

**Nisqually Land Trust**  
**2022 – 2026 Strategic Plan**

Adopted June 16, 2022

by

Nisqually Land Trust  
Board of Directors

## Nisqually Land Trust 5-Year Strategic Plan 2022-2026 Mission, Vision, Values

---

### **Mission:**

The Nisqually Land Trust protects and stewards lands to permanently benefit the water, fish, wildlife, and people of the Nisqually River Watershed.

### **Vision:**

We envision a Nisqually watershed and marine area with:

- thriving and resilient native fish, wildlife, and plant communities
- abundant salmon populations
- healthy, naturally functioning streams, forests, prairies, and shorelines
- ongoing opportunities for all indigenous people to practice their culture and traditions, including a successful Nisqually Indian Community
- vibrant, sustainable communities that are intentional stewards of the watershed
- sustainable working farms and forests
- clean, cold, and plentiful water for people and fish
- inspiring scenic vistas
- low-impact recreational opportunities for people to connect with the watershed
- equitable public access where all people feel welcome in the Nisqually watershed
- innovative and collaborative partnerships to protect and steward the Nisqually watershed's natural and cultural heritage

To fulfill this vision, we envision for the Nisqually Land Trust:

- broad and diverse community support and engagement
- a diverse board of directors committed to conservation leadership and good governance
- a diverse, professional staff with the capacity to fulfill the Land Trust's mission and vision
- facilities that support the ability of Land Trust staff to do good work
- robust, cooperative, and innovative partnerships in support of the Land Trust's mission
- stable, abundant, ongoing financial support for the Land Trust

### **Values:**

***Conservation and Stewardship:*** We steward our lands to protect their conservation values and ecological functions now and forever.

***Leadership and Innovation:*** We are a conservation leader that pursues bold and innovative conservation strategies.

***Sustainability:*** We practice conservation that supports productive local economies, vibrant local cultures, and a healthy natural environment.

***Integrity:*** We practice sound management. We are honest, effective, efficient, and fiscally responsible.

***Partnership:*** We value our partnerships with individuals, organizations, businesses, local, state, federal, and tribal governments, and other community

## Nisqually Land Trust 5-Year Strategic Plan 2022-2026 Mission, Vision, Values

---

partners and work with them to identify opportunities and challenges, devise workable solutions, and achieve mutual goals.

***Cooperation and Collaboration:*** We believe in the power of working together with people to find solutions that benefit all.

***Respect:*** We base all of our relationships on mutual respect, trust, and tolerance.

***Justice, Equity, Diversity, and Inclusion:*** We are committed to creating equitable access for people to participate in and benefit from our work.

***Honoring The Rights of Native People:*** We recognize and value the rights of indigenous people who have lived in this place since time immemorial and the value of access to lands for indigenous people to pursue traditional cultural activities. Our conservation and stewardship priorities are guided by habitat protection and species recovery goals identified by the Nisqually Indian Tribe.

***Climate Connectivity and Ecosystem Resiliency:*** We recognize that we are connected in a reciprocal relationship with the lands and waters that sustain our health and our lives; and that through this relationship local climate conditions are changing significantly. We pursue projects that promote resilient ecosystem conditions and contribute to mitigation of greenhouse gas emissions.

# Nisqually Land Trust 5-Year Strategic Plan 2022-2026 Goals, Strategies, and Benchmarks

---

## PROGRAM GOALS

### 1. **Land Protection Goal:** Permanently **protect** priority lands and shorelines in the Nisqually Watershed and the Nisqually Reach.

- a. *Land Protection Planning Strategy:* Identify and prioritize the most strategic lands for protection including lands prioritized for salmon recovery, watershed hydrology, endangered and threatened species, rare and threatened plant communities, habitat restoration, working forests, wildlife corridors, and natural resources important for tribal culture and traditions.

*Long-term Outcome: The Land Trust has identified and prioritized conservation properties in the watershed and its nearshore (marine) environment and planned for their permanent protection.*

#### Benchmarks

- By the end of 2022, the Land Trust has completed a comprehensive, climate-informed strategic conservation plan that prioritizes properties for proactive protection and defines areas outside the high priority zones for opportunistic protection.
  - By mid-2023, the Conservation Criteria have been updated to reflect additions to the protection priorities listed in this strategy and the Public Access Criteria are revised and integrated into the Conservation Criteria. Subsequently, the Conservation Criteria are reviewed annually and updated as needed.
  - On a monthly basis, Land Trust staff and Lands Committee members evaluate all new proposed projects against the strategic conservation plan and the Land Trust's Conservation Criteria.
  - Pre-acquisition site assessments are completed for all new proposed projects and will include an evaluation of conservation value conditions, site hazards, public access opportunities, and habitat restoration opportunities to inform discussions with landowners and project fundraising plans.
  - Acquisition project fundraising plans are completed for all new proposed projects and will include funding for initial stewardship activities, long-term funding of monitoring and maintenance of the project's conservation values, and legal defense.
- b. *Strategic Land Protection Strategy:* Proactively implement permanent protection for high-priority lands.

*Long-term Outcome: The Land Trust has permanently protected high-priority conservation properties in the watershed and its nearshore environment.*

#### Benchmarks

- Land Trust protection of Nisqually Marine Conservation Area nearshore shoreline miles has increased by 50% to 2.3 miles. *[December 2021 = 1.45 miles]*
- Land Trust protection of the Nisqually River mainstem shoreline miles has increased by 5% to 15.0 miles. *[December 2021 = 14.3 miles]*
- Land Trust and Nisqually Community Forest protection of the upper Mashel River sub-basin (including Beaver Creek, the Upper Mashel, and Busy Wild Creek) has increased by 100% to 4,670 acres. *[December 2021 = 2,335 acres]*

## Nisqually Land Trust 5-Year Strategic Plan 2022-2026 Goals, Strategies, and Benchmarks

---

- Land Trust protection of the Mashel River mainstem shoreline miles between the confluence with the Nisqually River and Beaver Creek has increased by 60% to 12.0 miles. [*December 2021 = 7.3 miles*]
  - Land Trust protection of Ohop Creek and associated tributary shoreline miles has increased by 20% to 11.5 miles. [*December 2021 = 9.6 miles*]
  - Land Trust protection of Muck Creek and associated tributary shoreline miles has increased by 1 mile. [*December 2021 = 0.2 mile*]
  - Land Trust protection of other Nisqually River tributary shoreline miles has increased by 25% to 6.25 miles. [*December 2021 = 5.0 miles*]
  - Land Trust protection of prairie and oak woodland habitats has increased by 50 acres. [*December 2021 = 4 acres*]
  - Land Trust acquires 2 conservation properties with significant opportunities to develop public access amenities outside of critical habitat areas.
- c. *Responsive Land Protection Strategy*: Respond appropriately to opportunities to protect lands outside high-priority areas.

*Long-term Outcome: The Land Trust has responded to inquiries about conservation opportunities outside of high-priority areas.*

### Benchmarks

- On a quarterly basis, all land protection inquiries outside of high-priority areas are reviewed and conservation options are discussed with the landowner; and Land Trust staff provide information about alternative conservation options.
  - ‘Exceptional’ conservation opportunities outside of high-priority areas are pursued when organizational capacity is available and there are significant conservation and organizational benefits.
- d. *Protection Partnerships Strategy*: Cultivate and expand partnerships that support permanent land protection.

*Long-term Outcome: The Land Trust has cultivated partnerships of a quantity and quality sufficient to meet its land protection objectives.*

### Benchmarks

- Partner organizations are engaged and consulted at least once per year regarding their conservation project priorities.
  - The Land Trust engages with three community groups throughout the watershed and marine conservation area each year to get input on conservation project priorities.
  - The Land Trust provides conservation project support to other organizations when appropriate and organizational capacity allows.
- e. *Innovative Conservation Strategy*: Explore and develop innovative conservation strategies.

## Nisqually Land Trust 5-Year Strategic Plan 2022-2026 Goals, Strategies, and Benchmarks

---

*Long-term Outcome: The Land Trust has developed and deployed innovative conservation strategies to increase its conservation effectiveness and influence.*

### Benchmarks

- Maintain existing carbon sequestration projects and develop additional ecosystem services projects when appropriate.
- Collaborate with partners to pursue at least one water conservation project to maintain and restore streamflow throughout the watershed.
- Support landscape scale land acquisition and management by the Nisqually Community Forest, fostering the partnership with the Nisqually Indian Tribe in this effort.
- Develop at least one new financing mechanism for permanent land conservation.

## 2. **Land Stewardship Goal:** Actively **steward** Land Trust properties and conservation easements.

- a. *Essential Stewardship Strategy:* Assess, monitor, and maintain the conservation values of all Land Trust property interests.

*Long-term Outcome: The Land Trust has maintained the conservation values of its properties.*

### Benchmarks

- By the end of 2022, develop a Wildland Fire Policy.
- By the end of 2023, complete an initial wildfire risk assessment and preparedness plan for all Land Trust properties.
- By the end of 2022, the Land Trust's stewardship plan template is updated to include descriptions of site hazards and hazard mitigation actions, wildfire risk assessment and preparations, anticipated climate change impacts, research and monitoring opportunities, traditional place names, traditional use opportunities and areas, opportunities to develop public use amenities, the site's ecological integrity, and habitat restoration opportunities
- Stewardship plans for new protection properties are completed within one year of closing and updates of existing stewardship plans are completed per Land Trust policies. Stewardship draft plans are shared with key partners for input and coordination when appropriate including the Nisqually Indian Tribe and the South Puget Sound Salmon Enhancement Group.
- All initial stewardship tasks are completed for new properties within two years of acquisition.
- All essential stewardship activities identified in Land Trust policies are completed within the timeframes included in the policies.
- Participate in watershed partners' early detection, rapid response efforts for high priority invasive species; and secure partnerships and funding for infestations beyond staff capacity.
- The Land Trust expands and develops partnerships with conservation easement landowners that ensure conservation values and habitat conditions are maintained.
- By the end of 2024, a prioritization framework has been developed for non-essential habitat maintenance activities.

## Nisqually Land Trust 5-Year Strategic Plan 2022-2026 Goals, Strategies, and Benchmarks

---

- By the end of 2022, a policy on addressing homeless encampments on Land Trust properties is developed.
- b. *Habitat Restoration Strategy:* To the fullest extent possible, restore the ecosystem health of Land Trust properties.

*Long-term Outcome: The Land Trust has restored native ecosystems on all of its properties where habitat restoration is appropriate.*

### Benchmarks

- Implement funded habitat restoration projects and maintain completed projects as funding and staff capacity allow.
- By the end of 2022, a template for site specific restoration plans is developed, including: long-term ecological health and properly functioning conditions, description of degraded ecological functions and processes, proposed actions to restore functions and processes, opportunities to enhance native biodiversity, opportunities to enhance pollinator habitat, opportunities to restore native plants important to tribal traditions and culture, climate change resilience and adaptations, and fundraising plan.
- All restoration projects proposed by Land Trust staff and partner organizations subsequent to development of the restoration plan template address all components in the restoration plan template.
- By the end of 2023, in coordination with partners and within the context of relevant species recovery plans, develop a framework for prioritization of habitat restoration projects across Land Trust properties; and by the end of 2024, develop site specific restoration plans for the top ten projects.
- Restoration projects led by partner organizations participated in where funding and organizational capacity allow.

### 3. ***Outreach and Community Engagement Goal: Connect more people*** with our lands and our work.

- a. *Community Engagement Strategy:* Proactively engage with communities within or connected to the Nisqually Watershed and Marine Conservation Area to understand their interests and achieve mutual goals.

*Long-term Outcome: The Land Trust understands the needs of local communities and collaborates with them to achieve mutual goals.*

### Benchmarks

- Participate in meetings and events held by South Sound community groups annually, including the monthly meetings of the Nisqually River Council
- At least once per year engage with watershed stakeholders, including officials from the Nisqually Indian Tribe; Lacey, Yelm, McKenna, Roy, Eatonville, Mineral, and Ashford; Thurston, Pierce, and Lewis counties; and Nisqually Watershed state and federal districts to discuss shared goals and identify common ground.
- Engage with at least 2,500 people each year at Land Trust outings, events, and programs.

## Nisqually Land Trust 5-Year Strategic Plan 2022-2026 Goals, Strategies, and Benchmarks

---

- Collaborate with the Nisqually Indian Tribe to identify appropriate ways to incorporate traditional place names in Land Trust maps and outreach materials and an indigenous land acknowledgement into Land Trust outreach and education activities
- Each year, reach out to at least two new community groups that represent the diversity of our community to understand their relationship to natural areas and explore potential partnerships.

- b. *Community Education Strategy:* Engage and educate regional residents about the Nisqually Watershed and the roles they can play in supporting the Land Trust.

*Long-term Outcome: The majority of conservation-minded residents in the region surrounding the Nisqually Watershed know who the Land Trust is and understand and support its work.*

### Benchmarks

- By the end of 2023, update the Land Trust's outreach and communications plan including targeted engagement strategies for multiple age demographics and initiate implementation
- Publish at least two print newsletters each year and monthly electronic news updates
- Publish an annual report each year.
- By the end of 2023, develop a flagship, organizational introduction video.
- Volunteers and staff participate in at least five South Puget Sound community events each year to tell the Land Trust story, educate the public about land conservation tools and benefits, and recruit new volunteers.
- Give at least two presentations each year to regional community groups that are not active Land Trust partners.
- Produce at least two online conservation webinars each year
- Grow the email communications list by at least 10% each year. [October 2021 = 2,280]
- Ensure print and online outreach and media materials are up to date annually.
- By the end of 2022, identify funding to redevelop website to meet industry standards and complete redevelopment by end of 2023.
- Maintain and expand the "Stories From The Field" blog.
- Increase interaction and community following on social media by 20% each year. [October 2021: Instagram = 1690; Facebook = 1925]
- Send out press releases to online, print, and television media contacts when major projects are launched or completed.
- Respond to all media requests for information for stories within 24 hours.
- By the end of 2023, develop a list of potential non-traditional channels for communicating information about our work with more diverse audiences.

- c. *Opportunities to Experience the Watershed Strategy:* In partnership with the Nisqually Tribe



## Nisqually Land Trust 5-Year Strategic Plan 2022-2026 Goals, Strategies, and Benchmarks

---

and other organizations, inform and educate the public of ways to view, experience, or recreate in the Nisqually watershed, including Land Trust properties where appropriate.

*Long-term Outcome: Information is readily available to the public about ways to experience natural areas in the watershed and marine conservation area.*

### Benchmarks

- Participate in watershed conversations about public opportunities to view, experience, and recreate in the watershed and marine conservation area; and collaborate on developing and distributing materials about points of interest and access opportunities.
- By mid-2022, create page on Land Trust website that provides information about recreation opportunities in the watershed and on Land Trust properties.
- The Land Trust hosts two float trips with a professional rafting outfitter on the Nisqually River each summer.
- The Land Trust collaborates with local kayaking companies to offer at least two kayaking trips in the Marine Conservation Area each year.
- The Land Trust hosts at least one boat tour of the Marine Conservation Area each year.

- d. *Public Use of Land Trust Properties Strategy:* Maintain and expand public access and recreation opportunities on Land Trust properties where consistent with conservation goals.

*Long-term Outcome: The public learns about and engages with the Land Trust through its lands and develops personal connections with them.*

### Benchmarks

- By the end of 2022, review and update the Public Use of Land Trust Lands Policy.
  - By the end of 2022, identify funding to develop a public access policy, and during 2023 begin evaluation of public access opportunities at all Land Trust properties to develop a public access strategy for enhancing existing public access to Land Trust properties and developing public amenities (parking, informational signage, trails, etc.) at strategic points of interest.
  - By the end of 2025, secure initial funding for implementation of public access development consistent with the completed public access strategy.
  - Collaborate with volunteers and partner organizations to host at least ten nature walk events annually on Land Trust protected lands and nearby public lands.
  - Work with the Nisqually Indian Tribe to develop an access and use agreement or cultural easement specific to Nisqually Tribal members for accessing Nisqually Land Trust lands for cultural activities and harvest of traditional materials.
  - Create at least three opportunities each year for groups of people who have not traditionally accessed our lands to visit, learn about, and help steward our properties.
- e. *Engaging the Community in Stewardship Strategy:* Engage volunteers and community groups in monitoring, site maintenance, habitat enhancement and habitat restoration activities on our lands.

## Nisqually Land Trust 5-Year Strategic Plan 2022-2026 Goals, Strategies, and Benchmarks

---

*Long-term Outcome: The Land Trust has maintained and expanded partnerships that support collection of environmental data, land stewardship, and habitat restoration activities.*

### Benchmarks

- Maintain and expand volunteer stewardship activities that engage at least 400 volunteers annually. [September 2020-September 2021 = 320 volunteers]
- Engage at least five community groups who have not previously been involved with the Land Trust in volunteer work parties each year.
- Maintain existing partnership with NW Trek to provide opportunities for wildlife monitoring activities on Land Trust lands annually.
- Collaborate with at least one new university or community group partner on community science or ecological data collection on Land Trust lands each year.
- By the end of 2023, begin engaging volunteers in collecting ecological data about habitats on Land Trust lands, including changes related to climate impacts, through one or more existing community science inventory platform (e.g., iNaturalist).
- Engage at least 30 volunteer site stewards in site monitoring, planning, maintenance, and restoration activities each year. [September 2020-September 2021 = Reports from 30 site stewards]
- Expand site steward program to include at least one advanced workshop each year.
- Expand site steward program to include meetings with site stewards for each Protected Area each year.
- Develop an “Adopt-A-Protected Area” program to engage at least three regional businesses in periodic in-the-field volunteer stewardship activities each year.
- By the end of 2023, identify a framework of volunteer accomplishments and implement a standardized volunteer recognition program
- Host at least one volunteer appreciation activity each year.
- Develop and implement a neighbor outreach program for existing properties, including outreach to neighbors of newly acquired properties within three months of acquisition.

- f. *Environmental Education Strategy:* Collaborate with community partners to maintain and expand K-12 and university service learning and environmental education opportunities on our lands

*Long-term Outcome: Young people from around Puget Sound learn about and engage with the Land Trust through its lands and develop personal connections with them.*

### Benchmarks

- Maintain the existing partnership with the Nisqually River Education Project, which provides opportunities for at least 400 students to plant trees and sample water quality on Land Trust lands each year. [2019 (Pre-COVID numbers) = 710 students]
- Host at least four college interns each year.
- Maintain and expand partnerships with regional universities to host at least two service-

## Nisqually Land Trust 5-Year Strategic Plan 2022-2026 Goals, Strategies, and Benchmarks

---

learning events each year.

- Develop new partnerships with diverse community groups engaged in providing nature experiences for youth, and host at least two field trips to Land Trust properties each year.

### FINANCIAL GOALS

#### 1. Increase and continue to diversify **revenue sources**.

- a. *Donors & Sponsors Strategy:* Maintain and expand financial support for the Land Trust through donations and sponsorships from individuals, organizations, community leaders, local, and tribal governments.

*Long-term Outcome: The Land Trust receives substantial annual operations support and project support from individual donors and organizations.*

#### Benchmarks

- A donor development and stewardship plan is developed by the end of 2023, reviewed annually and revised as needed.
- The Land Trust hosts at least one fundraising event annually and fundraising event revenue increases 5% each year.
- The Planned Giving program is expanded and at least five donors are cultivated annually. *[October 2021 = 11 Legacy Donors]*
- A Monthly Giving program is established and at least 20 new donors, who donate on a monthly basis, are cultivated by the end of 2022, and the program increases by 10 percent annually. *[October 2021 = 5 Monthly Donors]*
- Increase event sponsorships by 20 percent annually. *[2021 Event Sponsorships = \$26,500]*
- A Corporate Giving program is established and at least 5 new businesses are cultivated by the end of 2022, and the program increases by 2 additional businesses annually.
- The number of individuals and organizations from Pierce County who make in-kind and monetary contributions increases by 10 percent annually. *[2020 Pierce County donors = 121]*
- The number of individuals and organizations who make an annual monetary contribution of \$250-\$999 increase by 10 percent annually. *[2020 Donors (\$250-\$999) = 103]*
- The number of major donors - individuals who make an annual monetary contribution of \$1,000 or more - increases by 5 percent annually. *[2020 Major Donors = 62]*
- Develop investment strategy for community foundation endowments.

- b. *Agency and Foundation Grants Strategy:* Maintain and expand grant revenue for both programmatic and operational expenses.

*Long-term Outcome: Grants provide a significant level of support.*

#### Benchmarks

- Programmatic grants underwrite at least 40 percent of staff salaries each year.

## Nisqually Land Trust 5-Year Strategic Plan 2022-2026 Goals, Strategies, and Benchmarks

---

- At least three proposals are submitted each year to funders who provide operations support.
  - At least four proposals are submitted each year to funders who provide support for in-the-field volunteer activities, environmental education, and service-learning activities.
  - At least four proposals are submitted each year to funders who provide support for habitat restoration.
  - At least two proposals are submitted each year to funders who provide support for public access development.
  - The Land Trust engages with at least 10 conservation project funding partners.
- c. *Innovative Revenue Strategy:* Maintain and continue to expand new, innovative, and entrepreneurial revenue streams from Land Trust assets that are consistent with conservation values.

*Long-term Outcome: Land Trust assets provide appropriate revenue.*

### Benchmarks

- Explore and evaluate at least one fee-for-service opportunity each year.
- Sustainably harvest timber from forest stands where consistent with habitat enhancement goals.
- Maintain and expand, if appropriate, carbon credit projects.
- Explore, evaluate, and if appropriate develop at least one new idea for generating revenue from Land Trust assets each year.

2. Develop new **financial management tools** that support long term goals and financial sustainability
- a. *Long-term Stewardship Funding Strategy:* Research, develop, and implement financial tools that will provide long term sustainable funding for stewardship of our lands.

*Long-term Outcome: The Land Trust ensures stable funding for long term maintenance and enhancement of conservation values on Land Trust protected lands.*

### Benchmarks

- By end of 2022, identify preliminary stewardship funding targets for each protected area, including essential stewardship, annual habitat maintenance, public access, and habitat restoration costs.
  - By end of 2022, develop a long-term stewardship funding plan.
  - Implement long-term stewardship funding plan.
- b. *Operations Funding Strategy:* Research, develop, and implement financial tools that strengthen and expand funding for Land Trust operations.

*Long-term Outcome: The Land Trust ensures stable funding to support operations.*

### Benchmarks

## Nisqually Land Trust 5-Year Strategic Plan 2022-2026 Goals, Strategies, and Benchmarks

---

- By mid-2022 research long-term financial tools including investment accounts and endowments that can be used to build the financial capacity of the organization for more sustainable operating funds.
- By end of 2022 determine which long term financial tools will be used for sustainable operating funds and begin developing a funding strategy for those financial tools
- By end of 2023 complete funding strategy for long-term financial tools for operating funds and begin execution of strategy.

### 3. **Manage** our finances consistent with our conservation values

- a. *Mission Informed Investing Strategy:* Maintain and periodically review and update investment policies that incorporate the consideration of climate impacts and other environmental impacts into our investment strategies.

*Long-term Outcome: The Land Trust's investments are consistent with and supportive of conservation values.*

#### Benchmarks

- Finance Committee annually reviews Land Trust investments with investment advisor to evaluate if they are consistent with conservation values and make recommendations for any changes needed.

## ORGANIZATIONAL GOAL

### 1. Ensure **organizational effectiveness**.

- a. *Voluntary Leadership Strategy:* Recruit and support a diverse and effective group of board members.

*Long-term Outcome: The Land Trust has a diverse, engaged and committed board of directors.*

#### Benchmarks

- Increase board of directors voting membership to at least 15 members.
- The new board member recruitment strategy includes considerations to increase the diversity of representation on the board.
- All new board members attend orientation session(s); have access to online board manual; and meet periodically with their peer mentor.
- Each board member participates in at least one Land Trust related training each year.
- Standing committees meet at regular intervals and accomplish annual work plans.
- Each board member regularly participates in at least one standing committee.
- Financial dashboard to provide a monthly financial summary to the board is developed and implemented no later than June 2022.
- Fundraising, communications, land protection, stewardship, and environmental education dashboards are developed by the end of 2022 to provide regular, consistent updates to the

## Nisqually Land Trust 5-Year Strategic Plan 2022-2026 Goals, Strategies, and Benchmarks

---

board.

- At least one philanthropy training is made available to board members each year.
- At least one board governance training is made available to board members each year.
- By the end of 2023, all board members have participated in a Diversity, Equity and Inclusion training focused on the Nisqually Land Trust.
- By the end of 2023, an organizational policy statement for Diversity, Equity and Inclusion and a Land Acknowledgement have been developed and approved by the board of directors.

- b. *Staff Capacity Strategy*: Build, support, and retain a diverse, professional staff capable of fully executing the strategic plan adopted by the board of directors.

*Long-term Outcome: The Land Trust has a diverse, committed, professional staff that has sufficient capacity to accomplish actions necessary to fulfill the strategic plan.*

### Benchmarks

- Staffing is maintained at appropriate levels and expertise necessary to accomplish the benchmarks identified in the strategic plan.
- By the end of 2022, an analysis is completed on stewardship capacity needs for all current lands owned or monitored by the Land Trust and a method is developed to calculate potential future capacity needs as additional lands are acquired.
- Position announcements for all open positions are distributed widely including advertising in non-traditional forums to reach a more diverse audience.
- All staff members participate in at least one team-building activity each year.
- An annual performance evaluation and job-description review is completed for each staff member.
- Each staff member attends at least one position appropriate training each year.
- By the end of 2023, all staff members have participated in a Diversity, Equity and Inclusion training focused on the Nisqually Land Trust.
- The Land Trust develops a salary structure for all positions that is fair and competitive.

- c. *Operations Strategy*: Manage Land Trust operations effectively, efficiently, accountably, and transparently.

*Long-term Outcome: The Land Trust is effective, efficient, accountable, and transparent.*

### Benchmarks

- Inventories of Land Trust field and office equipment are reviewed annually.
- Annual work plans and annual fundraising plans are written each year as a part of developing and adopting the annual budget; and periodic work plan status updates are provided to the board throughout the year.
- Policies and procedures are regularly reviewed to ensure compliance.

## Nisqually Land Trust 5-Year Strategic Plan 2022-2026 Goals, Strategies, and Benchmarks

---

- The Land Trust maintains annual memberships with the Land Trust Alliance and the Washington Association of Land Trusts.
  - The Land Trust submits application for re-accreditation in 2023 to maintain national accreditation through the Land Trust Accreditation Commission. The Land Trust will coordinate with the Nisqually Community Forest as a subsidiary of the Land Trust for any accreditation processes that require their participation.
  - By the end of 2022, transition network attached storage Shared Folders and shared Google Drive folders to single MS365 SharePoint structure.
  - By the end of 2022, refine and stabilize financial tracking by establishing a single, secure shared folder structure for processing and storing digital financial records.
  - Develop a Land Trust business plan to provide an integrated framework of programmatic, operational, and financial details.
- d. *Facilities Strategy:* Evaluate Land Trust facilities for their adequacy in supporting both short term and long-range needs of the organization and develop a long-range facilities plan.

*Long-term Outcome: The Land Trust facilities support efficient, effective implementation of the strategic plan.*

### Benchmarks

- By the end of 2023, complete an assessment of existing Land Trust facilities including IT infrastructure.
- By the end of 2025, develop a long-range facilities plan, including a fundraising plan.