



Elakha Alliance

2023-2027 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: Reintroduce a viable population of sea otters to one or more suitable sites on the Oregon coast, with follow-up monitoring.

Institutional Strategic Initiative

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

Timeline: Strategic Initiatives #1 (Assessment & Analysis) and #2 (Regional Consensus) should be completed between 2025 and 2027. Strategic initiative #3 (Restoration) would follow and take an additional 2-4 years for a reintroduction to commence, followed by ongoing monitoring, research, and 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.

- ***USFWS Role:*** Any Reintroduction Plan would require a permit and implementation from the US Fish & Wildlife Service (USFWS), after its own decision-making process under the National Environmental Policy Act (NEPA). As such, the Alliance will closely coordinate its work with USFWS.
- ***California:*** Parallel work is assessing potential sea otter reintroduction from SF Bay to the Oregon border. The Alliance will closely coordinate its work with California organizations. While any USFWS plan will likely be regional in scope, the Alliance believes it is important to retain flexibility should an Oregon-specific strategy emerge.

Community Engagement: To reach good decisions, 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.

Strategic Initiative 1: Scientific Analysis and Policy Assessment

Strategies	End of 2023 Objectives	End of 2024 Objectives	End of 2025 Objectives	End of 2027 Objectives
1A: Assessment and analysis	Targeted Fisheries Study Travel and Tourism Study	Baseline Technical Report Blue Carbon White Paper	<i>To be determined based on 2023-2024 work</i>	
1B: Fill Data Gaps		Seek funding for and conduct research to fill any identified data gaps for decision-making		
1C: Develop Recommendations		Generate Recommendations for USFWS on key issues (source population, release site options, release timing and logistics, etc.)	Follow-up Recommendation if Needed	
1D: Participate in USFWS formal decision-making		Encourage USFWS NEPA process if/when warranted	Submit scientific information into any NEPA process.	
1E: Convene to share scientific info	Annual Symposium	Annual Symposium	Annual Symposium	Annual Symposium

Strategic Initiative 2: Regional Consensus

Strategies	Ongoing Work 2023-2027
Strategy 2A: Implement Annual Comms & Outreach Plan	Aimed at key stakeholder categories (coastal public, business, civic organizations, Tribes, fishermen, Ports, vacationers, etc.).
Strategy 2B: Engage fishermen, crabbers, urchin divers, and other traditional marine users stakeholders	Relationship-building and input into all Strategic Initiative 1 studies, recommendations, formal decision-making processes, etc.
Strategy 2C: Engage Coastal Tribes	Formal support, input into Strategic Initiative 1 activities, active collaboration
Strategy 2D: USFWS and ODFW engagement	Participate in USFWS stakeholder engagement and any ODFW processes
Strategy 2E: Tools for Supporters	Obtain and publish endorsements; provide tools for endorsers to amplify Alliance communications.

Strategic Initiative 3: Restoration (if Strategic Initiatives 1 and 2 are successful)

Strategies	End of 2023 Objectives	End of 2024 Objectives	End of 2025 Objectives	End of 2027 Objectives
3A: Input into any final Reintroduction plan and Implementation			Input into and finalization of MOU laying out who does what. Begin Elakha activities under MOU	Continue to implement the MOU
			Support efforts to secure funding for Reintroduction Plan implementation Support efforts to secure MMPA permit, ESA 10J ruling, or other needed permits.	
3B: Monitoring				Support monitoring plan, carrying out any Elakha-specific activities.
3C: Public education on safe interactions with sea otters				Secure funding for and implement Elakha role doing outreach associated with monitoring and human interactions with sea otters.

Strategic Initiative 4: Build the Alliance’s Capacity

Strategy 4A: Maintain an active board

- Actively engaged board with 13-17 members.

Strategy 4B: Raise necessary funds

- Annual fundraising plan with focus on individuals, foundations, business, and government.

Strategy 4C: Communications capacity

- Annual communications plan with specific sub-objectives for different avenues of communications.

Strategy 4D: Staff and contractors

- Grow staff/contractors to meet needs, with at least 3.5 FTE as of the end of 2023.

Strategy 4E: Volunteers

- Active Advisory Council
- Core group of additional volunteers.

Strategy 4F: Fiscal Management

- Best practices followed, with an outside bookkeeper and accountant.

Strategy 4G: Adaptive management

- Evaluate plan progress annually
- Update the plan in 2025.

Question? Contact Elakha Alliance Executive Director, Jane Bacchieri jane@elakhaalliance.org.