### Strategies

- Achieve West-wide policy changes that protect roadless areas.
- Increase and target public funding for private land conservation.
- Ensure climate protection policies include ecosystem conservation and adaptation priorities.
- Achieve West-wide policy changes that reduce off-road vehicle impacts.
- Achieve West-wide policy changes that improve river flows and protect riparian areas.
- Increase river flows and improve riparian land conservation through federal dam relicensing processes.
- Improve state instream flow water policies and funding to increase river flows and riparian land conservation.
- Link surface water and groundwater regulations to reduce aquifer depletion.
- Improve state and federal oil and gas development regulations.*
  - Prevent commercial oil shale development.
  - Reduce demand and restrict inputs and infrastructure for high carbon fuels (tar sands, oil shale, coal).
- Establish federal and regional policies that allow for a national average of 25% of US energy to come from renewable resources by 2020.
- Increase renewable project and transmission line approvals and ensure they use criteria that protect land, habitat, and water resources.
- Achieve electric grid integration and reliability necessary to support 50% renewable generation.
- State, regional and national energy efficiency standards in place that allow an average 20% reduction in energy demand by 2020.
- Align utility economic incentives with increased energy efficiency investment.
- Establish and implement international climate change agreements that peak emissions by 2015 and lead to 50-80% reductions by 2050.
- Improve vehicle efficiency, require clean-low carbon fuels and avoid and shift trips to reduce transportation sector greenhouse gas emissions by three billion tons by 2030.
- Reduce buildings/appliances greenhouse gas from key countries by four gigatons by 2030.
- Reduce industry greenhouse gas emissions from key countries by four gigatons by 2030.
- Reduce forestry greenhouse gas emissions from key country by four gigatons by 2030.
- Reduce power/utilities sector greenhouse gas emissions by six billion tons by 2030.
- Reduce U.S. greenhouse gas emissions to 20% below 1990 levels by 2020.*
- Establish light duty and heavy duty vehicles emissions standards (diesel and gasoline) that meet or exceed Euro VI standards in Brazil, China, and Mexico by 2015.*
  - Establish clean high quality fuel standards that require ultra-low sulfur content (<50ppm) in Brazil, China, and Mexico by 2015.*

### 3-5-year Outcomes

- Western U.S. land protection increased to improve ecological integrity on 250 million high priority acres by 2013.
- Western U.S. river flows and riparian conservation increased to improve ecological integrity for 4,500 high priority river miles by 2013.
- Western U.S. fossil fuel energy development reduced on 20M high priority acres by 2013.
- Policies in place by 2015 requiring at least 25% of energy supply in priority nations to be generated from renewable sources.
- Energy efficiency policies in place in priority nations by 2015 to achieve 20 percent reduction in net electricity demand by 2020.
- Policies or treaties in place by 2015 to ensure atmospheric concentrations of CO2 stabilize at or below 450ppm by 2030.
- Clean vehicles and fuel policies by 2015 requiring conventional emissions reductions from vehicles by 97% (represented in particulate matter) in Brazil, China, and Mexico by 2030.

### 20-30-year Outcomes

- Western U.S. land protection increased to improve ecological integrity on 300 million high priority acres by 2035.
- Western U.S. river flows and riparian conservation increased to improve ecological integrity for 8,000 high priority river miles by 2035.
- Western U.S. fossil fuel energy development reduced on 85M high priority acres by 2035.
- Policies or treaties in place by 2035 requiring at least 25% of energy supply in priority nations generated from renewable sources by 2020.
- Energy efficiency improved by reducing net electricity demand 20 percent in priority nations by 2020.
- Atmospheric concentrations of CO2 stabilize at or below 450ppm by 2030.
- Conventional emissions from vehicles reduced by 97% (represented in particular matter) in Brazil, China, and Mexico, by 2030.

### Ultimate Outcomes

- Ecological integrity of the Western U.S. and Canada is ensured for wildlife and people.
- Energy is produced and used cleanly and efficiently, with limited impacts on human health and environment.
- Global average temperature increases less than 2°C.

*While all of our strategies have a focus on engaging key constituencies, these highlighted strategies have a particular focus on efforts to broaden the range of groups engaged in supporting the strategy. The Foundation seeks to increase the engagement of groups whose influence may bolster the likelihood and timelines of achieving the associated outcomes.
We are outcome focused and wherever possible use quantitative metrics to track progress toward our outcomes.

We fund policy development and advocacy work almost exclusively because we think policy change provides the highest impact on our priority outcomes.

We pursue our strategies with a focus on engaging the constituencies most needed to successfully achieve our identified outcomes. An important aspect of this approach includes building a broad base of support from constituencies not traditionally involved in environmental protection.

Our western conservation work is focused on the region west of the Rocky Mountains in the US and Canada and includes Alaska, but not Hawaii.

Our energy and climate work is global.

Our clean transportation work is principally focused in China, Mexico, Brazil and the US.

We fund the vast majority of our energy and climate work through regranting organizations like the ClimateWorks Foundation and Energy Foundation. We do this in part because we find this approach helps ensure clarity of goals and strategies and in part because we have a small staff (eleven total) and do not have the capacity necessary to make a large number of smaller grants.

When there is a high degree of alignment between our outcomes and those of a grantee we will provide general operating support rather than project specific support.

We provide integrated organizational development support as needed.

We provide grants to improve outdoor recreational opportunities, urban parks, transit availability, and environmental impacts in disadvantaged communities in the San Francisco Bay Area.