



*The Land Trust's Snow Creek Estuary Preserve by Heather Johnson.*



JEFFERSON  
LAND  
TRUST

# Jefferson Land Trust

## 2026-2030 STRATEGIC PLAN



# Introduction

This five-year strategic plan functions as an update and companion to our Conservation Plan (2010), which guides all of the work of Jefferson Land Trust. The Conservation Plan is organized into four conservation themes – Habitat, Forestry, Agriculture, and Community Conservation (formerly Recreation and Tourism). The community and Jefferson Land Trust have identified these four themes as priorities in our work. Each theme has a 100-year Vision Statement, followed by four specific Conservation Actions (organized by sub-groups: Growth, Public Awareness, Climate Change, and Community) that are designed to help achieve those visions.

The **Actions, Objectives, and Outcomes** section of this strategic plan assigns the specific five-year objectives to the conservation actions described above, and by so doing, provides a linear connection between the relatively short-term five-year horizon of this strategic plan with the Conservation Plan’s 100-year visions. These five-year strategic plan objectives will be further addressed in the organization’s programmatic work plans, other programmatic work plans, and budgets each year of this strategic plan period.

For this strategic plan, we have added an additional theme related to Organizational Health and Perpetuity, that is not contained in the Conservation Plan. This addition reflects our commitment to ensuring the organization has the resources it needs to deliver on its conservation mission and its perpetual stewardship commitment.

Like the Conservation Plan, this strategic plan has been developed with the input of the Jefferson County community, reflecting and incorporating the community’s priorities and concerns.

## Context

Since its incorporation in 1989, Jefferson Land Trust has helped communities and partners throughout Jefferson County permanently protect some of the most iconic, productive, and ecologically significant land and water in this part of the Olympic Peninsula – from salmon streams and wildlife corridors to working forests and family farms, and from ancient habitat areas to urban open space. As of the publication of this five-year strategic plan, the Land Trust has helped protect nearly 19,000 acres in Jefferson County through direct ownership, public acquisitions, conservation easements, and stewardship agreements. We have raised more than \$45 million for our open space, working lands, and habitat conservation projects. We hold and monitor 71 conservation easements, and we own and manage 30 preserves.

The need for focused, strategic approaches to land management and conservation only intensifies over time. As outlined in the Conservation Plan, there are several factors that we anticipate being drivers of change to the farms, wildlife habitat, and forests that define our community and our region: increasing population, public awareness, markets and policy, and a rapidly changing climate. Through careful planning and action, we can create a future that is healthy, resilient, and that thrives through all the changes ahead, by focusing on sustainable development, public support, incentives and local economy, and ecology and adaptation.

For this planning period, we recognize that there are major political, technological, and ecological changes underway, and those external factors will surely play a role in the way in which we achieve our mission. In this period of uncertainty, we remain committed to making steady progress toward the visions of the Conservation Plan, and are including additional focus on the following:

- Climate resilience of the land and waters we help protect
- Organizational health, including financial stability and resilience, and our capacity to sustain and grow our impact
- Storytelling, increasing awareness and engagement about who we are, and what we do
- Technological advances, and their implications for the way we work, and the farms, fish, and forests of our community
- Community accountability and equitable opportunity, and ensuring the work that the Land Trust is accomplishing is inclusive and consistent with our values

## A Note on “Resilience”

In this plan, resilience refers to three interconnected outcomes:

- Ecological resilience – healthy, connected habitats; functioning watersheds; and biodiversity that can adapt to many types of changes, including climate

- Community resilience — productive working lands, access to nature, and local livelihoods that help people remain rooted in place
- Organizational resilience — financial strength, stewardship capacity, leadership continuity, and systems needed to care for conserved lands in perpetuity

## What We Stand For

The cultural and ethical underpinnings of the goals and objectives outlined in this plan are encapsulated in the mission, vision, and values of the organization. While the longstanding mission statement of the Land Trust remains unchanged and is an accurate description of our work, members of the Land Trust’s Board of Directors and staff worked together to articulate a vision statement and a set of values statements for the organization to further define its fundamental character and identity during the development of this strategic plan.

### Mission

Helping the community preserve open space, working lands, and habitat forever.

### Vision

In a time of rapid change, Jefferson Land Trust envisions a future where vibrant, connected ecosystems and working lands are protected, climate resilient, and cared for in a spirit of reciprocity by an engaged community — sustaining wildlife, clean air and water, local food and timber, and the wellbeing of people and place for generations to come.

### Values

1. **Community:** We nurture belonging by welcoming all voices and building authentic relationships rooted in kinship, solidarity, and collaboration.
2. **Stewardship:** We care for the land with respect and foresight — balancing the needs of people, wildlife, and future generations.
3. **Respect:** We act with humility, honesty, and kindness — honoring the land, one another, and the wisdom we share.
4. **Accountability:** We uphold trust through transparency, integrity, and consistent follow through on our commitments.
5. **Innovation:** We embrace creativity and forward-thinking solutions — adapting with intention to meet the challenges of tomorrow.
6. **Passion:** We bring joy, energy, and dedication to our work — sustaining momentum even in the face of challenges.
7. **Resilience:** We meet change with courage and adaptability — ensuring both our organization and the lands we protect endure in perpetuity.
8. **Collaboration:** We achieve lasting impact by sharing credit and cultivating partnerships that strengthen our collective work.
9. **Tribal Solidarity:** We honor the sovereignty and leadership of Tribal Nations — supporting their rights, knowledge, and enduring relationship with the land.
10. **Accessibility:** We commit to making appropriate lands accessible and welcoming for all — supporting community inclusion, health, connection, and wellbeing.

## Indigenous Land Acknowledgment

Jefferson Land Trust recognizes that the lands we work to protect are originally home to the Indigenous tribes called S’Klallam, Chemakum, Twana, and Suquamish. These tribes have lived on and cared for the land and water around us for thousands of years. We understand that the impacts of colonization which began more than 250 years ago have changed the land and the lives of these Tribal people in ways that cannot be undone.

As an organization that works on and protects the land and water around us, Jefferson Land Trust acknowledges that the way land is owned and used today still affects Indigenous people. We are committed to working with these Tribes and their descendants to build stronger partnerships, reduce harm, and make a positive difference for the future.

This includes regular listening and planning conversations with Tribal partners to understand priorities and identify opportunities for collaboration, while respecting Tribal sovereignty and leadership.

## The Way We Work

Operations of the Land Trust are organized into five interconnected programs: **Conservation and Strategic Partnerships, Stewardship and Resilience, Land-Based Education, Community Engagement, and Organizational Health and Perpetuity**. These five programs account for the day-to-day work being done to fulfill the mission of the Land Trust, and while deeply intertwined, they have specific goals for their distinct functions.

These five interconnected programs are guided by approaches that strengthen impact and foster lasting results. We generally operate by consensus, which **encourages collaboration** with community members, partners, and volunteers. We **embrace innovation** to develop creative solutions, adapt to challenges, and continuously improve how we conserve land, educate the public, and engage the community. These approaches are woven into every program, ensuring our work is effective, inclusive, and sustainable.

## Program Growth and Stewardship Capacity

Jefferson Land Trust's long-term effectiveness depends on our ability to steward conserved lands responsibly while remaining receptive to new conservation opportunities. As the organization grows, we will prioritize stewardship obligations, organizational resilience, and financial sustainability alongside mission impact.

The Land Trust will pursue new programs or major expansions when the following conditions are met:

- Sustainable funding is identified, including multi-year revenue, reliable operating growth, or dedicated earned or restricted funding
- Stewardship capacity is protected, with appropriate staff, volunteer, or contract support in place to care for existing and newly conserved lands
- Partnership and cost-sharing opportunities are leveraged where appropriate to extend impact efficiently
- Board review and approval confirms that growth and new initiatives are aligned with mission priorities and supported by a clear business case, including anticipated costs, risks, and long-term responsibilities

This approach ensures that Jefferson Land Trust can act decisively when high-priority opportunities arise, while maintaining the organizational strength and continuity needed to steward land in perpetuity.

### A Note on Metrics:

Metrics will be used to guide learning, adaptation, and accountability, recognizing the complexity and longtime horizons inherent in conservation work.

Metrics can be a helpful tool — giving us something to aim for and a way to track our progress over time. But numbers don't always tell the full story. A project to protect two acres of critical salmon spawning habitat, for example, can potentially have just as much ecological impact as safeguarding 200 acres of forest. And because we work only with willing landowners, our timeline is shaped by relationships, trust, funding availability, and the readiness of those with whom we partner. Conservation is a long game, and meaningful progress can take time. With that in mind, where it adds clarity or direction, we've included aspirational metrics to help guide our efforts — while recognizing that true conservation impact is often best measured in lasting relationships and ecological outcomes.

"Measurable success of this plan will come in the form of not only acres protected, but also in partnerships forged, momentum gained, and community members involved" (from page 8 of the Conservation Plan).

# Actions, Objectives, and Outcomes

## 1. Habitat

Conservation Plan 100-Year Vision: Habitat is biologically diverse, interconnected, and supports viable populations of keystone species.

Habitat and biodiversity have long been, and will continue to be, a central focus of Jefferson Land Trust's conservation and stewardship efforts. Habitat conservation throughout the county has been highly focused on the streams, riparian forests, and shorelines that have the greatest impact on the health and recovery of native salmon populations. Much has been done, and much more remains to do. The Land Trust has initiated work to protect the overall ecological function of the riparian and wetland corridors that help link the estuarine and shoreline areas with inland forested habitats, providing a variety of wildlife passage upstream and downstream.

To date, the Land Trust has helped protect more than 11,000 acres of lands prioritized for their habitat values. Most of these existing conservation properties are scattered outside dense human population areas, and many are surrounded by rural residential and working landscapes. Others, such as the Quimper Wildlife Corridor and the Lower Chimacum Creek Conservation Area, are in and near urban growth areas.

In order to live with wildlife in this landscape for generations, there needs to be both an adequate amount of quality habitat and linkage between core habitat areas. Jefferson Land Trust will continue to focus on the protection of lands that have high habitat and ecological function values in partnership with local landowners and organizations, as well as federal, state and local funding agencies.

### GROWTH ACTION:

SUPPORT EFFORTS THAT IMPROVE THE QUALITY OF LIFE IN OUR COMMUNITIES AND REDUCE SPRAWLING DEVELOPMENT

Objectives	Outcomes
1. Partner with government entities on sustainable land use priorities that limit sprawling development and address multiple needs	• Land Trust habitat conservation priorities are reflected in local growth and development planning
2. Provide regular briefings and technical input to local governments and partner coalitions to help integrate habitat connectivity, wildlife corridors, and open-space priorities into comprehensive plans, zoning updates, and implementation tools	

## PUBLIC AWARENESS ACTION:

INVOLVE THE COMMUNITY IN HABITAT CONSERVATION PROJECTS AND CONNECT THEM DIRECTLY WITH WILDLIFE HABITAT

Objectives	Outcomes
<p>1. Design and implement education programs 1) that are primarily experiential and based on the land, 2) that build local ecological and land literacy and connection to place, and 3) that are accessible to all ages, all communities, and all abilities across east Jefferson County</p>	<ul style="list-style-type: none"> <li>• Land Trust education programs for K-12 are offered to all public-school districts in east Jefferson County</li> <li>• <i>Tidelands to Timberline</i> adult natural history course is offered and runs each spring</li> <li>• Regular “light” adult programs (birding, nature walks, etc.) that highlight the unique ecological values of our preserves are offered to community members free of charge</li> <li>• New family-oriented programs expand offerings to the community</li> <li>• Interpretive guide training is offered to past participants of the <i>Tidelands to Timberline</i> course, resulting in trained land ambassadors who are ready to educate others</li> <li>• Increased local ecological literacy leads to deepened community understanding of principles of reciprocity and stewardship as evidenced by greater support for the Land Trust, and further demand for Land Trust curriculum</li> </ul>
<p>2. Provide interpretive information at preserves with public accessibility</p>	<ul style="list-style-type: none"> <li>• Community understanding of the conservation significance of the habitat values of certain protected lands is enhanced</li> </ul>
<p>3. Increase community volunteer representation and involvement in Land Trust activities each year to help meet growing needs</p>	<ul style="list-style-type: none"> <li>• The number of volunteers increases across the organization and volunteers fully support organizational priorities</li> </ul>
<p>4. Increase staff capacity to support, track, appreciate, and manage volunteers</p>	<ul style="list-style-type: none"> <li>• Volunteers are fully trained and supported</li> <li>• A majority of volunteers are retained throughout this strategic planning period</li> </ul>
<p>5. Maintain regular engagement, listening and planning dialogue, with Indigenous partners (at least annually) to help enhance potential traditional benefits from, and access to, protected lands</p>	<ul style="list-style-type: none"> <li>• Tribal access to permanently protected lands is increased</li> <li>• Traditional ecological knowledge is incorporated more into acquisition evaluation and stewardship strategies</li> <li>• Tribal priorities are reflected in our planning and conservation outcomes</li> </ul>
<p>6. Increase use of GPS and GIS tools for systematically tracking conditions of protected conservation values over time on preserves</p>	<ul style="list-style-type: none"> <li>• Preserve Stewards and staff contribute to a spatial database that is used to support strategic management decisions</li> </ul>

Objectives	Outcomes
7. Identify areas where prairie restoration or creation could likely be accomplished and reasonably maintained on protected lands, and create plan for initiating at least one effort	<ul style="list-style-type: none"> <li>Potential prairie areas are identified and implementation plan is developed for at least one new prairie</li> </ul>
8. Maintain integration of Land Trust stewardship and resilience program and Land Trust youth education program	<ul style="list-style-type: none"> <li>Education program is using Land Trust protected lands, and stewardship and resilience staff are engaged in education program</li> </ul>

## MARKETS AND POLICY CONSERVATION ACTION:

IDENTIFY ECONOMIC ADVANTAGES TO HABITAT PROTECTION AND PROMOTE FINANCIAL INCENTIVES FOR INCORPORATING WILDLIFE HABITAT INTO MANAGEMENT OF WORKING LANDS

Objectives	Outcomes
1. Work with partners on creative water management improvements related to farmland and habitat values	<ul style="list-style-type: none"> <li>Improved drainage systems and increased biodiversity and water quality</li> </ul>

## CLIMATE CHANGE ACTION:

DEVELOP AND IMPLEMENT CRITICAL WILDLIFE CORRIDOR CONSERVATION CAMPAIGNS THROUGHOUT THE COUNTY

Objectives	Outcomes
1. Maintain spatial conservation planning efforts focused on climate resilience, and increase use of and access to available data	<ul style="list-style-type: none"> <li>Web mapper is maintained for internal regular reference</li> </ul>
2. Increase climate resilience in preserve and conservation easement-protected lands	<ul style="list-style-type: none"> <li>All management plans are updated to focus stewardship actions on those that best improve ability of preserves to retain their conservation values</li> <li>Preserves are monitored through ecological health assessments and these assessments show sustained health</li> <li>Conservation easement landowners have practical information to help them prepare their lands for future predicted climate conditions</li> </ul>

Objectives	Outcomes
<p>3. Pursue strategic conservation opportunities consistent with our Conservation Plan and our climate resilience spatial analysis</p>	<ul style="list-style-type: none"> <li>• Additional lands that contribute to the habitat conditions necessary for healthy local populations of salmon (a keystone species) and the species they depend upon, are protected and stewarded, with this function as a priority</li> <li>• Additional priority properties within the sensitive Quimper Wildlife Corridor, Lower Chimacum Creek area, Salmon and Snow Creek watersheds, Dabob Natural Area preserves and other focus areas are protected</li> <li>• Increased protection of recently prioritized properties located within strategic areas including but not limited to the expanded Dabob Bay Natural Area</li> </ul>
<p>4. Create the conditions for the successful completion of permanent protection efforts in the Quimper Wildlife Corridor</p>	<ul style="list-style-type: none"> <li>• All willing landowners within the Quimper Wildlife Corridor's habitat area are presented with conservation opportunities</li> </ul>
<p>5. Incorporate climate predictions, Indigenous partner interests, and biodiversity into future planting plans</p>	<ul style="list-style-type: none"> <li>• Restoration plantings more holistically address stewardship and resilience goals</li> </ul>
<p>6. Conduct and facilitate more small in-stream restoration projects on protected lands that help reduce erosion, and increase surrounding groundwater retention</p>	<ul style="list-style-type: none"> <li>• Erosion patterns are checked, and more water is retained where it can be beneficial for habitat and biodiversity</li> </ul>
<p>7. Incorporate proactive climate resilience measures into stewardship policies</p>	<ul style="list-style-type: none"> <li>• More policy-level proactive direction is included in stewardship and resilience program</li> </ul>

## 2. Forestry

Conservation Plan 100-Year Vision: Large tracts of working forests are permanently protected for stable and sustainable production, wildlife habitat, scenic views, ecosystem services, and recreational uses.

The Olympic Peninsula is a great place to grow trees, and the private working forest landscape is a cornerstone of our local economy, landscape, and culture, encompassing approximately 50% of all Jefferson County land in private ownership. Of this forestland, approximately 25% or 50,000 acres have been identified as top priority for protection due to their climate resilience features. Once protected from conversion and development, those working forests can be managed to help provide important economic, ecological, and social benefits to the community in perpetuity.

To date, the Land Trust has helped protect more than 5,500 acres of working forestland. Working forestland conservation projects can take many forms. In their most basic form, the Land Trust helps ensure the forestland is permanently protected from subdivision and development so that the forestry values are retained in perpetuity. In their more restrictive forms, the projects can result in specific forest management restrictions that ensure certain habitat values and other public benefits are retained on the forested property over time, while still allowing certain types of approved timber harvests to take place.

Forest management approaches on Land Trust-owned working forests will be informed by site-specific science, practitioner expertise, and partner guidance, and may include pilot projects to evaluate emerging practices where outcomes are uncertain.

## GROWTH CONSERVATION ACTION:

### ESTABLISH PERMANENT COMMUNITY FORESTS LOCATED NEAR RESIDENTIAL AREAS

Objectives	Outcomes
1. Conduct outreach related to benefits of community forestry	<ul style="list-style-type: none"> <li>• Communities beyond Jefferson County use Chimacum Ridge as a model and inspiration for establishing other community forests</li> <li>• Regional awareness of, and support for, community forestry is increased</li> </ul>
2. Investigate and prepare for expansion of community forestry in east Jefferson County	<ul style="list-style-type: none"> <li>• Increased acreage of forests are managed for community benefits</li> </ul>

## PUBLIC AWARENESS ACTION:

### SUPPORT DEVELOPMENT OF CERTIFIED FOREST PRODUCTS INDUSTRY LOCALLY AND UTILIZE OTHER MARKET INCENTIVES TO PROTECT FOREST LANDS FROM CONVERSION

Objectives	Outcomes
1. Promote local forest products from sustainably managed forests	<ul style="list-style-type: none"> <li>• Access to and interest in local sustainably harvested and milled local wood increases</li> </ul>

## MARKETS AND POLICY ACTION:

### DEVELOP AND IMPLEMENT LANDSCAPE-SCALE FOREST LAND CONSERVATION PROGRAM

Objectives	Outcomes
1. Partner with government entities on sustainable land use priorities that reduce sprawling development and address multiple needs	<ul style="list-style-type: none"> <li>• Land Trust forest conservation priorities are reflected in local growth and development planning</li> </ul>
2. Grow partnerships dedicated to working forest land conservation	<ul style="list-style-type: none"> <li>• Partnerships, like that with North Olympic Land Trust, result in additional working forest acreage restricted from conversion and development</li> <li>• Amount of permanently protected working forestland is increased in Jefferson County</li> </ul>

# CLIMATE CHANGE ACTION:

## PROMOTE THE BENEFITS OF SUSTAINABLE WORKING FORESTS

Objectives	Outcomes
<ol style="list-style-type: none"> <li>1. Increase regional awareness of the importance of improved forest management that enhances carbon sequestration, water retention, and climate change and wildfire resilience of the working forest landscape</li> </ol>	<ul style="list-style-type: none"> <li>• Youth and adult education curriculum, and outreach (e.g., e-news, social media, articles, tours) include sustainable working forest information</li> <li>• Robust partnerships are formed between aligned conservation organizations; federal, state, and local representatives; local collaboratives; and local tribes</li> <li>• Adaptive climate-focused forest management, responsive to changing conditions and evolving research and best management practices, is practiced across all Land Trust working forest properties, and provides a model for other forest managers</li> <li>• Increased education, advocacy, and partnerships are formed around forestry practices that manage for climate resilience and carbon sequestration</li> </ul>
<ol style="list-style-type: none"> <li>2. Expand education and outreach to include applied, hands-on skills development that prepares community members for forest stewardship, restoration, and ecological forestry work, in partnership with schools, workforce programs, and industry partners</li> </ol>	
<ol style="list-style-type: none"> <li>3. Accelerate rate of fundable forest health activities across all protected forested lands</li> </ol>	<ul style="list-style-type: none"> <li>• Increased number of forest health activities are accomplished</li> </ul>

### 3. Agriculture

Conservation Plan 100-Year Vision: A thriving, sustainable agricultural industry is prominent in the local economy, culture, and landscape, and is supported by greater demand for local food.

Agricultural land is one of our most valuable resources. The people living and working on farmland in Jefferson County have a legacy of maintaining and improving the agricultural potential of their properties. This legacy has contributed to the economic development, pastoral views, superior products, and local culture that we rely on, benefit from, and enjoy. Nearly 200 farms are currently operating in the county. Established cropland and pasture currently make up about 3% of all private land in the county, or about 7,000 acres. For such a limited resource, agricultural land plays a profound role in our lives and will become ever more important as our population grows and economies adapt.

To date, the Land Trust has helped protect more than 1,500 acres of working farmland – that’s approximately 21% of privately owned farmland in the county. Like working forestland, working farmland projects can take many forms. The Land Trust can help ensure farmland is permanently protected from subdivision and development so that the agricultural values are retained in perpetuity. Farmland conservation projects can also result in specific land management restrictions that ensure certain habitat values and other public benefits are retained on the farmland property over time.

The pace and location of farmland conservation will remain responsive to landowner interest and opportunity, with the flexibility to act when priority properties become available.

## GROWTH CONSERVATION ACTION:

CONSERVE AGRICULTURAL LANDS WITHIN AND NEAR POPULATION CENTERS, AND MAIN TRANSPORTATION CORRIDORS

Objectives	Outcomes
1. Work with partners to provide information to local farming families about conservation options	<ul style="list-style-type: none"><li>Protected network of farms expands in Center Valley, Beaver Valley, Quilcene, and in priority areas within and around the City of Port Townsend</li></ul>
2. Practice new ways to monitor soil health conditions on protected farmland during monitoring visits	<ul style="list-style-type: none"><li>Soil health conditions are tracked more specifically</li></ul>

## PUBLIC AWARENESS ACTION:

CONNECT AGRICULTURAL LANDS, PRODUCTS, AND PRODUCERS WITH LOCAL POPULATION

Objectives	Outcomes
1. Increase outreach focus on local farmers, and their protected farms, in concert with Jefferson LandWorks Collaborative and other partners	<ul style="list-style-type: none"><li>Community awareness and appreciation of the food security and resilience benefits of farmland conservation and local food production increases</li></ul>

## MARKETS AND POLICY ACTION:

INCREASE OPPORTUNITIES FOR INCENTIVE-BASED FARMLAND CONSERVATION, AND IMPROVE SUPPORT FOR ALL FARMERS

Objectives	Outcomes
1. Build partnerships with local investors, donors, and public programs dedicated to the growth, diversity, and success of local sustainable farms	<ul style="list-style-type: none"><li>Local farmers have increased access to affordable capital</li><li>Local farmland ownership includes more people from historically underserved communities, such as people of color, new farmers, and veterans</li></ul>
2. Increase community-guided Buy-Protect-Sell projects to promote more equitable access to permanently affordable farmland	<ul style="list-style-type: none"><li>More farmland is permanently protected and more affordable</li><li>Pathways to farmland ownership are expanded</li></ul>

Objectives	Outcomes
<p>3. Facilitate the development of permanently affordable farm- and food-system worker housing at Chimacum Commons by bringing land expertise and resources to partnership</p>	<ul style="list-style-type: none"> <li>• Permanently affordable housing supports the agricultural productivity of protected farmland, and supports new and existing farmers</li> <li>• Partnership with Olympic Housing Trust results in permanently affordable housing that benefits the local agricultural sector and helps keep local protected farms operating and successful</li> <li>• Balanced conservation and housing project for community health and resilience is modeled</li> </ul>

## CLIMATE CHANGE ACTION:

### SUPPORT CREATIVE SOLUTIONS TO WATER RESOURCE SCARCITY AND QUALITY FOR HABITAT AND AGRICULTURAL USES

Objectives	Outcomes
<p>1. Work with partners on creative water management improvements related to farmland and habitat values</p>	<ul style="list-style-type: none"> <li>• Strategies that address predicted water quantity and quality, specifically as they relate to the relationship between long-term agricultural viability and fish habitat, are drafted and implemented</li> <li>• Reed-canary grass management in Chimacum Creek is addressed holistically among partners and landowners</li> </ul>

## 4. Community Conservation

Conservation Plan 100-Year Vision: The wild and scenic character of our county is preserved and a network of trail corridors and recreation lands provides abundant access to natural rural areas and connectivity between our towns.

The Conservation Plan includes a “Recreation and Tourism” section that was written to address much of the improvements to quality-of-life work that the Land Trust is engaged in locally. For the purposes of ongoing strategic planning, we have re-named this section “Community Conservation,” which is a term used by the Land Trust Alliance to describe this type of work, and we believe more accurately reflects the objectives ahead of us.

This section of the Conservation Plan addresses the open space component of our mission statement. It’s the open space both in the population centers, and throughout the county — the undeveloped lands that provide the naturally scenic vistas and the natural areas surrounded by urban and residential development — that improve the quality of life of residents and can attract visitors that help sustain the local economy.

Several of the properties protected by the Land Trust are open to the public and provide important recreation opportunities consistent with the Conservation Plan. These lands help the Land Trust create deeper connections between the community and the ecosystem.

In addition to our on-the-ground conservation work, the land trust has also been expanding our educational programs in local schools and our adult education offerings. These programs are essential investments that will help grow a strong lifelong conservation and stewardship ethic in our community, which translates to ongoing support. We currently work in three of the four public school districts offering students outdoor experiences aligned with their

curriculum. The popular *Tidelands to Timberline* adult natural history course we began in 2012 will continue, and additional educational offerings for adults and families are being developed.

## GROWTH CONSERVATION ACTION:

### INCREASE NETWORK OF PERMANENT GREENBELTS WITHIN AND NEAR RESIDENTIAL AREAS

Objectives	Outcomes
<ol style="list-style-type: none"> <li>1. Protect additional priority properties within the Quimper Wildlife Corridor and Lower Chimacum Creek conservation area</li> </ol>	<ul style="list-style-type: none"> <li>• Additional properties are protected along main trail corridors within the Quimper Wildlife Corridor and Cappy’s Trails, and along the Lower Chimacum Creek conservation area</li> </ul>
<ol style="list-style-type: none"> <li>2. Collaborate with the City of Port Townsend to develop and implement new strategies for land protection within and near the boundaries of the Quimper Wildlife Corridor</li> </ol>	<ul style="list-style-type: none"> <li>• Additional legal protections of undeveloped lands that have high conservation values within and near the city limits are established</li> </ul>

## PUBLIC AWARENESS ACTION:

### ENGAGE COMMUNITY STAKEHOLDERS TO INCREASE PUBLIC AWARENESS OF BENEFITS, NEEDS, AND OPPORTUNITIES IN LAND CONSERVATION

Objectives	Outcomes
<ol style="list-style-type: none"> <li>1. Design and implement education programs 1) that are primarily experiential and based on the land, 2) that build local ecological and land literacy and connection to place, and 3) that are accessible to all ages, all communities, and all abilities across east Jefferson County</li> </ol>	<ul style="list-style-type: none"> <li>• Working land stewardship curriculum is implemented through youth and adult education programs</li> <li>• Spring Break Youth Corps is promoted and implemented</li> <li>• Adults, families, and children of all abilities connect with and learn from the land</li> </ul>
<ol style="list-style-type: none"> <li>2. Establish and begin operations of a conservation burial ground and memorial forest through Olympic Wildland Burial Grounds LLC</li> </ol>	<ul style="list-style-type: none"> <li>• A protected site that supports the Land Trust’s mission is used as a conservation burial ground and memorial forest for the community, and a new end-of-life option that serves community needs is available</li> </ul>
<ol style="list-style-type: none"> <li>3. Continue to engage community members and neighbors transparently as Olympic Wildland Burial Grounds develops, prioritizing appropriate siting, clear governance, and alignment with conservation values</li> </ol>	<ul style="list-style-type: none"> <li>• The conservation burial enterprise offers a sustainable path to permanent stewardship and restoration for the land</li> <li>• Community confidence in, and support for, the benefits of this conservation initiative grow</li> </ul>
<ol style="list-style-type: none"> <li>4. Recognize that conservation burial is a new approach for some in our community and commit to implementing this work thoughtfully, respectfully, and in alignment with conservation values</li> </ol>	

Objectives	Outcomes
3. Partner with local health service providers to promote the immediate and long-lasting health benefits of time spent in natural areas	<ul style="list-style-type: none"> <li>Local community awareness of the established health benefits of time spent in natural areas increases</li> <li>Established partnerships with healthcare providers, Jefferson County Health Dept., and insurers promote outdoor activities as an important component of everyday health</li> <li>More health service professionals are aware of local natural areas with appropriate public access</li> </ul>
4. Update the public access policies and practices for preserves and improve the infrastructure at preserves to increase accessibility where appropriate	<ul style="list-style-type: none"> <li>Public access opportunities on preserves fully reflect the values of the organization</li> <li>Access management approach balances public benefit with stewardship capacity and wildlife uses, including prioritization of high-use sites, coordination with partners on safety and enforcement, and use of volunteers, signage, and design to reduce operational strain</li> </ul>

## MARKETS AND POLICY ACTION:

IDENTIFY AND PROTECT SCENIC AND CULTURAL LANDSCAPE FEATURES THAT HELP MAINTAIN THE WILD AND NATURALLY SCENIC CHARACTER OF OUR COUNTY AND ATTRACT VISITORS FROM AROUND THE WORLD

Objectives	Outcomes
1. Grow partnerships dedicated to working forest conservation	<ul style="list-style-type: none"> <li>More sustainably managed working forests with high-scenic and recreation values are protected throughout the county</li> </ul>

## CLIMATE CHANGE ACTION:

EXPAND TRAIL CORRIDOR NETWORK TO INCREASE CONNECTIVITY BETWEEN TOWNS AND RECREATION AREAS

Objectives	Outcomes
1. Maintain spatial conservation planning efforts focused on climate resilience, and increase use of, and access to, available data	<ul style="list-style-type: none"> <li>Spatial conservation planning focuses community conservation acquisition and partnership priorities on those lands predicted to most likely support community quality-of-life resilience, including non-motorized trail connectivity</li> </ul>
2. Partner with local and regional nonprofits on connecting communities with non-motorized transportation options	<ul style="list-style-type: none"> <li>Pace of non-motorized transportation infrastructure planning and implementation increases</li> </ul>

## 5. Organizational Health and Perpetuity

**ORGANIZATIONAL VISION:** Jefferson Land Trust is a strong, resilient, and effective organization, well-managed and well-equipped to meet the conservation challenges of our times.

As we look to the future, our ability to thrive depends not only on what we do on the land, but also on how we function as an organization. Strong internal systems, sustainable funding, and thoughtful leadership will allow Jefferson Land Trust to adapt to changing times while staying grounded in our mission. Organizational health is essential to the Land Trust’s ability to steward conserved lands, meet partner commitments, manage risk, and deliver lasting conservation outcomes. This section outlines our goals to enhance financial and institutional resilience — ensuring we remain a trusted, effective, and enduring force for conservation in our region.

### 5.1 – FINANCIAL SECURITY AND RESILIENCE

The strength of our mission depends on the strength of our financial foundation. Financial sustainability supports the Land Trust’s ability to respond to time-sensitive conservation opportunities, steward protected lands over the long term and remain a dependable partner regardless of short-term funding fluctuations. To meet the challenges ahead and be able to make the most of opportunities as they arise, we must grow and diversify our revenue, build reserves, and develop innovative structures that support long-term financial health. By investing in relationship-based fundraising, expanding board engagement, and building the Forever Fund Operating Endowment, we aim to create lasting financial resilience that supports all facets of our work.

#### Goal A: Budget and assets are increased in support of organizational objectives

Objectives	Outcomes
1. Increase annual revenues to meet the core operating needs of the Land Trust	<ul style="list-style-type: none"> <li>Organizational capacity keeps pace with opportunities as they arise and quality staff members are retained</li> <li>Relationship-driven individual annual giving increases and legacy giving is supported by board advocacy</li> </ul>
2. Increase operating reserves to at least 12 months plus contingency for financial unknowns	<ul style="list-style-type: none"> <li>A robust rainy-day fund is in place to strengthen operational resilience</li> </ul>
3. Monitor and respond to economic, political, and societal changes as they affect our mission, finances, and capacity	<ul style="list-style-type: none"> <li>The Land Trust is a proactive organization that anticipates and mitigates external challenges</li> </ul>
4. Grow the Forever Fund Operating Endowment to \$9M (primarily through the launch of a Legacy Giving program) so that the annual distribution covers at least 20% of the organization’s annual operating costs	<ul style="list-style-type: none"> <li>The Land Trust experiences increased fundraising efficiency and enhanced predictability of funding</li> </ul>
5. Increase the Land Trust’s Flexible Opportunity Fund to \$2.5M through the growth of a major gifts program that builds on relationships initiated in the <i>Look to the Land</i> capital campaign	<ul style="list-style-type: none"> <li>Robust amount of liquid capital is available for time-sensitive projects or projects for which grant funding is not likely to be available</li> </ul>

Objectives	Outcomes
6. Further diversify our funding sources, focusing on the cultivation of business and foundation relationships, and the addition of special fundraising experiences, to complement our individual major gift fundraising	<ul style="list-style-type: none"> <li>The organization can weather the loss of any one funder</li> </ul>
7. Expand board giving capacity and provide the tools board members need to be effective ambassadors	<ul style="list-style-type: none"> <li>Major giving to the organization is led by the board, inspiring community confidence</li> </ul>
8. Grow the Land Trust’s Stewardship Fund to the board-recommended, and Land Trust Alliance-suggested, level	<ul style="list-style-type: none"> <li>Stewardship fund generates necessary income to support all costs associated with annual stewardship obligations</li> </ul>
9. Evaluate major program expansions based on long-term financial sustainability, stewardship capacity, and alignment with core mission priorities	<ul style="list-style-type: none"> <li>The organization’s program expansion is deliberate, measured, sustainable, and mission-driven</li> </ul>
10. Prioritize partnerships, like that with North Olympic Land Trust, and cost-sharing where appropriate, to extend impact without overextending staff or resources	<ul style="list-style-type: none"> <li>The organization’s programs are efficient and sustainable</li> </ul>

**Goal B: Olympic Wildland Burial Grounds and Chimacum Ridge Community Forest are financially self-sustaining by 2030 (without competing with Jefferson Land Trust’s core fundraising efforts)**

Objectives	Outcomes
1. Each nonprofit LLC (Olympic Wildland Burial Grounds/Chimacum Ridge Community Forest) develops a five-year pro-forma and business plan	<ul style="list-style-type: none"> <li>Each nonprofit LLC has a road map to financial independence by 2030</li> </ul>
2. Each nonprofit LLC (Olympic Wildland Burial Grounds/Chimacum Ridge Community Forest) develops a budget, work plan, and business plan as part of the annual planning process, and sets earned-revenue goals	<ul style="list-style-type: none"> <li>Each nonprofit LLC has a short-term, actionable plan to reach interim milestones</li> <li>Nonprofit LLCs focus on earned revenue as a primary driver of sustainability</li> </ul>

Objectives	Outcomes
<p>3. Each nonprofit LLC (Olympic Wildland Burial Ground/Chimacum Ridge Community Forest) develops or adopts policies and practices for fundraising for the nonprofit LLCs that are consistent with Jefferson Land Trust and Land Trust Alliance standards, establishing fundraising goals and responsibilities as part of their annual work plans</p>	<ul style="list-style-type: none"> <li>• Fundraising for the nonprofit LLCs complies with the highest ethical and legal standards</li> <li>• Fundraising efforts between Jefferson Land Trust and its nonprofit LLCs are coordinated and aligned for maximum reach and efficiency</li> </ul>

## 5.2 - INSTITUTIONAL CAPABILITY

Behind every successful conservation effort is a dedicated team of board and staff members working in alignment with community accountability and values. To sustain and grow our impact, Jefferson Land Trust must support its internal leadership, expand its governance capacity, nurture its staff members, and remain responsive to the evolving needs of the organization and the communities we serve. By investing in board and staff development, succession planning, and broader community engagement, we will continue to build an institution capable of protecting and stewarding land – and relationships – for generations to come.

Staffing decisions will be guided by long-term stewardship needs, workload sustainability, and the organization’s ability to meet commitments to landowners, partners, and the public.

### Goal A: Create continuity in organizational leadership and expertise

Objectives	Outcomes
<p>1. Develop a succession plan for board and senior management staff members, especially the Executive Director (planned and unplanned departures) that are focused on maintaining continuity in stewardship, partner relationships, and institutional knowledge across key staff and leadership roles</p>	<ul style="list-style-type: none"> <li>• Jefferson Land Trust can adapt quickly to staff and board changes to ensure smooth transitions and minimal disruptions to workflow and operational oversight</li> </ul>
<p>2. Monitor and respond to economic, political, and societal changes as they affect our mission, finances, and capacity</p>	<ul style="list-style-type: none"> <li>• Financial contingency plans and tools are analyzed to ensure intentional actions rather than knee-jerk reactions</li> </ul>
<p>3. Evaluate and strengthen compensation, benefits, and workplace policies annually, to be one of the best employers in the county</p>	<ul style="list-style-type: none"> <li>• Jefferson Land Trust remains a competitive and values-aligned employer within the conservation field</li> </ul>
<p>4. Foster a healthy, diverse, inclusive, consensus-oriented, and flexible work culture, while ensuring staff members have the resources they need</p>	<ul style="list-style-type: none"> <li>• Strong staff retention due to a work environment that supports wellbeing, collaboration, and professional excellence</li> </ul>

Objectives	Outcomes
5. Increase board and staff engagement with the Washington Association of Land Trusts and the Land Trust Alliance	<ul style="list-style-type: none"> <li>• Staff and board learn and grow from developments in the conservation movement and issues facing Land Trusts in particular</li> </ul>
6. Encourage board members to be the “eyes and ears” for external trends that may affect the Land Trust and to represent community priorities and interests in our work	<ul style="list-style-type: none"> <li>• A relevant and connected board is in service to the organization and the community</li> </ul>
7. Maintain regular access to, and pattern of, staff training	<ul style="list-style-type: none"> <li>• Confident and capable staff support the practical needs and intentions of the organization</li> </ul>

### Goal B: Board members meet the strategic needs of the organization as it grows

Objectives	Outcomes
1. Recruit new board members with a cross-section of skills and perspectives needed to enhance the functioning of each of the boards	<ul style="list-style-type: none"> <li>• Each board is built upon a strong foundation of deep knowledge and expertise</li> </ul>
2. Recruit board members who reflect our values of service to the community and are accountable to our mission; who are exceptional ambassadors and active community leaders; who represent diverse communities and backgrounds; and who bring a good cross-section of the skills, perspectives, and resources needed to enhance the functioning of each board	<ul style="list-style-type: none"> <li>• Jefferson Land Trust and its subsidiaries are led by exceptional community members who embrace the organizational values, and who are committed, passionate, and effective</li> </ul>
3. Enhance board engagement and camaraderie through effective onboarding, training (leadership, facilitation, etc.), education, in-person meetings, social gatherings, and mentorship of new board members	<ul style="list-style-type: none"> <li>• Jefferson Land Trust and its subsidiaries have engaged, well-informed, and connected boards</li> </ul>

### Goal C: The organization is fully staffed, based on conservation and financial objectives, and staff continuity is sustained as capacity grows

Objectives	Outcomes
1. Add stewardship staff or field crews to manage increased acreage under Jefferson Land Trust ownership and management	<ul style="list-style-type: none"> <li>• The Land Trust effectively manages increased acreage under its protection</li> </ul>

Objectives	Outcomes
2. Add stewardship staff to manage increased conservation easement responsibilities	<ul style="list-style-type: none"> <li>The Land Trust effectively stewards rights and obligations associated with conservation easement holdings</li> </ul>
3. Increase communications capacity to generate new content across platforms	<ul style="list-style-type: none"> <li>Effective outreach to and engagement with a diverse and younger demographic, builds future supporter pipeline</li> </ul>
4. Add a Conservation Assistant to support project management	<ul style="list-style-type: none"> <li>Conservation team is prepared for staff succession, and expands scope of project management</li> </ul>
5. Add a Paralegal to the staff	<ul style="list-style-type: none"> <li>The organization reduces legal costs for outside counsel, efficient drafting of legal documents, and centralized management of contracts</li> </ul>
6. Add a Volunteer Coordinator to the staff	<ul style="list-style-type: none"> <li>The Land Trust centralizes management of and increased retention of volunteers</li> </ul>
7. Add a Major Gifts Officer to the staff	<ul style="list-style-type: none"> <li>The Land Trust prioritizes increased care of major donors leading to sustained increased giving</li> </ul>
8. Add a Financial Assistant to the staff	<ul style="list-style-type: none"> <li>The Land Trust enjoys comprehensive support of the financial team and subsidiary LLCs, and prepares for staff succession</li> </ul>

## Goal D: The positive reputation of the organization is strengthened

Objectives	Outcomes
1. Increase public awareness of the Land Trust's mission, impact, and opportunities for engagement through strategic communications and storytelling, and community surveys	<ul style="list-style-type: none"> <li>Compelling stories about conservation successes, community accountability and impact, and partner collaboration are regularly shared through digital, print, and earned media</li> <li>Media coverage and public speaking engagements reflect strong brand identity and community relevance</li> <li>Strategic use of social media, video, and email marketing expands reach to younger, more diverse and audiences specifically underrepresented in conservation initiatives historically</li> <li>Supporter base grows in size and engagement across multiple platforms</li> </ul>

Objectives	Outcomes
2. Recruit and engage an Advisory Council that can share wealth, wisdom, and influence to further the mission of Jefferson Land Trust	<ul style="list-style-type: none"> <li>• Organization is guided by sage, community-based advice</li> <li>• A robust pipeline of potential board members and major supporters is established</li> <li>• Board emeriti remain engaged</li> </ul>
3. Further develop contacts from beyond our local area to expand our reach	<ul style="list-style-type: none"> <li>• The Land Trust successfully taps a wider reservoir of support and expertise that is in touch with how the Land Trust works</li> </ul>
4. Expand outreach through effective use of social media platforms	<ul style="list-style-type: none"> <li>• Engagement with a younger audience is achieved</li> </ul>
5. Engage and educate constituents across all economic and social strata	<ul style="list-style-type: none"> <li>• The Land Trust is an inclusive organization that benefits the entire community</li> </ul>
6. Enhance board presence throughout the community as representatives and supporters of the Land Trust	<ul style="list-style-type: none"> <li>• The Land Trust has a responsive board leadership team connected to the needs of the community</li> </ul>
7. Monitor and respond to economic, political and societal changes as they affect our mission, finances, and capacity	<ul style="list-style-type: none"> <li>• The Land Trust has a proactive management team that protects and maximizes use of available resources</li> </ul>

## Goal E: Camaraderie between board and staff is maintained and enhanced

Objectives	Outcomes
1. Board members engage with staff through conservation site visits, monitoring visits, work parties, and/or fundraising and community tabling events	<ul style="list-style-type: none"> <li>• There is a shared understanding between a strong, integrated, and aligned staff and board</li> </ul>
2. Board and staff members abide by the organizational code of conduct	<ul style="list-style-type: none"> <li>• The Land Trust has a respectful, functional workplace where all voices are heard</li> </ul>

## Goal F: Jefferson Land Trust and subsidiaries are well integrated

Objectives	Outcomes
1. Jefferson Land Trust showcases the success of its subsidiaries	<ul style="list-style-type: none"> <li>• Successes of parent and subsidiary projects reflect on parent organization and advance connected efforts</li> </ul>

Objectives	Outcomes
2. Integrate Jefferson Land Trust and subsidiary boards through joint leadership meetings and membership on the Land Trust’s Executive Committee	<ul style="list-style-type: none"> <li>• Between the Land Trust and its subsidiaries, there exists aligned strategic direction and work planning that does not duplicate efforts</li> </ul>
3. Jefferson Land Trust subsidiaries develop guidelines for assuring subsidiary policies are consistent with those of Jefferson Land Trust	<ul style="list-style-type: none"> <li>• Conflict between operating procedures is eliminated, and LLCs equally integrate organizational values</li> </ul>

## Goal G: The Land Trust has capable and up-to-date data and technology systems

Investments in systems and technology will prioritize protecting donor and landowner trust, improving responsiveness and service, strengthening compliance and data security, and reducing operational risk.

Objectives	Outcomes
1. Develop a technology plan that addresses cybersecurity, file management and backup, collaborative software, and social media	<ul style="list-style-type: none"> <li>• The organization enjoys increased efficiency and proactive risk management</li> </ul>
2. Identify combined technology/conservation projects that allow the Land Trust to seek grant funding from non-traditional (technology) sources	<ul style="list-style-type: none"> <li>• The organization’s base of support expands to tap technology sources</li> </ul>
3. Maximize efficient use of technology	<ul style="list-style-type: none"> <li>• The organization works at optimal efficiency and capacity</li> </ul>
4. Increase accessibility of protected lands information for staff and board	<ul style="list-style-type: none"> <li>• Dashboard-level spatial and other information is available easily to all staff and board members</li> </ul>

Together, these organizational investments ensure that Jefferson Land Trust can continue protecting land while meeting its enduring stewardship responsibilities to the community and future generations.



## **Appendix 1 - Community Input**

# What We Heard from the Community – and How It Shaped the Final Plan

Over the past several months, Jefferson Land Trust invited community input on our draft 2026-2030 Strategic Plan through a public survey, in-person conversations, and online interviews. **More than 250 community members** participated, including donors, volunteers, partners, landowners, and local residents.

We are deeply grateful for the time, care, and thought reflected in this feedback. Below is a summary of what we heard most clearly – and how it influenced the final strategic plan.

## What We Heard

### 1. Preventing land conversion is the defining challenge

Across surveys and interviews, the strongest shared concern was development pressure from rising land values, rezoning, population growth, and climate migration. Community members consistently emphasized the importance of:

- Keeping working lands working
- Keeping forests forested
- Keeping natural areas natural

There is broad agreement that Jefferson Land Trust's core role – strategic land protection – remains essential and urgent.

### 2. Habitat protection and connectivity are the top priorities

Habitat and biodiversity ranked as the highest priority in the community survey. Respondents strongly support:

- Protecting and connecting key habitat areas
- Conserving wildlife corridors (especially the Quimper Wildlife Corridor and Cappy's Trails)
- Ensuring habitat priorities are reflected in local land-use planning

### 3. Working lands matter – when they support resilience and livelihoods

Community members expressed strong support for:

- Working forests managed for ecological health and economic viability

- Farmland conservation that supports local food systems, water, and habitat
- Climate-resilient land management practices

At the same time, respondents emphasized realism: farmland and forest opportunities arise when landowners are ready, and conservation must be economically and operationally viable.

### 4. Education and access are valued – especially when hands-on and inclusive

There is broad support for education, trails, and public access, particularly when programs:

- Are experiential and place-based
- Engage youth and adults
- Build real skills for stewardship and land care

Some partners cautioned against program expansion without clear purpose or funding, urging focus on education that strengthens stewardship capacity.

### 5. Organizational strength is essential – even if it's not always visible

While “organizational health” ranked lower in the survey than on-the-ground conservation outcomes, many interviewees were clear:

***“If the organization isn't strong, everything else is just words.”***

People emphasized the importance of:

- Stewardship capacity
- Financial sustainability
- Leadership continuity and succession planning
- Avoiding overextension as programs grow

### 6. Language and clarity matter

Several respondents noted that terms like “resilience” and “climate-smart” can feel vague without clear definition. They asked for more plain language and specificity.

# How We Reflected this Input in the Final Plan

In response to community feedback, the final 2026-2030 Strategic Plan:

## 1. Reaffirms land protection as our core mission

The plan keeps habitat, connectivity, and preventing land conversion at its center, with particular emphasis on priority corridors and working landscapes.

## 2. Strengthens our role in shaping land-use decisions

The plan clarifies Jefferson Land Trust's role in working with local governments and partners to ensure conservation priorities are reflected in comprehensive plans, zoning, and implementation tools — without becoming a generalized advocacy organization.

## 3. Clarifies what we mean by “resilience”

We added clear definitions of ecological, community, and organizational resilience to reduce jargon and increase accountability.

## 4. Aligns education with stewardship capacity

The plan now explicitly includes hands-on, applied skills development — especially in forestry and land stewardship — as a strategic education priority, in partnership with schools, workforce programs, and industry partners.

## 5. Acknowledges limits and sets guardrails

We added language committing the organization to:

- Pace program growth responsibly
- Prioritize stewardship of existing lands
- Expand programs only when funding, staffing, and partnerships are in place

This reflects both community ambition and fiduciary responsibility.

## 6. Strengthens commitments to partnership

The plan clarifies intentions around:

- Regular dialogue with Tribal partners
- Deeper collaboration with conservation organizations, agencies, and working-lands partners
- Transparent engagement with communities on complex initiatives, including conservation burial

## Our Commitment Going Forward

The final 2026-2030 Strategic Plan reflects a shared desire to:

- Protect the lands that define East Jefferson County
- Support people, livelihoods, and ecosystems together
- Act boldly, but responsibly
- Build an organization strong enough to steward these places for generations

We are grateful for the trust placed in us and remain committed to listening, learning, and adapting as this plan is implemented.



*An American Dipper at the Land Trust's Snow Creek Estuary Preserve by Heather Johnson.*



*Est. 1989*

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*Helping the community preserve open  
space, working lands, and habitat forever.*

