

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 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. The ESC will develop the Drawdown: Marin Vision, Goals, Guiding Principles, and Solutions Evaluation Criteria (“Criteria”). It will use the Criteria to evaluate solutions (projects) presented to it by each of the six SCs. The ESC will strive to endorse 12-18

solutions/projects that dramatically reduce greenhouse gas (GHG) emissions, increase carbon sequestration, and help achieve the Drawdown: Marin goals. The ESC will also provide each SC with Technical Assistance (defined below) that will support solution/project implementation. The Steering Committee will meet monthly.

Technical Assistance

The ESC and the Drawdown: Marin Coordinator will work with each Collaborative to identify the type of technical assistance needed to further implementation of each solution. Technical assistance may include but is not limited to:

- Third-party review of the solution (technical, financial, etc.) by a Drawdown Advisor or other technical, policy, or financial expert
- Identification of and/or assistance forming key partnerships needed for implementation
- Identification of potential funding sources that are well-suited for the solution
- Detailed feedback on each solution during the initial presentation as well as additional feedback after the presentation via email.

Technical Assistance will be available for each endorsed solution until the ESC finalizes the Drawdown: Marin portfolio of projects (expected Spring 2020).

The ESC developed and approved the following Vision and Goals for the initiative:

VISION STATEMENT:

Marin reverses its impacts on climate change by implementing local solutions as we create a thriving, equitable, and resilient future for all.

OUR GOALS¹:

60% reduction of greenhouse gas (GHG) emissions by Marin County by 2030.

Drawdown GHG emissions below zero by Marin County by 2045.

¹ These are recommended Countywide GHG emissions reductions goals and assume 2005 as the baseline. The County and/or other local jurisdictions may or may not adopt similar goals.

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 develop a Network Directory that contains a list of potential partner organizations in Marin that Drawdown: Marin might support and that might help raise awareness of the Drawdown: Marin campaign. The Council will help raise awareness of Drawdown: Marin (by attending community events and making public presentations), inspire people to act to reduce their impacts on climate change, and design an effective community engagement and empowerment campaign with the help of third-party entity. The Council should continue to be involved during the implementation phase of Drawdown to ensure engagement efforts are coordinated for all Drawdown-related programs. The Council will meet monthly.

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. 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.² 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, 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.

² 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.”

- 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.³ 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 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. The SCs will meet as follows:

- In-person group meeting – traditional agenda-driven meeting with breakouts/exercises,
- Small group meetings organized and facilitated by SC members
- Small group meeting organized and facilitated by the Drawdown: Marin Coordinator

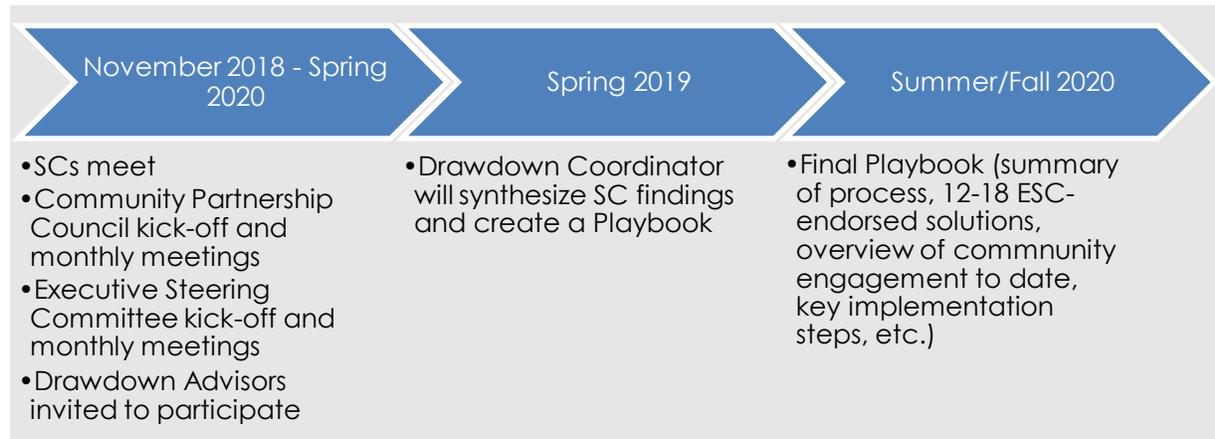
The initial kick-off for each SC will be an all-group, but dynamic meeting where Drawdown is explained, members meet one another, participation/engagement pledges are signed, and the framework is explained. All SCs will engage in a group brainstorming exercise to understand existing efforts and identify potential next opportunities related to each of the six focus

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

areas. 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- Kick-off meeting; Drawdown: Marin Introduction, Participation Pledge, Meet & Greet, What's Our Ask, Goals and Objectives, Brainstorm Biggest Existing Efforts and New Opportunities, Schedule + Next Steps

Key Outcomes:

- Identify chair/representative of SC on the ESC
- Signed participation pledges
- Deep understanding of Drawdown: Marin initiative
- Get to know group members
- Completed conversation mapping

Meeting 2 – Solutions Brainstorm; debrief of kick-off meeting; revisit Drawdown: Marin planning frameworks and Decision-making processes, brainstorm potential solutions, and form small groups to further develop those solutions.

Meeting 3 - 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:

- Complete list of potential solutions
- Review tools available to small groups
- Form small groups and assign solutions to each small group

Meeting 4 - Solutions Workshop; small Group Presentations to the full SC. Discuss solutions evaluation criteria and build consensus around what solutions the group wants to continue to develop..

Key Outcomes:

- Each small group presents solutions/project ideas to the full group
- Entire SC utilizes solutions evaluation criteria and works toward reaching consensus on what solutions it wants to continue to pursue
- Identify remaining work to be done on developing solutions.

Meeting 5 - Actions Meeting; small groups present revised solutions/projects to full SC.

Key Outcomes:

- Consensus on what solutions the SC wants to continue to develop and present to the ESC
- Review of project submittal form and expectations for presentation to the ESC
- Commitment from small groups to continue work developing projects/solutions
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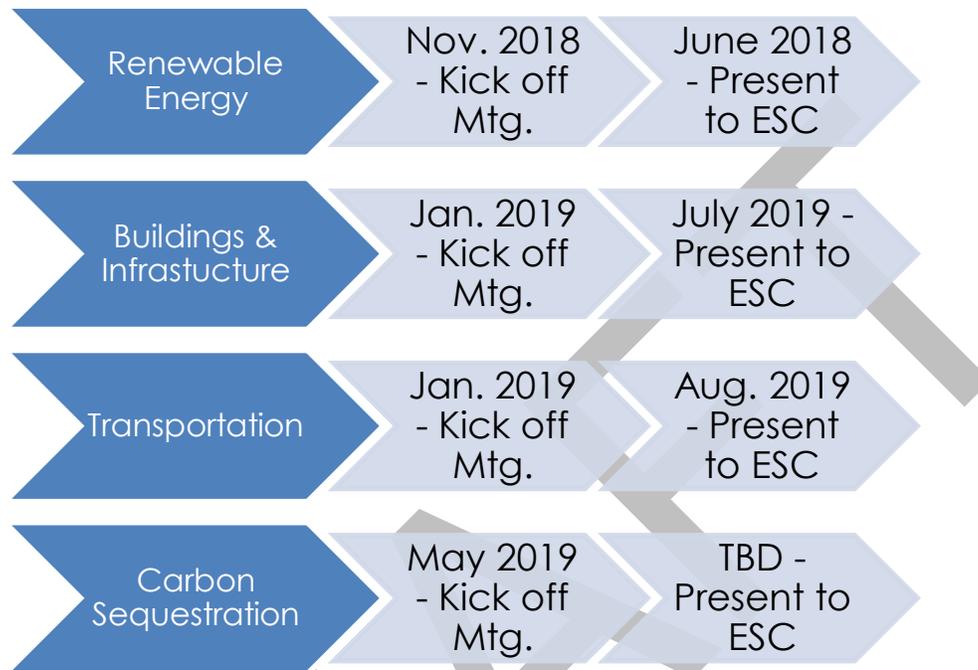
Meeting 6 – Presentation of solutions/projects to the ESC

Key Outcomes:

- Each small group presents ideas to the ESC receives input from the ESC and potential preliminary endorsement After meeting, ESC sends additional feedback to small group via the Drawdown: Marin Coordinator and identifies technical assistance opportunities to further develop solutions/projects

Meeting Schedule (subject to change)

Meeting schedules are determined by the availability of group participants. Below is an overview of kick-off meeting and presentations to the ESC. As of May 2019, 4 of 6 SCs have been launched. The remaining 2 SCs (Local Food & Food Waste and Climate Resilient Communities) will launch in Fall 2019.



Expected Outcomes

By Spring 2020, 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, recommended solutions (see below for more detail), and
- Summarize completed and planned community engagement

Each solution will be organized as follows:

- Name of Solution
- Implementation Timeframe: Near-, Mid-, Long-term
- Metrics for measuring progress
- Implementation responsibilities
- Estimated Cost + Identified Funding Opportunity

- 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) and carbon sequestration benefits

ESC evaluation and feedback for each solution. 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 engagement⁴ 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.

⁴ CivicMakers User Centered Design Workshop.

The Council will further develop the ideas including the budget and what type of additional assistance is needed from a consultant.

- The Council will 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.
- The Council will develop a scope of work outlining its responsibilities and tasks it needs outside assistance to effectively implement.

The Drawdown: Marin Coordinator and CPC will work together to build partnerships, leverage existing relationships, and identify mutually reinforcing activities by meeting one-on-one with individuals, tabling at community events, and presenting to community organizations.

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. As the Playbook is being developed, 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), and ensure the Drawdown implementation timeframes are consistent with and supportive of the CAP.

Next Steps

Drawdown: Marin is intended to be an iterative process. Planning and implementation will occur simultaneously, e.g. SCs will design and prototype solutions, refine, and implement at a larger scale while other SCs are still developing ideas. Implementation will begin on a rolling basis as SCs are ready to implement. There are several important points to consider that will help ensure we meet Drawdown Goals :

- Lead implementers must be identified early, and relationships built to ensure ESC-endorsed solutions can be implemented rapidly
- Potential funding partners must be engaged from the very beginning and cultivated over time.

- Community members and organizations must be included and empowered to act.
- County and other local government staff must commit to taking responsibility for its part (financial resources and staff time) of implementation and be held accountable.

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