



# Elakha Alliance

## 2021-2026 Strategic Plan Summary

**Our vision:** The Elakha Alliance was formed by individuals from tribal, nonprofit, and conservation backgrounds with a shared belief in a powerful vision: an Oregon coast 50 years from now where our children and grandchildren co-exist along with a thriving sea otter population and a robust and resilient marine ecosystem.

**Our mission:** To restore a healthy population of sea otters to the Oregon coast and to thereby make Oregon's marine and coastal ecosystem more robust and resilient.

**Strategic Initiatives:** We are focused on three mission-focused Strategic Initiatives and one institutional Strategic Initiative:

### Mission Strategic Initiatives

*Strategic Initiative 1:* Complete scientific assessment and public policy analysis necessary to determine the feasibility and impacts of restoring and protecting a healthy sea otter population in Oregon.

*Strategic Initiative 2:* Build regional consensus that a restored, healthy Oregon sea otter population is an important goal worth pursuing.

*Only if Strategic Initiatives 1 and 2 are successful*

*Strategic Initiative 3:* Complete a restoration of a viable, sustaining population of sea otters to a few suitable places on the Oregon coast.

### Institutional Strategic Initiative

*Strategic Initiative 4:* Build the Alliance's organizational capacity.

**Timeline:** The Alliance expects strategic initiatives #1 (Assessment & Analysis) and #2 (Regional Consensus) to be completed at some point between 2024 and 2027. Strategic initiative #3 (Restoration) would follow as soon as feasible and take an additional 2-4 years for restoration to commence, followed by ongoing monitoring, research, and continued stakeholder engagement. Strategic Initiative #4 (Organizational Capacity) is ongoing.

**Partnerships:** Of critical importance to this Strategic Plan is the understanding that **key pieces of the work involved will not be done by the Alliance itself, but rather by other entities** that share the Alliance's Vision and have the appropriate resources, skills, and/or legal authority.

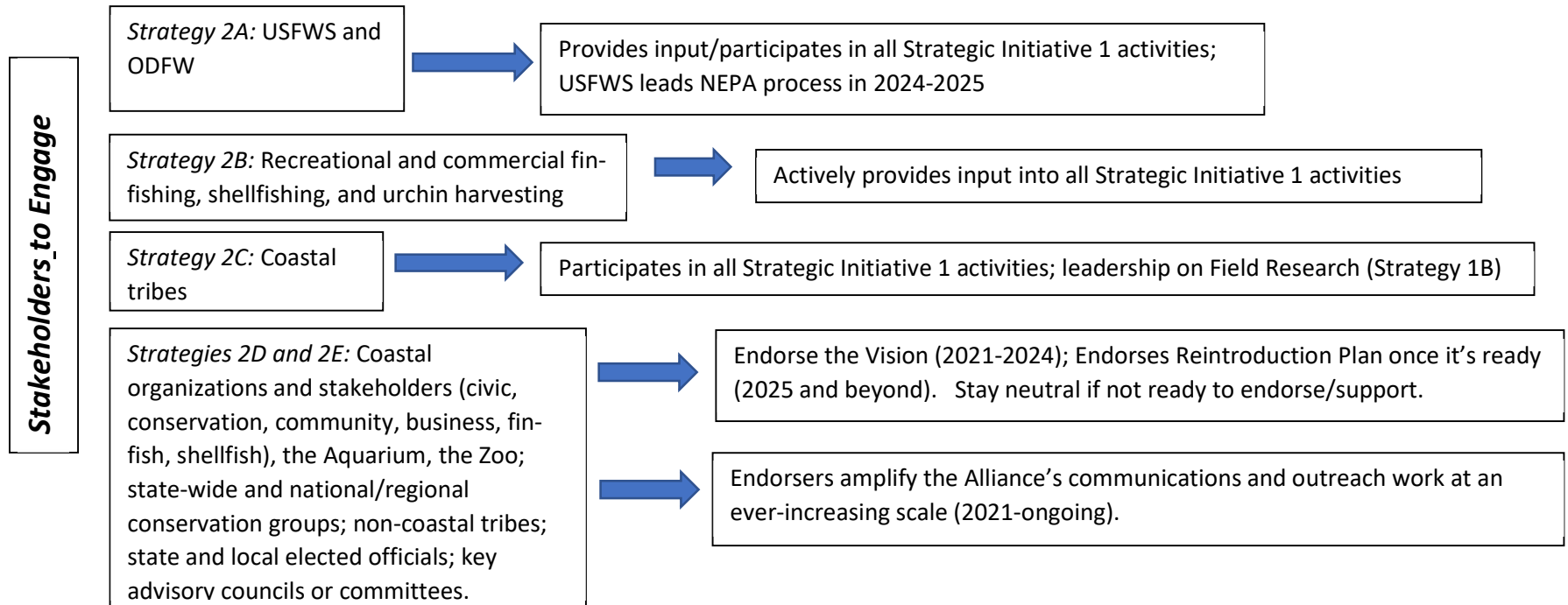
**Community Engagement:** To reach good decisions about sea otter restoration, the public must be part of the process, especially those groups and individuals most likely to be affected. This includes tribes, shellfish harvesters, fishermen, ports, businesses, conservation organizations, and local, state, and federal governments.

**Plan evaluation and update:** The Alliance will track progress on the plan regularly and update it at least annually as the situation warrants based on changed circumstances and available resources.

**Strategic Initiative 1: Scientific Analysis and Policy Assessment**

Strategies	End of 2021 Objectives	End of 2023 Objectives	End of 2025 Objectives	Beyond 2025
<i>Strategy 1A: Assessment and analysis</i>	Feasibility Study Economic Assessment Historical research	<i>To be determined based on the outcome of the work in 2021</i>		
<i>Strategy 1B: Field research</i>	Field Research Plan	Fund/begin field research	Finish research needed to decide if to proceed	<i>See Strategy 3 for additional research</i>
<i>Strategy 1C: Planning and permitting</i>	Preliminary post-reintroduction population management options	Draft Reintroduction Plan USFWS pre-NEPA stakeholder engagement.	Necessary legal changes MMPA permit NEPA process Final Reintroduction Plan	<i>1C.7 Additional permits</i>
<i>Strategy 1D: Track/share latest science and policy</i>	Fall 2021 Symposium	Fall 2023 Symposium; possible 2022 as well	Fall 2025 Symposium; possible 2024 as well	<i>Additional Symposia as appropriate</i>

**Strategic Initiative 2: Regional Consensus**



**Strategic Initiative 3: Restoration**

Strategies	End of 2023 Objectives	End of 2025 Objectives	Beyond 2025
<i>Strategy 3A: Funding</i>	Preliminary budget (as part of draft Reintroduction Plan)	Secure initial budgets for agencies and lead project manager for implementation	Secure ongoing funds for restoration and monitoring
<i>Strategy 3B: Implementation planning</i>		Finalize Reintroduction Plan ( <i>drafted under Strategy 1C</i> ) Monitoring Plan Workforce/Logistics Plans MOU by those participating in reintroduction	
<i>Strategy 3C and 3D: Implementation of plans</i>			Implement reintroduction and monitoring plans; adjust work as needed based on monitoring

**Strategic Initiative 4: Build the Alliance’s Capacity**

*Strategy 4A: Strengthen the Board*  
11-15 in size; diverse; active Committees

*Strategy 4B: Raise necessary funds*  
Annual fundraising plan with focus on individuals, foundations, businesses, and government

*Strategy 4C: Enhanced communications/outreach capacity*  
Annual comms/outreach plan with objectives for social media, presentations, events, tabling, other communications

*Strategy 4D: Employ staff and/or contractors*  
Grow staff/contractor FTE slowly to meet increasing needs

*Strategy 4E: Fiscal management*  
Utilize outside financial management services

*Strategy 4F: Utilize volunteers*  
Maintain Advisory Council; use other volunteers as appropriate

*Strategy 4G: Adaptive management*  
Evaluate/update the Strategic Plan – Biannual update to the Strategic Plan