

Background

On October 3, 2017, the Marin County Board of Supervisors adopted [Resolution 2017-04 – “Supporting Actions to Dramatically Reduce Carbon Emission and Achieve a Climate Resilient Future.”](#) The resolution committed the Board to working with County staff and community leaders to develop and implement policies that will dramatically reduce greenhouse gas emissions and prepare the County for climate change impacts. These policies and the overarching effort were branded Drawdown: Marin (www.drawdownmarin.org).

Drawdown: Marin was further refined to include six Focus Areas. To determine what are the realistic goals, objectives, milestones and solutions for each area, stakeholder collaboratives are needed.

What are the Stakeholder Collaboratives?

The Stakeholder Collaboratives (SCs) consist of technical experts, community members, county and city staff, community-based organizations, academia, and financial institutions that have the experience and know-how to identify how we can creatively develop and implement innovative solutions that address the most pressing climate change-related challenges facing Marin County and the Bay Area. No idea is a bad idea and the SCs will be used to build trust.

Oversight + Support for the Stakeholder Collaboratives

The SCs will work closely with the Executive Steering Committee and the Community Partnership Council, which will result in a cohesive Playbook containing priority solutions and an overall approach to engaging and empowering the community to implement the solutions.

Executive Steering Committee (ESC)

The purpose of a steering committee is to deliberate, advise, and provide strategic oversight for the Drawdown initiative. To ensure the ESC meetings are productive, a Committee Charter (currently in draft form and will be posted when finalized) must be created to explain how the committee is organized, its procedures, mission, and authority.

Community Partnership Council (Council)

There are several existing efforts to engage the Marin community around climate change. To avoid duplicative campaigns and consumer fatigue, it is essential that these efforts are coordinated. The Council will serve as an advisory group, working closely with the SCs to design an effective community engagement and empowerment campaign. The Council should continue to be involved during the implementation phase of Drawdown to ensure engagement efforts are coordinated for all Drawdown-related programs.

- Number of meetings TBD – develop messaging to engage the public in Drawdown; identify ways to gather community input on draft SCs solutions; inspire community action

Drawdown Advisors

From time to time, the ESC, Council, or SCs may wish to consult individuals or organizations that do not have the capacity to serve on a SC but have valuable insights to contribute. These entities may be tapped on an ad-hoc basis. Trusted advisors will be formally invited to serve in this capacity, but not required to participate in any meetings or other Drawdown-related events.

How do we choose the SC, ESC, Council, and Advisors?

These groups must represent diverse interests and opinions to ensure Drawdown: Marin is comprehensive and addresses the needs and desires of the entire community while incorporating perspectives from neighboring jurisdictions as well as regional issues and priorities. Individuals and organizations offered participation should have direct experience or indirect experience relevant to the focus area, subject matter expertise, community connections, and power & influence in the community.¹ Invitees should satisfy one or more of the following criteria:

1. Community-based organizations (CBOs) - located in or benefiting Marin County, cities, residents, and businesses. CBOs should represent the interests and priorities of all County residents.
2. Academic institutions and schools located in or supporting Marin County through programming or research.
3. Bay Area local government agency staff. This includes Marin County and cities and staff from neighboring jurisdictions. This also includes staff from public health, housing,

¹ CivicMakers User Centered Design Workshop, SPUR Transit + Design Workshop, July 25, 2018. Power and influence is defined as “people with political or capital power to unlock resources or constraints.”

transportation, waste, water, and energy agencies, port authorities, and sanitation and resource conservation districts.

4. Non-profits that work in or directly benefit Marin County through program offerings, funding, research, and policy work.
5. Private sector companies that have shown a commitment to sustainability through investments, internal operating procedures, product design, and community initiatives.
6. Potential funders and financing entities including banks, credit unions, bond issuers, foundations, private companies, and individual investors.
7. Activists who are well-connected to the community and are prepared to identify key opportunities to effectively engage community members on key issues related to climate change. Activists can provide a unique perspective on the pulse of the community.
8. Business owners operating in Marin County.
9. Religious organizations.

Format and Timeline of SC Meetings

The SC meetings are where innovation and collaboration happen!

Central Principles to Success

The SC should foster open dialogue. Members will be asked to take a pledge at the beginning of the first meeting indicating that they will abide by the following:

- Defer judgment of other member ideas.
- Wild ideas are great ideas.
- Admit when you don't know the answer.
- Think about this work through the perspective of those that will be impacted.
- Put the collective before the individual.
- Think global, act local.

Framework for Effective Engagement

The approach must be collaborative, dynamic, and non-linear. The framework will draw on several processes used successfully for cross-sector collaboration.² For example, SC members must understand previous biases and life experiences and how those might affect our collective understanding of the challenges, current structure (government, power, financial, etc.) and the potential solutions. [Collective Impact Model](#), [Systems Thinking](#), and [U-process](#) principles will be incorporated, empowering those responsible for implementing or using the

² For example, the U-Process. More information at Systems Thinker, <https://thesystemsthinker.com/connecting-to-source-the-u-process/> (last visited Oct. 3, 2018).

proposed solutions to speak up and out about whether these solutions are what they need and want.

Exercises will be developed with the unique needs of each SC in mind. Each group will complete identity exercises, discuss biases, assumptions, and privileges that may impact the development of solutions and discuss equity as a central principle to our work. Members will be encouraged to attend meetings with open minds, hearts, and the will to transform systems.

How Should We Meet?

We can rethink the way we work together. Traditional working groups meet for 1-4-hour time blocks and are expected to stay focused and be productive. What if instead we offered several different meeting formats that are better aligned with the preferences of the group? For example, the first meeting invite should ask potential participants how do you work best?

Options may include:

- In-person group meeting – traditional agenda-driven meeting with breakouts/exercises,
- After work get together – brainstorm over appetizers or dinner,
- Working Lunch – Choose a member from the group and grab a quick bite and discuss your ideas,
- Saturday morning yoga and coffee – discuss key challenges with a small group, or
- House parties – Drawdown Coordinator meets members at an off-site location for a casual potluck and discussion.

The initial kick-off for each SC will be an all-group, but dynamic meeting where Drawdown is explained, members meet one another, participation/engagement pledges are signed, and the framework is explained. The following meetings will be a mix of different types of meetings and presentations to the ESC.

Below is a high-level overview of the proposed process and timeline followed by a detailed scope for each SC meeting.

Timeline (subject to change)



Stakeholder Collaborative Meeting Overview

Meeting 1- Project Drawdown Introduction, Participation Pledge, Meet & Greet, What's Our Ask, Goals and Objectives, Brainstorm Biggest Opportunities + Challenges, Discuss Solutions, Schedule + Next Steps

Key Outcomes:

- Signed participation pledges
- Discuss "homework" – each member brings top 2 solutions for group discussion
- Draft goals and solutions
- Completed conversation mapping
- Identify small group members and assign solutions for vetting/development

Meeting 2 – Small Group Meetings, members choose format with guidance from Drawdown Coordinator to ensure diverse opinions/expertise; Each group is assigned potential solutions to vet. What are knowledge gaps and research needs, potential partners, funding opportunities, and benefits? Small group meetings will happen independently, and Drawdown Coordinator will not attend but provide tools needed for those breakouts.

Key Outcomes:

- 1-page brief for each solution/opportunity – what are knowledge gaps and research needs, potential partners, funding opportunities, priority level (near, mid, or long term) and benefits

Meeting 3 – Small Group Presentations to the full SC. Discuss ranking criteria, rank all solutions. Finalize group goals.

Key Outcomes:

- Each small group presents on what was discussed and provides overview of 1-page brief
- Entire SC decides on ranking criteria (draft prepared by Drawdown coordinator pre-meeting); all solutions are ranked
- Group goals are finalized

Community engagement launched

After each SC develops a draft list of priority solutions, the Drawdown Coordinator (working with the Community Partnership Council and each Stakeholder Collaborative) will solicit broad community input.

Meeting 4 – Drawdown Coordinator presents to SC: summary of community input and recommended changes to priority solutions.

Key Outcomes:

- Final tweaks on 1-pagers

Meeting 5 – Present overview of process, ranked solutions, and solution metrics to ESC and receive feedback.

Key Outcomes:

- Open dialogue about the SC's process and findings
- List of required/suggested changes

Meeting Schedule (subject to change)

Near-term (November – March 2018)

Renewable Energy

- Kick-off meeting -11/16
- Small group meetings – week of 11/19 and 11/26
- Second all group – week of 1/7
- Community engagement – January 2019
- Summary of initial community input and recommendations to SC – week of 2/4
- Presentation to ESC – week of 2/18

Community Partnership Council

- Kick-off meeting on 11/29

Executive Steering Committee

- Kick-off meeting on 12/5

Mid-term (January 2019 – April 2019)

Transportation

- Kick-off meeting – week of 1/14
- Small group meetings – week of 1/21 and 1/28
- Second all group – week of 2/18
- Community engagement – 2/25 – 3/29
- Summary of community input and recommendations to SC – week of 4/8
- Presentation to ESC – week of 4/29

Buildings and Infrastructure

- Kick-off meeting – week of 1/21
- Small group meetings – weeks of 2/4 and 2/11
- Second all group – week of 2/25
- Community engagement – 3/4 – 3/29
- Summary of community input and recommendations to SC – week of 4/8
- Presentation to ESC – week of 4/29

Long-term (April – July 2019)(to be determined in early 2019)

Carbon Sequestration

Local Food and Food Waste

Climate Resilient Communities

Expected Outcomes

By mid-2019 (October/November), the Drawdown coordinator will synthesize the outcomes of the SCs and develop a Playbook. The Playbook will:

- provide a summary of the recruitment and meetings of each SC,
- describe successes and lessons learned,

- summarize findings for each focus area including goals, objectives, milestones, recommended solutions (see below for more detail), and metrics, and
- summarize completed and planned community engagement

Each solution will be organized as follows:

- Name of Solution
- Implementation Timeframe: Near-, Mid-, Long-term
 - Overall priority (per timeframe) of each solution based on ranking completed by the Executive Steering Committee
- Metrics for measuring progress
- Implementation responsibilities
- Estimated Cost + Identified Funding Opportunity (Ready-to-Launch and Almost Prime Time strategies must have funding sources identified)
- Partners – organizations and/or individuals that have agreed to support the effort or need to be involved to ensure successful implementation
- Community engagement opportunities/plan for each solution
- GHG emissions reductions (quantified based on available data) + resilience benefits
- Co-benefits (non-GHG reduction benefits, e.g. access to jobs, clean air, equitable access to capital)

The Playbook will be easy-to-read and in a shareable format for distribution to as many community members as possible. For example, the Plan will have photos, limited text, 1-page takeaways.

Community Engagement – Planning and Implementation

The broader Marin community must be engaged from the beginning. The following steps ensure Drawdown is truly a community-driven process.

- Individual community members and organizations will be invited to join the SCs so that community priorities are an integral part of the design of priority solutions.
- Drawdown Coordinator will develop a Community Engagement Brief to be vetted and refined by the Community Partnership Council
 - The Brief will identify opportunities to solicit input during planning, e.g. answer survey questions to gauge community interest in specific solutions

The Community Engagement Brief discusses the promise to the public and the level of engagement during the planning and implementation phases. There are several levels of engagement³ to consider:

- Inform –keep the public informed about Drawdown.
- Consult – inform the public, listen and acknowledge their concerns, and provide feedback on how input is used.
- Involve –work with the public to ensure their concerns and issues are directly reflected in the alternatives developed and let them know how that input influenced the Playbook.
- Collaborate – solicit direct advice in formulating solutions and incorporate recommendations into the decisions as much as possible.
- Empower – We will implement what you decide.

The brief identifies key partners, schedule, outcomes, and anticipated budget for engagement throughout the duration of Drawdown. It is intended to be use as a “launching point” for a more robust engagement effort. The Council will further develop the ideas including the budget and what type of additional assistance is needed from a consultant.

- The Community Engagement Brief was finalized by 11/2 and presented to the Community Partnership Council during its first meeting (11/29/18) for input.
- The Council will also discuss potential approaches to market Drawdown: Marin generally and to increase awareness of the initiative; outside funding is needed to develop and implement this campaign.
- The Council will also discuss creating a network map that identifies existing organizations and efforts, how those are connected and how they might be leveraged for the Drawdown initiative.

Integration with Climate Action Plan Update

The final Playbook and the priority solutions for each focus group will likely be integrated into the next County Climate Action Plan (CAP) update. After the Playbook is finalized, the Drawdown Coordinator will work with other members of the County Sustainability Team to refine GHG emissions reductions estimates, build those into the “Local Adjustment” forecast (reductions expected due to the implementation of local sustainability programs and policies),

³ CivicMakers User Centered Design Workshop.

and ensure the Drawdown implementation timeframes are consistent with and supportive of the CAP.

Next Steps

At the end of the planning phase (October/November 2019), the County must be prepared to implement the solutions identified by the SCs. There are several important points to consider that will prepare the County for successful implementation:

- Potential funding partners must be engaged from the very beginning.
- Community members and organizations must be included and empowered to act.
- County staff must commit to taking responsibility for its part (financial resources and staff time) of implementation and be held accountable.

The Drawdown Coordinator will be prepared to work with the respective Drawdown group and community to launch the implementation phase of Drawdown solutions immediately after the presentation of the final Playbook.

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