly coined phrase often used to help its employees understand what collaboration and partnership can really look like in action. One partner staff survey participant reflects on the culture change he/she has observed at his/her agency:

“A culture change has occurred. One Tam has inspired our own staff to look at their work differently and find value in adopting different [more collaborative] approaches to planning and project implementation.”

– PARTNER STAFF SURVEY PARTICIPANT

The “ripple effect” has transferred beyond the partner organizations to the community at large.

Community groups, including those in the informal One Tam network, have also observed and/or experienced the value of partnership and collaboration through One Tam. This suggests that the “ripple effect” has extended beyond the partner organizations to the community at large.

“How collaboration is happening in the community is best reflected by the look on one of One Tam’s biggest critic’s face at a volunteer event on Mt. Tam. She was elated at the size and content of the group of volunteers, which included young families, young people new to their careers, and many others.”

–PARTNER STAFF SURVEY & INTERVIEW PARTICIPANT

IMPACT

11



OUTCOME:
EXPANDED CONNECTIVITY

- One Tam **expanded connectivity** through:
- Streamlining organizations’ non-partnership-related communication and coordination through the partnership’s formal and informal networks
 - Maximizing opportunities for partner organizations’ employees to “go above and beyond” their job duties, which creates positive connections with stakeholders on employers’ behalf
 - Serving as a multi-partisan resource that connects diverse community stakeholders and helps advance local issues and opportunities
 - Acting as an information resource to other partnership efforts and facilitating peer connections at the regional, state, and national levels

Expanded connectivity is a third unanticipated *outcome impact* of One Tam. This outcome demonstrates that One Tam’s impact is incredibly far reaching within and beyond Marin County.

One Tam has contributed to streamlining organizations’ non-partnership-related communication and coordination through the collaborative’s formal and informal networks. In addition, One Tam has aided in maximizing opportunities for partner organizations’ employees to “go above and beyond” their job duties, which creates positive connections with stakeholders on employers’ behalf.

“One Tam has greatly improved [my organization’s] standing in the community. We have the trust and support of many elected officials, including the entire Marin County Board of Supervisors, State Assembly member Marc Levine, and U.S. Representative Jared Huffman. Assembly member Levine has participated two years in a row at our One Tam Science Summit Series.”

– PARTNER STAFF SURVEY PARTICIPANT

One Tam serves as a multi-partisan resource—connecting diverse community stakeholders and helping advance local issues and opportunities.

ONE TAM FOUR-YEAR PARTNERSHIP STUDY FINDINGS

Some study participants shared how One Tam is perceived by some recreation groups as a “neutral” group within the environmental stakeholder community. There are other examples of community members reaching out to One Tam staff when they do not know where to go with information or opportunities that impact the mountain.



The One Tam Science Summit is an annual event where agency staff, scientists, community members, and students come together to share information on how natural resources in the Mt. Tam region are doing, and how that information feeds into managing for their health.

“One Tam has allowed public agencies in Marin to work collectively on gaining a better understanding of our natural resources and then communicating the benefit, need, and impacts to the engaged communities, policy makers, and stewardship agencies outside Marin. Understanding and communicating the same message is critical and effective in reaching the best solutions and gaining support of everyone.”

– EXTERNAL STAKEHOLDER SURVEY PARTICIPANT

One Tam is an information resource to other partnership efforts at the regional, state, and national levels.

One of One Tam’s participating partners is California State Parks, which manages over 280 parks covering 1.6 million acres in the state. As California State Parks makes headway on implementing its multi-year systemic transformation of the department, it envisions an increase in the scope and scale of its partnerships.²¹

²¹ Learn more about California State Parks’ Transformation Plan at http://www.parks.ca.gov/?page_id=29242.

To help advance its vision, the department has called for a heightened priority to manage its land at landscape and ecosystem levels. To further demonstrate this landscape-scale approach, California State Parks has identified two pilot landscape stewardship initiatives: the North Coast Initiative²² and the Irvine Ranch Conservancy-Crystal Cove Collaborative.²³ Both of these pilot initiatives drew inspiration from the goals and collaborative process of One Tam. In addition, One Tam was highlighted by the State Parks Commission to help build support for these two pilot initiatives.²⁴ The One Tam Director also served on the Partnership Advisory Committee under the Transformation Team.

One Tam has also facilitated peer connections and served as an information resource nationally. Staff and leadership from One Tam have been asked to participate on the planning team for the National Park Service initiative called Connected Conservation, which seeks success for partners and neighbors across shared landscapes and ecosystems. One Tam staff have also presented at a diversity of conferences and workshops including: the International Association for Public Participation North American Conference (2015); the California State Parks Partnership Workshop (2017); the Public Lands Alliance Annual Convention (2018), and The Stewardship Network’s annual gathering in Michigan (2018) to share lessons learned from the collaborative.

One Tam is one of the six founding members of the California Landscape Stewardship Network and serves as the statewide network’s coordinator.

To further illustrate its **connectivity** on a larger scale, One Tam has played a central role in the development and facilitation of the California Landscape Stewardship Network (CA Network). The CA Network is a statewide “network of networks” formed to advance and innovate the practice of collaborative landscape-scale stewardship across the state. One Tam partners conceived the CA Network in part as a “distribution” mechanism for all of the landscape-scale stewardship practitioners in the state to share and exchange resources. The CA Network was formed in 2016 by six regional networks representing 192 organizations to

²² Learn more about the North Coast Initiative on the Save the Redwoods League website at <https://www.savetheredwoods.org/project/north-coast-initiative/>.

²³ Learn more about the Irvine Ranch Conservancy-Crystal Cove Collaborative on the Irvine Ranch Conservancy website at <http://letsgooutside.org/about/partners-on-the-land/>.

²⁴ Based on information shared during case study interview with the Natural Resources Division Chief at California State Parks.

ONE TAM FOUR-YEAR PARTNERSHIP STUDY FINDINGS

facilitate exchange and relationships, develop solutions to barriers inhibiting practitioners in achieving landscape-scale efficiencies and impacts and operationalizing the practice, share tools and integrate best practices, meet discrete collective priorities, and promote innovation among landscape stewardship practitioners, funders, policymakers, and their local communities. Several of the One Tam partner staff are serving in leadership roles through their participation on the CA Network Steering Committee and several working groups. The CA Network works closely with the Network for Landscape Conservation to stay connected to the national community of practitioners and stakeholders, including other regional peer exchange networks.

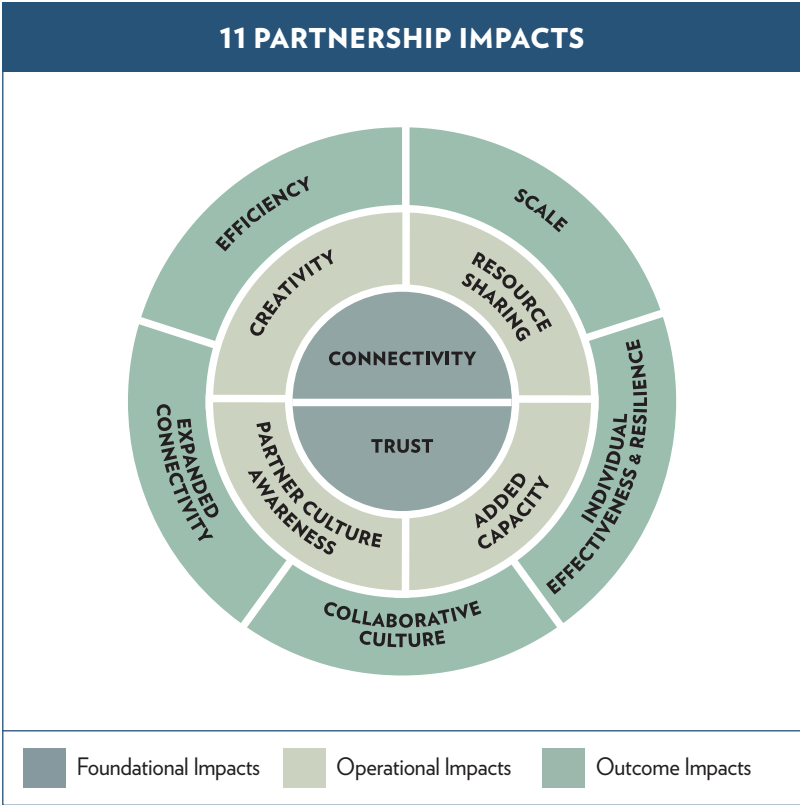


Representatives from the California Landscape Stewardship Network meet in South Lake Tahoe to discuss priorities for the Network.

THE PARTNERSHIP IMPACT MODEL

The **Partnership Impact Model** refers to the dynamic system of interdependent, scalable *foundational, operational, and outcome impacts*.

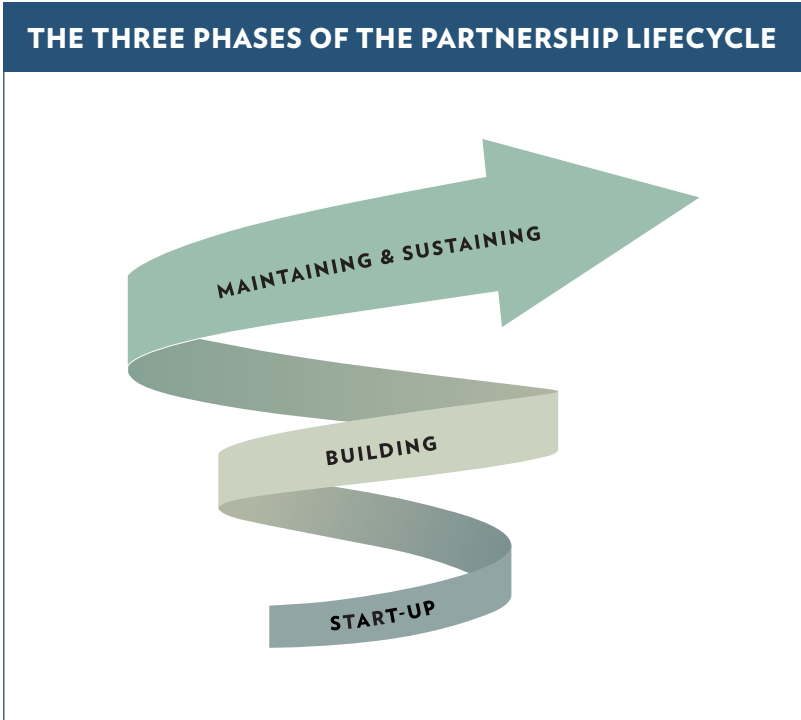
The meta-analysis phase of the *One Tam Four-Year Partnership Study* unexpectedly yielded the **Partnership Impact Model**, a system of 11 interdependent, scalable impacts. More specifically, the three impact classifications and the 11 individual impacts, are not achieved independently of each other; they are symbiotic. In addition, the impact classifications and individual impacts are not static; there are levels of impact that can be scaled up over time with adequate investment. Scaling up refers to the process of a partnership leveraging upfront start-up investments in *foundational, operational, and outcome impacts* for exponential benefits but with incremental, ongoing investments. Of course, the levels of investment will always vary depending upon the desired outcomes and capacity of the partnership.



THE PARTNERSHIP IMPACT MODEL

The three phases of the partnership lifecycle illustrated to the right are adapted from the Centers for Disease Control and Prevention’s Partnership Evaluation Guidebook (Centers for Disease Control and Prevention, 2011).

This partnership lifecycle graphic is designed for long-term, sustaining partnerships. Certain types of partnerships designed for project-level, transaction-based, or shorter-term impact may scale down or terminate once the partnership’s goals have been met. Partnerships may also experience a phase of reinvention if the original vision is no longer relevant.

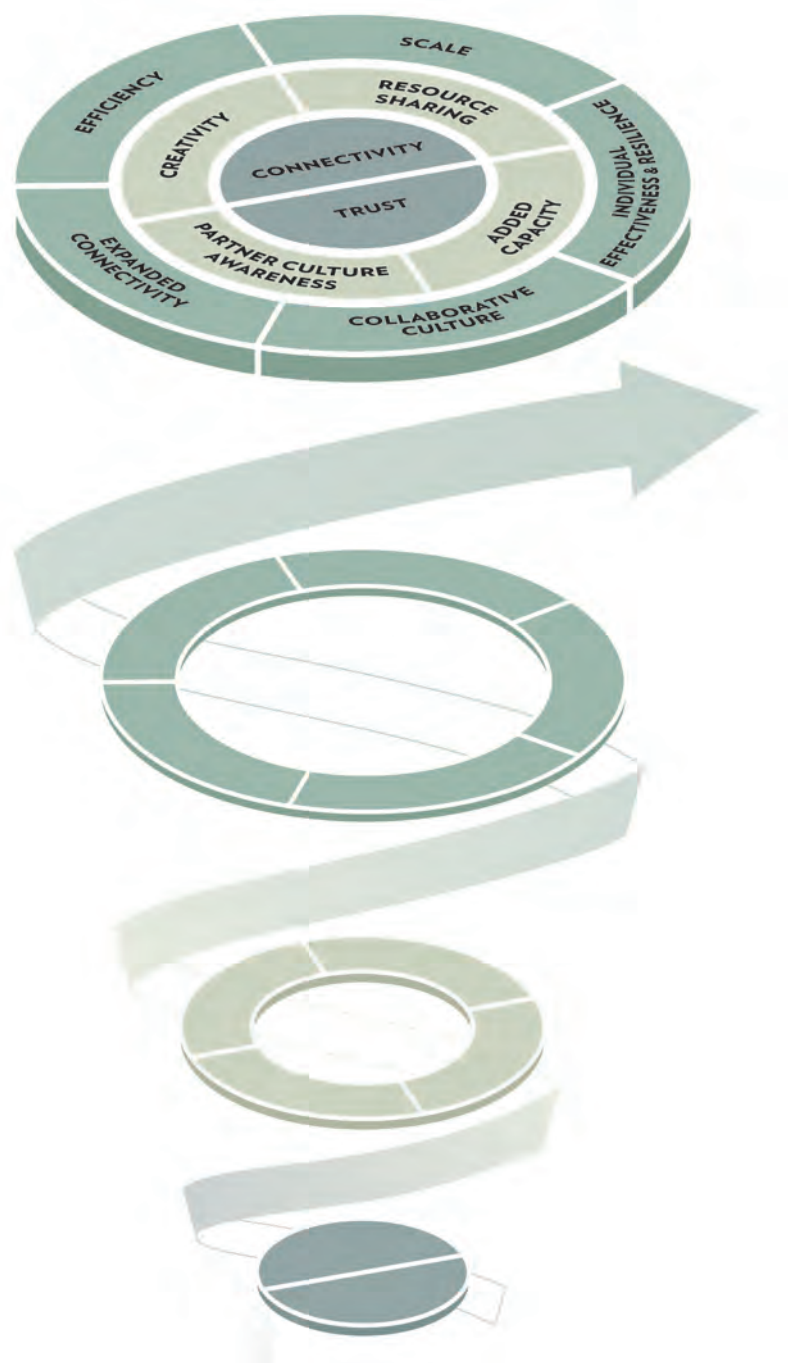


To illustrate the scaling-up process, the meta-analysis revealed that One Tam needed to focus on cultivating the *foundational impacts* of **connectivity** and **trust** during its formation phase at three levels—between individual partner staff, between and within partners’ organizations, and with stakeholders and community members. These impacts were essential ingredients to achieving *operational impacts* (**creativity, resource sharing, added capacity, and partner culture awareness**) as well as the two anticipated *outcome impacts* (**efficiency** and **scale**). At the same time, as the partners experienced success in generating *operational* and *outcome impacts*, their levels of *foundational impacts* also grew. For example, as the partners continued experiencing success together in their collective work, their feelings of productivity and successful teamwork bolstered their relationships with each other (**trust**) and led them to scale up the size of their core team and increase the frequency of their interactions (**connectivity**).

The above description illustrates how the three impact classifications and the 11 individual impacts function interdependently with each other as a system, and simultaneously stimulate scaling up. As the partners advanced from start-up phase into building phase—and experienced more success in implementing landscape-scale programs and projects—their collective success increased staff confidence, motivation, and morale (**individual effectiveness** and **resilience**), motivated them to fundraise to hire additional staff (**added capacity**) and undertake additional mountain-wide activities that transcend jurisdictional and political boundaries (**scale**).

PARTNERSHIP IMPACT MODEL™

This graphic illustrates the dynamic nature of generating, scaling up, and sustaining partnership impact. This process starts with upfront investments in *foundational impacts* moving to *operational impacts*. By leveraging *foundational* and *operational impacts* and adding ample, incremental investments, *outcome impacts* can be realized over time for exponential benefits.



Foundational Impacts Operational Impacts Outcome Impacts

These fundamental characteristics of the **Partnership Impact Model** reveal how the value added of a partnership is a dynamic, iterative process. Accordingly, attention should be placed on scaling up the three impacts classifications (*foundational*, *operational*, and *outcome*) over time throughout the lifespan of a partnership. To optimize impact, attention should also be placed on identifying, measuring, and evaluating incremental progress throughout the entire lifecycle of a partnership.

SUMMARY OF KEY INSIGHTS

Below is a summary of key insights from the meta-analysis that: 1) can inform and advance the field at large when it comes to understanding the essential elements of partnership impact; and 2) can offer ways for landscape-scale conservation and stewardship partnerships to apply the **Partnership Impact Model** to their respective geographies in order to generate, scale up, and sustain partnership impact.

1 The existence and actions of One Tam have generated meaningful, substantial partnership impact during its first four years.²⁵ The five partners have been successful in effectively generating and scaling up the *foundational*, *operational*, and *outcome impacts* as the partnership has advanced through the three phases of the partnership lifecycle.

2 Partnerships and networks must be continually stewarded throughout the partnership lifecycle—from start-up to building to maintaining and sustaining. When a partnership invests in its enduring health and effectiveness, it is well poised to be able to quickly adapt to changing socio-political-economic conditions and scale up and sustain its impact. Becoming a high impact partnership that can endure over time requires partners to approach their shared work as a highly dynamic, non-linear process.

3 While a healthy partnership does not guarantee a certain scope, scale, and/or duration of partnership impact, supporting and maintaining partnership health and effectiveness are essential precursors to generating, scaling up, and sustaining partnership impact. Thus, as we have seen with the One Tam example, it is critical to cultivate a partnership culture that commits to regularly assessing partnership health and continually responding to partnership needs. In order to do this, partners must agree to not only the metrics they intend to use for evaluating its health, but also the tactics and practices they believe are necessary to help improve partnership health.

²⁵ The meta-analysis is based on research findings that are based on perceptual measures where study participants were asked questions about their perceptions and personal experiences. This study was not intended to measure statistical significance.

This study newly defines partnership impact as the collection of qualitative and quantitative changes that is generated incrementally over time related to or directly resulting from the intentional scaling up of *foundational*, *operational*, and *outcome impacts* by a group of partners.

Because partnership impact has no measurable end point, the study frames impact as being generated incrementally over time rather than “achieved” by a single point in time.

Read the three case studies on One Tam for more detailed descriptions of the tactics and practices employed by the five partners to maintain and improve the partnership’s health.

4 Studying One Tam for four years enabled the research team to methodically deconstruct the essence of partnership impact.

The resulting **Partnership Impact Model** is not a partnership evaluation tool. It is a framework that explicitly highlights the collection of impacts that landscape-scale stewardship partnerships should consider when it comes to delivering and measuring the value of their collaborative initiatives. Without a consensus of what partnership impact means and entails, partnerships will be challenged in their attempts to generate and scale up partnership impact (Giddens, 2018).

5 Both informal and formal social network connectivity and trust matter! The Partnership Impact Model elevates the importance and value of connectivity and trust at three distinct levels: between individuals, between organizations, and within the community. Without the *foundational impacts* of **connectivity** and **trust**, it is unlikely that partnerships will be effective in generating *operational* and *outcome impacts*. This is an important point to emphasize. Consequently, the **Partnership Impact Model** equally elevates the importance of measuring and evaluating these two foundational impacts.

6 The Partnership Impact Model gives partners, networks, funders, and communities: 1) a shared definition for how to conceptualize partnership impact, and 2) a shared vocabulary to more quickly and effectively identify the multiple desired impacts and value of the collaboration.

7 Partnership impact is a highly dynamic, non-linear, iterative process generated over time through the commitment of the partners to continually scale up foundational, operational, and outcome impacts. As such, attention should be placed on scaling up the three impact classifications (*foundational*, *operational*, and *outcome*) over time throughout the lifespan of the partnership. Moreover, none of the 11 individual impacts contain measurable “end points.” For example, a partnership should not approach the impacts of **trust**, **partner culture awareness**, or **efficiency** as ever being “done” or “achieved.”

8 The Partnership Impact Model is both inspirational and aspirational. The **Partnership Impact Model**—with its three impact classifications and 11 total impacts—can help other landscape-scale collaboratives and networks better forecast the scope and scale of what is possible from their partnership and be inspired by the early success and high impact of One Tam.

It is important to emphasize that the quantitative changes resulting from the existence and actions of One Tam illustrated in the main findings of this report (e.g., increased trust between partnering organizations by 80% in four years, 345% increase in reports of sharing partners’ equipment in four years) reflect what occurred over the course of four years. These specific quantitative changes were not aspirational—meaning the partners did not determine in advance the desired targets nor did they identify thresholds to reach each year.

However, the **Partnership Impact Model** can be aspirational to other collaboratives in that it underscores the substantial opportunity to generate high partnership impact when a collaborative deliberately focuses on advancing the *foundational, operational, and outcome impacts* that emerged from this study.

9 To optimize and scale up the impact of a landscape-scale partnership, it is critical to consider and understand the interdependence between and scalable nature of *foundational, operational, and outcome impacts*.

10 Landscape-scale stewardship partnerships have unique capacity needs, ranging from partnership visioning, coordination, and accountability to cross-boundary scientific data management and capabilities, resources, and knowledge to implement policy changes. The **Partnership Impact Model** can help landscape-scale collaboratives and networks better forecast what short and longer-term investments and resources are needed to advance their collective goals.

11 The **Partnership Impact Model** can help other landscape-scale collaboratives and networks better communicate to partners, private and public funders, and decision-makers about the essential investments and resources needed to advance their collective goals.

12 To gain the most accurate representation of the value added by the existence and actions of a landscape-scale partnership, it is necessary to look at contributing impacts collectively instead of exploring them in isolation (e.g., solely assessing partnership effectiveness, social network analysis). The **Partnership Impact Model** can help other landscape-scale collaboratives and networks develop and agree to a framework that illustrates impact for their partnership.



ED CALLAERT

IMPLICATIONS FOR PRACTITIONERS AND FUNDERS

IMPLICATIONS FOR SCALING UP PARTNERSHIP IMPACT THROUGHOUT THE PARTNERSHIP LIFECYCLE

The **Partnership Impact Model** developed through this study holds capacity building implications for landscape-scale conservation and stewardship collaboratives, which are seeking ways to optimize their work and scale up their impact. It can serve as a guide to help partners think and plan long term and identify where to focus energy throughout the lifecycle of the partnership. The **Partnership Impact Roadmap** presented in the upcoming section offers a new tool to aid other collaboratives in identifying and agreeing to *what* impact looks like for them. It is important to remember that partnership lifecycle phases do not have a pre-determined or set duration. The duration of each phase can vary dramatically across different partnerships depending upon the context in which they are operating (e.g., leadership, number of partners, funding). Due to a variety of factors including high partnership readiness, committed leadership, and highly motivated staff, One Tam's start-up and building phases were particularly brief.²⁶

²⁶ Learn more about One Tam's start-up phase in the first case study, *Managing Public Lands for Impact and Sustainability* (Goldberg, 2014) and the second case study, *Developing Landscape-Scale Partnerships: The Tamalpais Lands Collaborative Case Study 2* (Stott & Goldberg, 2015). Learn more about One Tam's building phase in the third case study, *Investing in Landscape-Scale Stewardship: The Tamalpais Lands Collaborative Case Study 3* (Goldberg, 2017).

The **Partnership Impact Roadmap** is a new tool presented in the upcoming section, *Designing a Partnership Impact Roadmap*. It offers partnership practitioners a comprehensive way to apply the **Partnership Impact Model** to their unique partnership and geography.

CONSIDERATIONS FOR START-UP PHASE

Practitioners can use the **Partnership Impact Model** to guide early discussions to identify and agree to how the partnership must deliver value in order to advance its mission and purpose. This model can help guide partners in their strategy setting process, and the entities can jointly develop a **Partnership Impact Roadmap**. This tool gives partners the opportunity to deliberately determine impact indicators in order to establish a baseline for ongoing impact evaluation. Partner resources can then be directed towards identifying and putting into place the collaborative building blocks (partners and partnership structure, guiding documents, collaborative process) necessary for generating the desired outcome impacts (e.g., **efficiency, scale**). Fundamental to the success of One Tam was identifying a “neutral” nonprofit partner—the Parks Conservancy—to serve as the Operations Backbone to help lead the collaborative efforts of the five partners, contribute fundraising expertise, and provide the critical scaffolding for diverse actors to communicate and collaborate.

When applied by newly emerging collaboratives, the **Partnership Impact Model** highlights the importance of creating a deliberate framework to build relationships authentically early and often in order to increase the essential foundational impacts of **connectivity** and **trust**. Importantly, the One Tam partners created a deliberate framework for relationships between the partners and within the community to develop and strengthen over time through both formal and informal mechanisms. Regular team meetings, joint field work, community events, informal teas, and an annual off-site staff retreat provide opportunities for partner staff to work shoulder-to-shoulder in each other’s environments and in the community, break down barriers, and gain greater understanding of each partner’s organizational cultural differences.

In addition, the partners made considerable investments in grassroots community engagement. The cornerstone of One Tam’s engagement activities was the establishment of ongoing, two-way communications with community groups and individuals to foster transparency and help share the partnership’s purpose and ways in which the community can help steward Mount Tamalpais. Early in the partnership’s formation, the One Tam partners hosted over 60 stakeholder conversations through informal “cups of tea” to share information and answer questions. The partners created

Effectively integrating partner differences into a workable operating culture can be one of the most challenging aspects of landscape-scale collaboration. The *operational impact partner culture awareness* enables partners to successfully navigate and leverage their many cultural differences, including distinct decision-making processes, operational norms and pacing, policies, procedures, budgets, and brands.

a recognizable brand identity—One Tam—and a range of outreach materials including a comprehensive website, a map of the mountain, a brochure, branded uniforms, and bumper stickers. The One Tam website (onetam.org) was an important communications hub for sharing information with the community, including opportunities for active participation in advancing the vision of the collaborative. One Tam’s early investment in community engagement proved to be critical toward its ability to generate **connectivity** and **trust**.

Practitioners should also place particular attention on cultivating the *operational impact partner culture awareness* in order for partners to deepen in their understanding of each other’s organizational differences, unique challenges, and strengths—and cultivate a workable operating culture.

CONSIDERATIONS FOR BUILDING PHASE

Once the collaborative building blocks discussed above (partners and partnership structure, guiding documents, collaborative process) have been initially established, partners should place considerable attention on scaling up *foundational impacts* of **connectivity** and **trust** and optimizing and scaling up *operational impacts* of **creativity, resource sharing, added capacity**, and **partner culture awareness**. Consider what additional investments need to be made incrementally in each of these impacts. Remember that as the partnership team scales up, two-way communication also must scale up. Additionally, consideration should be given to how the role of the Operations Backbone or partnership facilitator needs to adapt in order to support the evolving needs of the partnership. In the case of One Tam, because the Steering Committee had evolved into a closely knit, highly functioning leadership team, the Parks Conservancy was able to focus on what was needed to steward the partnership and maintain its health. For example, the Parks Conservancy staff became more deliberate about fostering a consistent, safe container for information flow, creative thinking, disagreement, risk-taking, and innovation.

Look for “low-hanging fruit” to capitalize on and other opportunities to demonstrate success early in the partnership lifecycle. Identify some projects with shorter timelines and a high probability of success in order to experience “partnership wins” early. Importantly, it is essential to demonstrate value internally to the partners in order to strengthen partner buy-in and build momentum of staff. This approach also aids in the partnership’s

ability to attract additional funding and scale up its work. Consider prioritizing programmatic work such as community science (like One Tam’s Wildlife Picture Index Project) and youth education as a way to elevate the partnership’s profile in the community, build awareness of the partnership’s vision, and begin growing a base of support, which will translate into more volunteers, donors, and ambassadors down the road.

CONSIDERATIONS FOR MAINTAINING & SUSTAINING PHASE

Continued investment in the *foundational impacts* of **connectivity** and **trust** is critical. Make sure partners continue taking stock of the partnership’s health. Examine if the collaborative building blocks discussed above (partners and partnership structure, guiding documents, collaborative process) are still effective and relevant and identify where adjustments need to be put into practice. In the case of One Tam, the partners needed to find ways to secure added staff capacity for the Operations Backbone function in order to continue stewarding the health of the partnership and support its growth in mountain-wide projects and programming. Ensuring that the role of the backbone organization or partnership facilitator continues to be amply resourced is essential to a partnership’s long-term sustainability and impact.

Find opportunities to integrate “lessons learned” to continually adapt and generate higher levels of impact. Track progress towards *operational impacts* and *outcome impacts* and make time to celebrate together as a team. Stay inspired by the values and principles upon which the partnership was built while making room for new practices and personalities to join in. Be especially thoughtful about new leadership and staff onboarding and socialization practices as well as succession planning.

IMPLICATIONS FOR PARTNERSHIP FORECASTING, FUNDRAISING, AND CAPACITY BUILDING

As discussed earlier, the lack of consensus in the field around what partnership impact actually means and entails, and how to measure it, continues to constrain the growth and impact of partnerships (Giddens, 2018). This barrier can also produce a tension in the funder-grantee relationship. Research reveals that funders and partnership practitioners often struggle to align their efforts due to myriad reasons (Goldberg, 2018). They lack a common vocabulary for the types of collaborative strategies and goals they are seeking, and they lack a shared framework to understand and evaluate partnership impact.

They also operate with differing cultural norms, which do not always easily align (Goldberg, 2018). Here is one example to illustrate this point. Due to the innate complexities of landscape-scale collaboration, partners have unique capacity needs such as partnership convening, management, and accountability, technical systems and capabilities to implement decisions and actions across boundaries, and maintenance of partnership health and evaluation. Many funders prefer more tangible, visible, and newsworthy achievements with discrete timelines and associated prescriptive processes. This leads to funders and practitioners holding differing expectations on the timelines and processes necessary for achieving strategies and goals. Without a shared vocabulary and common framework to evaluate partnership impact, funders are more likely to want to dictate the parameters of their investments and less likely to trust in the collaborative’s abilities to catalyze change (Goldberg, 2018).

When applied, the **Partnership Impact Model** can help bridge this culture gap, engender more trust in the funder-grantee relationship, and align expectations in goals, timelines, and processes. Specifically, the model can:

- 1** Enable partnership practitioners to create and agree to a clear, comprehensive roadmap for their desired impact and value. This roadmap can be shared with funders and donors to help illustrate and strengthen their funding requests (see section on *Designing a Partnership Impact Roadmap*);
- 2** Provide partnership practitioners and funders with a shared vocabulary and framework to understand, forecast, assess, and report on partnership impact; and
- 3** Enable funders and donors to:
 - a.** effectively assess the investment opportunities of partnerships,
 - b.** better forecast the scope, scale, and duration of their investments,
 - c.** more effectively assess and report on incremental progress made towards achieving the partnership’s desired impacts, and
 - d.** recognize the significance of investing in a partnership’s capacity to cultivate and scale the essential *foundational impacts* (**connectivity** and **trust**) and the potential ongoing, long-term returns those impacts can yield.

Ideally, landscape stewardship partnerships could include funders early in the process of defining desired impacts and developing their impact roadmap. The same applies to local policymakers and other civic leaders when possible. In the event that is not feasible, it can be helpful for the partners to begin their process of defining preliminary impact and then invite funders, policymakers, and other stakeholders to contribute their input.

IMPLICATIONS FOR PARTNERSHIP EVALUATION

Many conservation and stewardship practitioners, policymakers, and funders believe that the United States will continue to see an emergence of new landscape-scale partnerships as well as deepening levels of collaboration and integration among existing partnerships (Goldberg, 2018). Despite this trend, an agreed upon set of indicators of any type of partnership impact, including landscape-scale work, does not exist. Moreover, much of the partnership evaluation research has focused on public health sector partnerships and initiatives because they have a longer history and are more established as a practice.²⁷ Because the field of landscape-scale conservation and stewardship is still maturing by comparison, there is a shortage of evaluation research specifically designed for these types of collaboratives (Goldberg, 2018). And while public health sector partnership evaluation tools and metrics can inform assessments of landscape-scale partnerships, the unique dynamics and work of these partnerships can greatly benefit from customized evaluation tools. Therefore, the demand for proven and scalable partnership evaluation frameworks, which can be employed throughout the lifespan of a partnership and applied to collaboratives working across many different geographic scales, will likely continue to grow.

The demand for proven and scalable partnership evaluation frameworks, which can be employed throughout the lifespan of a partnership and applied to collaboratives working across many different geographic scales, will likely continue to grow.

To gain an accurate representation of partnership impact, the study reveals that partners should define their impact as a collection of contributing impacts instead of exploring them in isolation, which has more commonly been done in the research conducted to date. As the **Partnership Impact Model** demonstrates, a collective picture of the three impact classifications (*foundational*, *operational*, and *outcome*), and the interdependent relationship between them, should be considered when partners endeavor to most accurately assess their impact and value. Groups should not rely solely on partnership evaluations that assess single variables (such as partnership health or satisfaction) or single approaches (such as social network analysis), as this study concludes that each represents only one piece of the larger picture. By applying a more comprehensive framework that treats partnership value

²⁷ Based upon the extensive literature review conducted for this study.

as a system of multiple interdependent and scalable impacts, partnership practitioners can more accurately capture, assess, and communicate their impact.

DESIGNING A PARTNERSHIP IMPACT ROADMAP

Without a consensus of what partnership impact means and entails, collaboratives will be challenged in their attempts to generate and scale up impact. The **Partnership Impact Model** can provide much-needed guidance to agency, nonprofit, private sector, and other community practitioners and stakeholders who are seeking ways to optimize their collaborative landscape stewardship work and scale their impact. As discussed earlier, the model is a framework that explicitly highlights the collection of impacts that landscape-scale stewardship partnerships should consider when it comes to delivering and measuring the value of their collaborative initiatives. This model enables partners to formulate a shared vocabulary and understanding of intended impact early on, helps them better forecast short- and long-term goals and resource needs, bolsters their fundraising efforts, and can help them identify and agree to *what* partnership impact and value looks like for them. The **Partnership Impact Roadmap** is a tool to help with this identification process. Jointly designing a roadmap offers a comprehensive way to apply the **Partnership Impact Model**.

The **Partnership Impact Model** is a guiding framework that partnerships can use to help identify *what* impact looks like for them. The **Partnership Impact Roadmap** is a tool to help with this identification process, which is the first step in conducting an evaluation.

The forthcoming **Partnership Impact Evaluation Guide** is designed to provide guidance on *how* to measure various indicators of impact identified by a partnership. To optimize and scale up partnership impact, these resources should be used together.

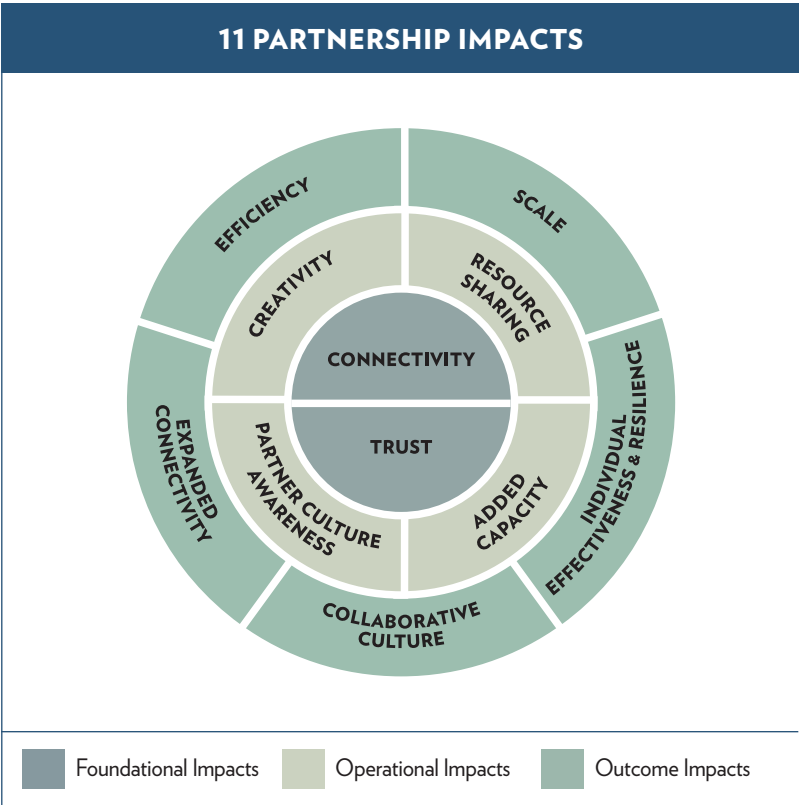
The chart on pages 64 - 65 offers key questions to consider for each of the three impact classifications (*foundational, operational, and outcome*) when partners wish to develop their **Partnership Impact Roadmap**. Partners should start with the *outcome impact* questions and work their way down to *operational impact* questions, and conclude with the *foundational impact* questions.

As mentioned earlier, in 2019, a new **Partnership Impact Evaluation Guide** will be published as an additional tool emerging from this study. It will give partnership practitioners guidance on ways to evaluate the desired impacts by creating relevant metrics. Because every partnership evolves differently, the actual metrics and thresholds will vary depending on goals, lifecycle phase, capacity, and other variables. The forthcoming resource guide is designed to provide guidance on *how* to measure indicators of impact identified by a partnership through the **Partnership Impact Roadmap** process.

Because the value added of a partnership is an iterative process, attention should be placed on scaling up *foundational, operational, and outcome impacts* incrementally over time. The three impact classifications should be assessed and evaluated based

upon agreed to impact indicators and metrics that account for incremental progress. The **Partnership Impact Roadmap** and the **Partnership Impact Evaluation Guide** discussed above provide two tools for partnership practitioners to help identify what impact means to them and start thinking about how to measure impact. Impact indicators and their determined metrics will and should vary for every partnership based upon the partnership’s unique purpose and the intended scope, duration, and scale of its *outcome impacts*.

For example, it is impractical to assert that every partnership should increase its **connectivity** or **efficiency** by a certain threshold every year or attempt to universally deem a certain threshold as being an indicator of “success.” What is most important is that partners jointly decide what thresholds of progress they want to work towards each year, recognizing that there is no one-size-fits-all in the world of partnerships. In addition, jointly determining metrics and thresholds ensures that the partners are aligned with respect to the pace at which they intend to generate impact. Disparate expectations pertaining to pacing can often present difficulties in partner relations.



PARTNERSHIP IMPACT ROADMAP

INSTRUCTIONS: Start with the *Outcome Impact* questions at the top and work down to the *Operational Impact* questions. Conclude with the *Foundational Impact* questions.

OUTCOME IMPACT QUESTIONS

- 1. Which *outcome impacts* will help us best advance our partnership’s mission and purpose?
- 2. What will these *outcome impacts* “add up to” in the short-term (1–5 years)? (e.g., improved crisis preparedness, more cost-effective land management, enhanced public access)
- 3. What will these *outcome impacts* “add up to” in the long-term (6–10 years)? (e.g., improved ecosystem health, enhanced climate resilience, improved habitat connectivity)
- 4. What is the *intended scope, scale, and duration of each outcome impact* we want to generate?
- 5. What is the *probability* of these outcomes happening without our collaboration? (To what degree is our collaboration necessary in order to achieve these outcomes?)
- 6. What are the *risks* of us not achieving these desired outcomes?
- 7. *How prepared* are we to achieve these outcomes?
- 8. *What are the indicators* will we use to measure and evaluate our progress towards each *outcome impact*? (e.g., becoming more effective in implementing cross-boundary management actions, increasing ability to advance community education and stewardship across the landscape)

OUTCOME IMPACTS

EFFICIENCY	SCALE	INDIVIDUAL EFFECTIVENESS & RESILIENCE	COLLABORATIVE CULTURE	EXPANDED CONNECTIVITY
Ensuring effective and efficient functioning in order to adapt to changing needs	Engaging in joint decision making, planning, and implementing projects and programs to advance a collective vision that transcends organizational boundaries	Enhancing partnership members’ work morale and confidence to perform respective job duties through peer connections and professional development opportunities	Influencing partner organizations and local community members to more deeply value and integrate collaborative practices	Serving as a multi-partisan resource by connecting stakeholders at local, regional, and/or national levels

The above questions are informed by the five dimensions for understanding impact used by the Impact Management Project.
<https://impactmanagementproject.com/impact-management/what-is-impact/>

PARTNERSHIP IMPACT ROADMAP

OPERATIONAL IMPACT QUESTIONS

- 1. Which operational impacts will help us best advance our partnership’s mission and purpose?
- 2. What are the essential attitudes, behaviors, systems, structures, resources, approaches, and processes necessary to generate these operational impacts? ...to scale up these operational impacts? ...to sustain these operational impacts?
- 3. What are the indicators we will use to measure and evaluate our progress towards each operational impact? (e.g., increased innovative ideas generation and implementation, increased sharing of resources, increased understanding of partner cultures)

OPERATIONAL IMPACTS

CREATIVITY	RESOURCE SHARING	ADDED CAPACITY	PARTNER CULTURE AWARENESS
Creating and implementing innovative and inventive programs, projects, and solutions	Sharing human capital, knowledge, data, and physical infrastructure	Increasing partnership staff capacity, leveraging partners’ existing funds, generating new funding sources, and leveraging partners’ expertise	Understanding, valuing, and leveraging partners’ respective cultural differences for mutual benefit

FOUNDATIONAL IMPACT QUESTIONS

- 1. Who do we most need to be active participants in our partnership?
- 2. Who is part of our partnership’s broader social network?
- 3. How do we intend to generate, scale up, and sustain connectivity and trust at the individual, organizational, and community levels over time?
- 4. What are the indicators we will use to measure and evaluate our progress towards each foundational impact? (e.g., increased frequency of interactions, increased levels of collaboration, increased levels of perceived trust)

FOUNDATIONAL IMPACTS

CONNECTIVITY	TRUST
Increasing the quality and quantity of connections for partnership members, partner organizations, and community stakeholder groups	Increasing trust between partnership members, partner organizations, and community stakeholder groups

FINAL CONSIDERATIONS

The **Partnership Impact Model** has the potential to be utilized by other types of partnerships addressing any number of community-wide, systems-level opportunities and challenges, such as health and human services, economic development, and childhood education initiatives. The **Partnership Impact Model** and the **Partnership Impact Roadmap** can potentially serve as guides for any multi-sector network of diverse stakeholders who are coming together to advance shared interests for long-term, systems-level social change. In applying the model and roadmap, partners will define what *outcome impacts* such as **efficiency** and **scale** mean to them. In this way, the frameworks can be tailored to a partnership’s unique operating context. In order to further test and validate these tools, it would be valuable to identify pilot partnerships at various stages—one in the start-up phase, one in the building phase, and one in the maintaining and sustaining phase—in addition to partnerships in other sectors in California or the United States that are interested in more effectively forecasting, measuring, and evaluating their partnership impact.

Photo on opposite page: Partner staff join several times per year to offer mountain-wide volunteer programs across jurisdictions.



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APPENDICES

APPENDIX A: ONE TAM FOUR-YEAR PARTNERSHIP STUDY METHODOLOGY

Research Approach

This study was approached through both deductive and inductive research lenses. A deductive approach is best described as “top-down”—beginning with a pre-existing theory about a topic; narrowing the theory to specific hypotheses that can be tested; and collecting data to confirm or deny hypotheses. An inductive approach works from the direction of “bottom-up”—beginning with collecting data; looking for patterns and regularities in the data; sometimes collecting more data; and generating conclusions. In short, a deductive approach is narrower and more concerned with confirming hypotheses, and an inductive approach is more open-ended and exploratory. Since some partnership evaluation research exists in the public health sector, the researchers decided to create and assess a number of indicators that reflected findings from these partnership studies (applying a deductive approach) that were also relevant to the One Tam partnership. Due to the lack of research on landscape-scale partnerships, the research team believed that it was important to also remain open to unanticipated themes that might emerge through interviews, field observations, and open-ended survey questions (applying an inductive approach).

Data Collection

A range of methods was employed in the data collection efforts. In support of a deductive approach, survey methodology was one of the primary ways to collect data. Interviews, field research, and open-ended questions on the surveys were designed to support an inductive approach. Archival data were also consulted to support both approaches.

Surveys

Three different surveys were created and administered annually over a four-year period. A total of 345 surveys were collected. These surveys included perceptual measures in which study participants were asked questions about their perceptions and personal experiences.

The *One Tam Network Survey* was created to evaluate One Tam on indicators related to connections, frequency of interactions, levels of collaboration, and trust across collaborative partners and stakeholders in the community that are affiliated with Mount Tamalpais. The survey was disseminated to key representatives of participating organizations.²⁸ Over the four years, a total of 168 network surveys were collected, representing a response rate of 73%.

The *One Tam Impact Survey* (a partner staff survey) was developed to evaluate One Tam on indicators related to collaboration, frequency of interactions, and trust across collaborative partners; sharing and more efficient leveraging of partner resources; generating new and quality ideas; and added capacity to do a project or program. Through a number of open-ended questions, non-indicator data were also obtained. Over the four years, a total of 96 impact surveys were collected from One Tam partner staff, representing a response rate of 61%.

The *One Tam Effectiveness Survey* (a partner staff survey) was designed to assess One Tam’s “partnership health” and was used as a developmental tool to increase its effectiveness. Questions were designed to collect data related to process indicators, such as: partner member satisfaction and commitment; knowledge of

²⁸ The research team would like to acknowledge Elizabeth Erickson for her assistance in distributing and collecting the *One Tam Network Survey*.

vision, mission, roles, and responsibilities; satisfaction with meetings and processes; and satisfaction with conflict resolution. Over the four years, a total of 81 effectiveness surveys were collected from One Tam partner staff, representing a response rate of 52%.

Interviews

In total, 106 formal phone interviews were conducted between 2014 and 2018.²⁹ Interviewees consisted of One Tam staff, One Tam committee members, One Tam’s executive leadership, volunteers, youth, school administrators, policymakers, and boards of the partner organizations as well as community leaders and other stakeholders who are invested in the future of Mt. Tam. In addition to these formal phone interviews, informal in-person interviews were conducted by the researchers on an ad-hoc basis with approximately 24 individuals.

Field Research & Archival Data

Researchers conducted field work by attending monthly Working Group meetings, bi-annual Executive Committee meetings, and celebratory events. Observations were recorded in detailed field notes. In addition, the researchers had access to documents, reports, meeting notes, and email correspondence that had been disseminated to One Tam committee members.

Data Analyses

A range of techniques was used to analyze these large quantitative and qualitative datasets. Types of analyses conducted for this study included statistical analyses, content analyses, social network analyses, and a meta-analysis.

For quantitative questions, basic statistical analyses were employed. For Likert Scale questions, means and standard deviations were calculated. For frequency and other types of quantitative questions, percentages and frequencies were calculated.

For the qualitative data associated with interviews, field notes, and archival data (documents, correspondence, etc.), the focus was on the written content in the analyses. Respondents’ discourse and content in the field notes and documents were segmented into thematic “thought” units (main ideas contained in a sentence or paragraph) and open coded, with multiple codes given when more than one main idea was present (Strauss & Corbin, 2000).

For the network survey data, social network analysis was used to assess relationships among partnering agencies and other stakeholder organizations. This method analyzes social structures through the use of network and graph theories with the main focus on relationships (or edges) among groups. Groups are represented as nodes and the linkages (e.g., relationships, interactions) are represented as edges or lines. Social network analysis has been used to study connections (or connectivity) among health sector partner organizations, where “connectivity is defined as the measured interactions between partners in a collaborative such as the amount and quality of interactions and how these relationships might change over time” (Varda, Chandra, Stern & Lurie, 2008, p. E1).

For this study, a meta-analysis of the annual reports, case studies, qualitative and quantitative data from the surveys, interviews, email correspondence, partnership documents, and field notes was conducted. A meta-analysis is a method for systematically combining pertinent qualitative and quantitative study data from several selected studies to develop a set of findings that are more comprehensive and profound than just one study alone. The researchers used statistical, content, and social network analyses when conducting this meta-analysis to measure what qualitative and quantitative changes happened over four years to assess One Tam’s impact during that timeframe.

²⁹ The research team would like to acknowledge Tina Stott for conducting interviews for case study 2.

APPENDIX B: ONE TAM FOUR-YEAR PARTNERSHIP STUDY PARTICIPANTS

2014 Case Study 1 Interviewees (N=27)

AARON ROTH, Golden Gate National Recreation Area
ARLIN WEINBERGER, Friends of Mt Tam
ARMANDO QUINTERO, Marin Municipal Water District
BRIAN AVILES, Golden Gate National Recreation Area
COLIN LIND, Golden Gate National Parks Conservancy
DANITA RODRIGUEZ, California State Parks
DOUG MCCONNELL, Media Consultant
ERNEST CHUNG, California State Parks
FRANK DEAN, Golden Gate National Recreation Area
GARY KNOBLOCK, S. D. Bechtel, Jr. Foundation
GARY YOST, Filmmaker, “The Invisible Peak”
GREG MOORE, Golden Gate National Parks Conservancy
JANET KLEIN, Marin Municipal Water District
JILL KAUFFMAN JOHNSON, Consultant/volunteer for Marin Municipal Water District
JIM GANNON, Friends of Mt Tam
KEVIN WRIGHT, Marin County Parks
KRISHNA KUMAR, Marin Municipal Water District
LARRY MINIKES, Tamalpais Conservation Club
LINDA DAHL, Marin County Parks
MARILEE ECKERT, Conservation Corps North Bay
MATT LEFFERT, Golden Gate National Parks Conservancy
MICHELLE O’HERRON, Golden Gate National Parks Conservancy
MIKE SWEZY, Marin Municipal Water District
NONA DENNIS, Marin Conservation League
SHARON FARRELL, Golden Gate National Parks Conservancy
VICTOR BJELAJAC, California State Parks
WILLIAM (BILL) LUTTON, California State Parks

2015 Case Study 2 Interviewees (N=29)

AARON ROTH, Golden Gate National Recreation Area
ANDREA WILLIAMS, Marin Municipal Water District
ARLIN WEINBERGER, Friends of Mt Tam
ARMANDO QUINTERO, Marin Municipal Water District
BREE HARDCASTLE, California State Parks
DANITA RODRIGUEZ, California State Parks
DOUG MCCONNELL, Media Consultant
FRANK DEAN, Golden Gate National Recreation Area
GARY YOST, Filmmaker, “The Invisible Peak”
GREG MOORE, Golden Gate National Parks Conservancy
JANICE BARGER, Golden Gate National Parks Conservancy
JANET KLEIN, Marin Municipal Water District
JIM GANNON, Friends of Mt Tam

KEVIN WRIGHT, Marin County Parks
KRISHNA KUMAR, Marin Municipal Water District
LARRY MINIKES, Tamalpais Conservation Club
LINDA DAHL, Marin County Parks
MARIANNA LEUSCHEL, L Studio
MATT LEFFERT, Golden Gate National Parks Conservancy
MIA MONROE, Golden Gate National Recreation Area
MICHELLE O'HERRON, Golden Gate National Parks Conservancy
MIKE SWEZY, Marin Municipal Water District
MONICA STAFFORD, Golden Gate National Parks Conservancy
NONA DENNIS, Marin Conservation League
SHARON FARRELL, Golden Gate National Parks Conservancy
SUE GARDNER, Golden Gate National Parks Conservancy
SUZANNE WHELAN, Marin Municipal Water District
TOM BOSS, Marin County Bicycle Coalition
VICTOR BJELAJAC, California State Parks

2017 Case Study 3 Interviewees (N=41)

AARON ROTH, Golden Gate National Recreation Area
AMY MICKEL, Sacramento State University
ARLIN WEINBERGER, Friends of Mt. Tam
ARMANDO QUINTERO, Marin Municipal Water District
BILL MERKLE, Golden Gate National Recreation Area
BREE HARDCASTLE, California State Parks
COLIN LIND, Golden Gate National Parks Conservancy
DAN WINTERSON, Gordon and Betty Moore Foundation
DANITA RODRIGUEZ, California State Parks
DOUG MCCONNELL, Media Consultant
ELIZABETH ERICKSON, Sacramento State University
EVA CRAIG, One Tam Community Ambassador
MARSELLE ALEXANDER-OZINSKAS, S.D. Bechtel, Jr. Foundation
GARY YOST, Filmmaker, "The Invisible Peak"
GREG MOORE, Golden Gate National Parks Conservancy
JANET KLEIN, Marin Municipal Water District
JANICE BARGER, Golden Gate National Parks Conservancy
JAY CHAMBERLIN, California State Parks
JIM GANNON, Friends of Mt. Tam
KEVIN WRIGHT, Marin County Parks
LIZ MADISON, Partnership and Community Collaboration Academy
KRISHNA KUMAR, Marin Municipal Water District
MARIANNA LEUSCHEL, L Studio
MATT GERHART, California State Coastal Conservancy
MATT LEFFERT, Golden Gate National Parks Conservancy
MAX KORTEN, Marin County Parks
MIA MONROE, Golden Gate National Recreation Area

MIKE SWEZY, Marin Municipal Water District
MONICA STAFFORD, Golden Gate National Parks Conservancy
NANCY BENJAMIN, One Tam Community Ambassador
NONA DENNIS, Marin Conservation League
RACHEL KESEL, One Tam, Golden Gate National Parks Conservancy
ROGER ROBERTS, Marin Municipal Water District, Citizens' Advisory Committee
ROSA SCHNEIDER, One Tam, Golden Gate National Parks Conservancy
SHARON FARRELL, Golden Gate National Parks Conservancy
SHAWN JOHNSON, Center for Natural Resources and Environmental Policy, The University of Montana
SUE GARDNER, Golden Gate National Parks Conservancy
SUZANNE WHELAN, Marin Municipal Water District
TOM BOSS, Marin County Bicycle Coalition
VICTOR BJELAJAC, California State Parks
WILLIAM HOUGH, One Tam, Golden Gate National Parks Conservancy

2018 Interviewees (N=9)

CHINA GRANGER, LINC graduate
ERNEST CHUNG, California Department of Parks and Recreation
MARC LEVINE, 10th State Assembly District
RACHEL BYRON, Sage Educators
RACHEL KALISH, San Rafael High School
ROB SIMON, One Tam Volunteer
RONAN GOULDEN, LINC graduate
SARA FRACK, Terra Linda High School
TOM ROBINSON, Bay Area Open Space Council

REPRESENTATIVES FROM THE FOLLOWING 68 ORGANIZATIONS PARTICIPATED IN ONE OR MORE SURVEYS:

Access 4 Bikes	Marin Community Gardeners (Master Gardeners)
Audubon Canyon Ranch	Marin Conservation League
Bay Area Open Space Council	Marin County Bike Coalition/Share the Trail
Bay Area Ridge Trail Council	Marin County Dog
CalFlora	Marin County Parks
California Academy of Sciences	Marin Horse Council
California Alpine Club	Marin Municipal Water District
California Fish and Wildlife	Marin Open Space Trust
California Invasive Plant Council	Marin Resource Conservation District
California Landscape Conservation Cooperative	Marin Stables and Trails
California Native Plant Society, Marin Chapter	Marin Sunrise Rotary Club
California State Coastal Conservancy	Mill Valley Chamber of Commerce
California State Parks	Mountain Play Association
City of Larkspur	Muir Beach Community Association
City of Mill Valley	National Park Service
City of Mill Valley, Parks and Recreation	One Tam Partners
College of Marin	Pepperwood Preserve
Conservation Corps North Bay	Point Blue
Conservation International	River Otter Ecology Project
Dipsea Race Foundation	Sage Educators
Environmental Action Committee of West Marin	Salmon Protection and Watershed Network
Environmental Forum of Marin	San Francisco Bay Joint Venture
Friends of Corte Madera Creek Watershed	San Rafael High School
Friends of Mt. Tam	Save the Redwoods League
German Tourist Club	Sierra Club - Federal Parks Group
(Nature Friends Tourist Club San Francisco)	Slide Ranch
Golden Gate National Parks Conservancy	Tam Valley Community Services District
Good Earth Natural Foods	Tamalpais Conservation Club
Green Gulch/San Francisco Zen Center	Terra Linda High School
Gulf of the Farallones	The Meadow Club
Heidrun Meadry	West Point Inn Association
Homestead Valley Land Trust	Wine Warehouse
Huckleberry Youth Services	
Marin Agricultural Land Trust	
Marin Audubon Society	
Marin Community Foundation	

ABOUT THE AUTHORS

AMY MICKEL, PH.D. is a Full Professor in the College of Business Administration and has been a faculty member at California State University, Sacramento (Sacramento State) since 2000. During her tenure at Sacramento State, she has also served the State of California and other organizations as a principal investigator, researcher, and consultant on a variety of projects including those for the Division of Boating & Waterways (CA Department of Parks and Recreation), OHMVR Division (CA Department of Parks and Recreation), Delta Protection Commission, One Tam: Tamalpais Lands Collaborative (Marin, CA), and the Department of Developmental Services. Dr. Mickel's research has been published in a range of prestigious and international journals in the field of management. She has taught in undergraduate and graduate (International MBA and MBA) business programs and in the inaugural Parks Leadership Development Program for CA State Parks. She earned her doctorate from the Foster School of Business, University of Washington in 2000.

LEIGH GOLDBERG supports conservation professionals nationwide through executive coaching, partnership consulting, social science, public speaking, and applied training with a specialty in the collaborative conservation sector. She serves on the national faculty of the Washington, D.C.-based training organization, the Partnership and Community Collaboration Academy, as an Instructor and Scholar-in-Residence and serves on the Steering Committee for the California Landscape Stewardship Network. Goldberg has over 20 years of experience working in the private, nonprofit, and public sectors in strategic communications and marketing, environmental advocacy, public affairs, and leadership and organizational development. She earned a B.A. degree in Sociology from Princeton University. She holds a Coaching Program Certificate from the Coach Training Alliance. Her three case studies on the Tamalpais Lands Collaborative (One Tam), which supported the *One Tam Four-Year Partnership Study*, can be downloaded at <http://www.OneTam.org/Tamalpais-lands-collaborative#studies>. Goldberg partnered with the Golden Gate National Parks Conservancy in the development of Partnership Poker™. This training tool gives conservation collaborators around the country a fun, interactive way to apply proven best practices to their partnerships. Goldberg's recent research entitled *Capacity Building for Collaboration: A Case Study on Building and Sustaining Landscape-Scale Stewardship Networks in the 21st Century* can be downloaded at <http://www.calandscapestewardshipnetwork.org>.





ONE TAM

For more information, visit
OneTam.org