



ADVOCATES for the **West** STRATEGIC PLAN (2016 – 2020)

MISSION

Advocates for the West protects and defends our public lands, wildlife, watersheds and air through litigation and negotiation.

Artemisia Tridentata (Big Sagebrush) – Kerry V. McQuaid



Advocates for the West is a public interest, nonprofit environmental law firm with an 85% record of legal success protecting the wildlife and wild places of the American West.

CORE VALUES

We value an American West with clean air, healthy watersheds, abundant and diverse wildlife, and wild public lands.

We value resilient ecosystems in the face of climate change.

We value the use of science in making informed decisions.

We value our partners, who help us achieve measurable success.

We value the role lawyers play in protecting public resources.

Goal 1: Preserve biological diversity and promote wildlife resilience across the American West in the face of climate change. **We will:**



Oregon Spotted Frog – Oregon Zoo

- A.** Protect imperiled sage-grouse, salmon/steelhead, bull trout, bighorn sheep and other key species and their habitats.
- B.** Limit domestic livestock grazing, mining, energy development and other uses of public lands that threaten or harm under-protected and at-risk wildlife.
- C.** Ensure that federal management of high priority habitats adequately addresses the impacts of climate change.
- D.** Limit the unwarranted killing of wildlife as a management tool serving special interests.
- E.** Preserve wildlife travel corridors, migration routes and habitat connectors.

Goal II: Protect the Sagebrush Sea. We will:

A. Protect 70 million acres of sage-grouse priority habitats across 10 western states from irresponsible oil and gas development, livestock grazing, mining, and other ecologically harmful acts.

B. Strengthen existing conservation measures needed to protect and enhance sagebrush-dependent species.

C. Design and promote solutions to conflicts between wildlife needs and multiple uses of public lands, including permanent grazing retirement and mitigation measures.



Goal III: Protect other special places that provide unique benefits to people and wildlife. **We will:**

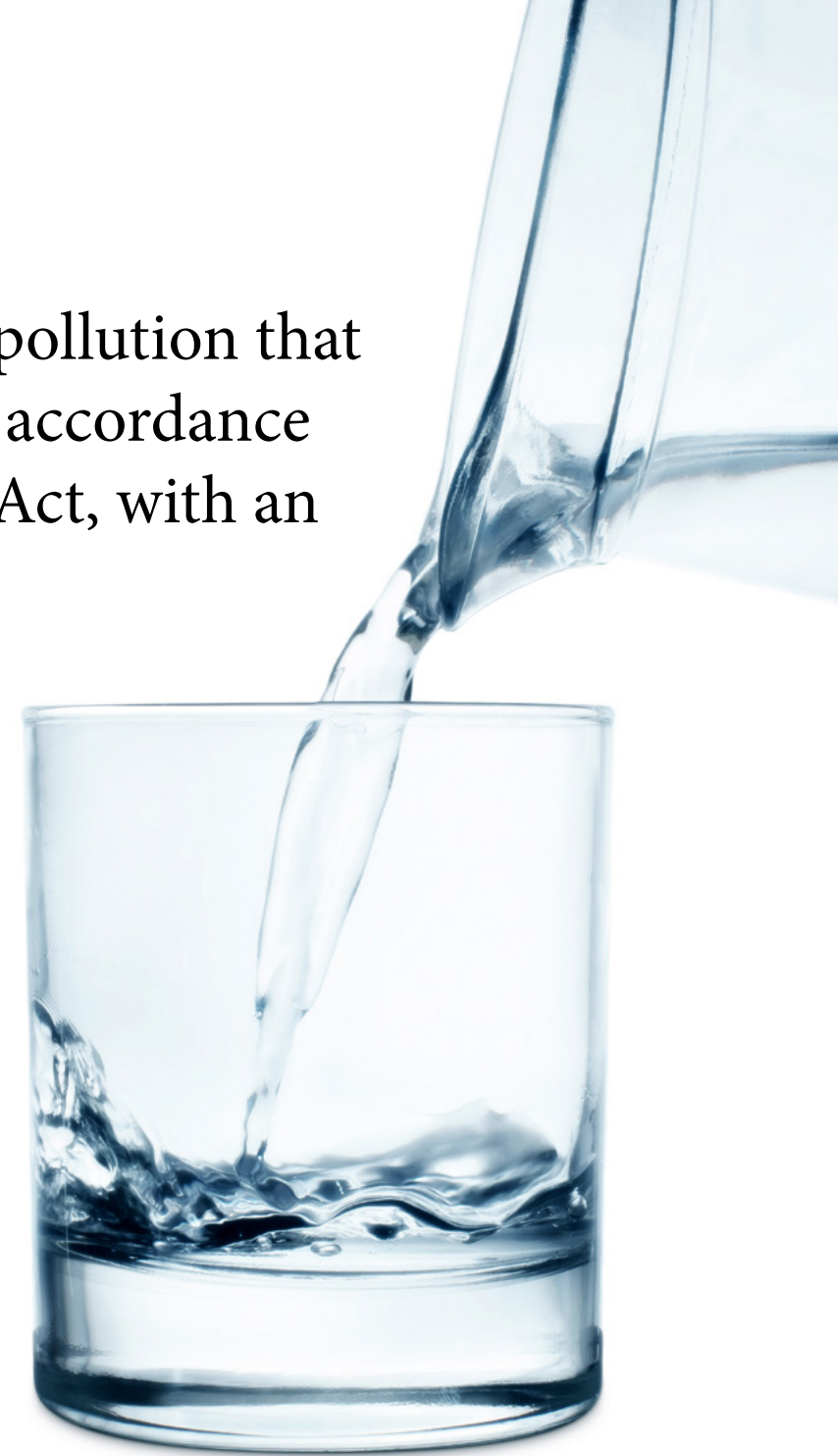
- A.** Enforce federal protections of Wilderness, National Monuments, Wild and Scenic Rivers, National Parks and Seashores, and other parts of the National Landscape Conservation System in western states.
- B.** Safeguard other critically important landscapes and watersheds.
- C.** Preserve opportunities for people's quiet enjoyment of public lands and waters.

Goal IV: Defend clean air, safe water, and a healthy environment for present and future generations.

We will:

A. Prevent, reduce or eliminate water pollution that affects human and ecological health in accordance with the standards of the Clean Water Act, with an ongoing focus on Idaho.

B. Develop Clean Air Act institutional expertise to protect airsheds so they meet or exceed federal and state air quality standards.



Goal V: Expand organizational capacity to meet our goals. **We will:**

A. Employ and support a professional and diverse staff committed to upholding the mission and achieving the goals of the organization.

B. Produce annual double-digit growth in contributed support.

C. Create a pledged legacy or endowment fund of at least one million dollars.

D. Expand capacity for aggressive litigation and negotiated settlements, including the addition of at least one new legal staff.

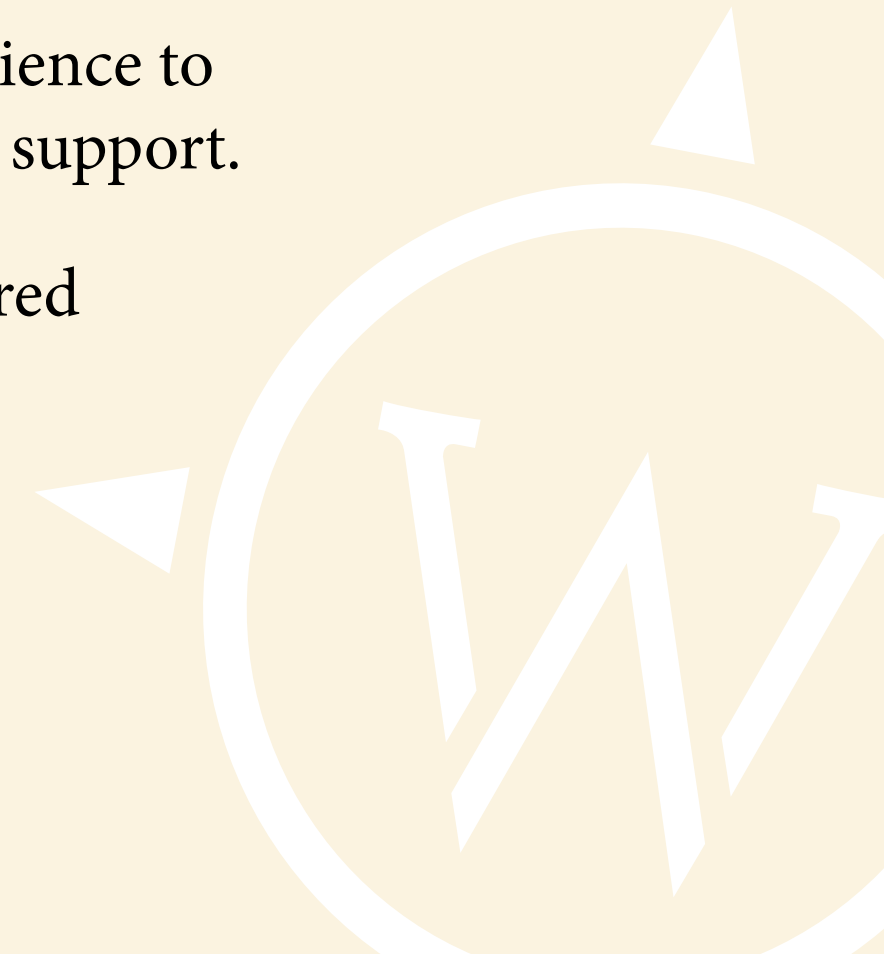
E. Increase and diversify our client partners by at least one third over the duration of this strategic plan.

F. Grow our Board of Directors to 11-13 members and refine the roles and responsibilities of Board members and officers.



STRATEGIES

1. Provide staff a sense of shared vision, clear goals and objectives for their work and benefits above the norm for similar organizations.
2. Focus on activities with the greatest potential for lasting major impact.
3. Identify and pursue environmental impact through negotiation and policy as well as litigation.
4. Leverage the organization's existing legal and geographical knowledge and expertise.
5. Reserve sufficient staff capacity to respond to imminent threats and unique opportunities.
6. Incorporate climate change into all aspects of our work.
7. Broaden and strengthen our partnerships with environmental organizations pursuing mutual goals.
8. Tell our story to a much wider audience to expand individual and organizational support.
9. Maintain the trust and respect shared amongst staff and board members.
10. Celebrate our successes.





ADVOCATES for the **West**
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VISION

We envision an American West where citizens and their governments place a high value on the natural world, where decision-makers use science and compliance with the law in reaching their decisions, and where caring for the earth and all its creatures for the benefit of future generations is a sacred trust.

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