



**Vision**

A wild and vibrant Alaska where fish, wildlife, and people thrive.

**Mission**

We use the law to protect and defend Alaska’s lands, waters, wildlife, and people.

**Values**

Leadership	Innovation	Foresight
Respect	Integrity	Passion
Excellence	Perseverance	

**Program Goals**

<b>Program</b>	<b>Goals</b>	<b>Projects</b>
<u>Protecting America’s Unique Arctic Ecosystem</u>	<ol style="list-style-type: none"> <li>1. Protect unique Arctic ecosystems, lands, and wildlife, and the subsistence cultures that rely on them.</li> <li>2. Stop infrastructure, mining, and oil and gas development in the Arctic that would permanently damage sensitive Arctic ecosystems.</li> </ol>	<ol style="list-style-type: none"> <li>1. Protect the Arctic National Wildlife Refuge.</li> <li>2. Control Offshore Oil and Gas Drilling on State Submerged Lands.</li> <li>3. Control Resource Development in The National Petroleum Reserve-Alaska.</li> <li>4. Prevent Development of the Ambler Road.</li> <li>5. Arctic Protection Opportunities.</li> </ol>
<u>Fighting Climate Change</u>	<ol style="list-style-type: none"> <li>1. Combat Alaska’s contribution to climate change by keeping its significant fossil fuel resources in the ground.</li> <li>2. Ensure major fossil fuel exploration and development projects in Alaska comply with the law.</li> <li>3. Develop new statutes, regulations, and case law that heighten the protection standards governing resource exploration and development.</li> <li>4. Advocate for policies, plans, and projects that support climate change resilience and adaptation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Stop the Chuitna Coal Mine.</li> <li>2. Protect Water in Chuitna River for Fish.</li> <li>3. Stop Matanuska Valley Coalfield Development.</li> <li>4. Ensure Proper Oversight of Alaska Coal Program.</li> <li>5. Opportunities to Address Climate Change.</li> </ol>
<u>Assuring Clean Air, Clean Water, and Continued Access to Subsistence Resources</u>	<ol style="list-style-type: none"> <li>1. Protect important clean water, air, and subsistence resources from resource development.</li> <li>2. Develop new statutes, regulations, and case law that heighten the protection standards governing resource exploration and development.</li> <li>3. Ensure that existing exploration and development activities meet environmental standards and requirements.</li> <li>4. Ensure meaningful client participation in public agency decision-making processes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Stop the Pebble Mine.</li> <li>2. Stop Harmful Hardrock Mining Projects.</li> <li>3. Reform Fish Habitat Protection.</li> <li>4. Ensure Environmentally Protective State Legislation.</li> <li>5. Obtain Strong Antidegradation Methods.</li> <li>6. Opportunities to Protect Alaska’s Renewable Resources.</li> </ol>
<u>Protecting Alaska’s Spectacular Wildlands and Wildlife</u>	<ol style="list-style-type: none"> <li>1. Strengthen case law to protect Alaska’s public lands over the long term.</li> <li>2. Ensure that land management planning achieves the long-term protection of public lands.</li> <li>3. Ensure that projects undertaken on public lands comply with environmental laws.</li> <li>4. Maintain Alaska’s biodiversity by protecting habitat, fighting radical predator control, and using state and federal endangered species laws to prevent extinction or extirpation of species.</li> <li>5. Ensure that wildlife management laws are properly executed and that management decisions are based on the best available scientific management principles.</li> </ol>	<ol style="list-style-type: none"> <li>1. Protect Public Lands.</li> <li>2. Fight Radical Predator Control.</li> <li>3. Opportunities to Protect Alaska’s Precious Lands and Wildlife.</li> </ol>
<u>Protecting Alaska’s Vast Marine Ecosystem</u>	<ol style="list-style-type: none"> <li>1. Protect marine habitat, fish, wildlife, and subsistence resources.</li> <li>2. Prevent the degradation of the marine ecosystem.</li> <li>3. Ensure exploration and development meets environmental standards and requirements.</li> <li>4. Ensure meaningful client participation in public agency decision-making processes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prevent the Extinction of the Endangered Cook Inlet Beluga Whale.</li> <li>2. Prevent Degradation of Cook Inlet Waters.</li> <li>3. Prevent the Deep-Water Port and Road at Shepard Point in Prince William Sound.</li> <li>4. Marine Protection Opportunities.</li> </ol>

## Organizational Goals

<b>Overarching Goal:</b> Achieve Trustees for Alaska’s vision, mission, and Pathway to Change with a resilient and effective staff, a value-added Board of Directors, and a vibrant, thriving organization.	
<b>Planning</b>	<ol style="list-style-type: none"> <li>1. Develop integrated annual plans to advance our program, Board, development, communications, and administrative goals.</li> <li>2. Develop individual work plans tiered from the annual plans and evaluate progress and performance each quarter.</li> <li>3. Develop an aggressive, but realistic, annual budget to carry out the plans.</li> </ol>
<b>Board</b>	<ol style="list-style-type: none"> <li>1. Ensure alignment of Board and staff to achieve Trustees’ vision, mission, and Pathway to Change.</li> <li>2. Maintain the corpus of the Trustees for Alaska Endowment Fund and cultivate a robust operations reserve funded with attorneys’ fees.</li> <li>3. Obtain and sustain a Board of 11 to 13 diverse and active members.</li> <li>4. Orient and support new board members.</li> <li>5. Increase the Board’s capacity to support organizational fundraising, including donor cultivation.</li> <li>6. Ensure a highly effective Board with a robust governing structure and knowledge.</li> </ol>
<b>Programs</b>	<ol style="list-style-type: none"> <li>1. Provide full service legal capacity to clients and partners consistent with our organizational vision, mission, and Pathway to Change.</li> <li>2. Explore new project ideas and opportunities to secure important conservation protections.</li> <li>3. Ensure that new projects meet Trustees’ strategic screening criteria (page 8).</li> <li>4. Consider hiring a seventh attorney in FY20.</li> </ol>
<b>Development</b>	<ol style="list-style-type: none"> <li>1. Raise funds to meet the annual operating budget and implement our conservation goals.</li> <li>2. Diversify sources of income, especially unrestricted, to ensure reliable, long-term financial health.</li> <li>3. Increase individual giving by at least 10% per year.</li> <li>4. Build a robust development program with an integrated infrastructure of tools and resources and engaged Board and professional staff.</li> <li>5. Ensure a strong and growing base of contributing donors by cultivating relationships.</li> </ol>
<b>Communications</b>	<ol style="list-style-type: none"> <li>1. Hire a Communications Director in FY17.</li> <li>2. Raise positive awareness of Trustees locally and nationally by continuing to develop our compelling and consistent message.</li> <li>3. Better integrate our communications with our program and development work.</li> <li>4. Continue to improve our website content and use of analytics.</li> <li>5. Expand our social media presence and following.</li> <li>6. Develop good relationships with the press.</li> <li>7. Inspire financial and organizational support with our communications.</li> </ol>
<b>Administration</b>	<ol style="list-style-type: none"> <li>1. Recruit, retain, and develop the best possible staff.</li> <li>2. Achieve a balanced budget by FY20.</li> <li>3. Ensure IT systems are up-to-date and protect client confidentiality.</li> <li>4. Increase staff salaries and maintain or improve benefits, as the budget allows.</li> <li>5. Develop succession plans for leadership transitions.</li> </ol>
<b>Evaluation</b>	<ol style="list-style-type: none"> <li>1. The effectiveness of our strategies and tactics undertaken to meet the needs of our clients and partners.</li> <li>2. The return on investment obtained by Trustees in serving our clients and partners.</li> <li>3. The actual impacts, benefits, and changes experienced by our clients and partners. Some of our issues and cases take years to complete, so this analysis will include the milestones undertaken and achieved during that time as well as strategic modifications made along the way.</li> </ol>