Land Trust Accreditation Impact Evaluation

Analysis of Land Trust Census Data: Staff-Segment-Level

March 5, 2018

Overview of Document

- Summary
- Segments
- Public Confidence*
    - Operating Budgets
    - Volunteers
    - Acres Conserved
- Permanence
    - Permanence Endowments

*Note that resource constraints limited our ability to conduct a segment analysis for each of the factors assessed in the main analysis

Summary

Purpose and Approach

One critical question about the results of the data analysis is whether particularly large land trusts drove the substantial average gains by ALTs between 2005 and 2015

This appendix probes deeper into the data analysis, examining the data by land trust size

In particular, land trusts are grouped by their 2005 size-segment, and the analysis explores how each segment fared between 2005 and 2015, when land trusts entered and experienced the era of accreditation

The segment definitions are:

Segment A = <1 FTE
Segment B = 1-4 FTE
Segment C = 5-9 FTE
Segment D = 10+ FTEs

These definitions were established in 2008 for a longitudinal analysis of land trusts conducted as part of the development of a services strategy for the Land Trust Alliance. They have been used consistently since then to assess impacts of land trust excellence programs

Four areas of performance were reviewed: budgets, volunteers, acres conserved, and permanence endowments (stewardship and legal defense)

Key Results

1. Across 15 of 16 possibilities (4 segments, 4 metrics) ALTs had higher figures on average than EBNAs in 2015. Only for acres conserved were Seg D EBNAs higher than Seg D ALTs (by 3.4%)

2. From 2005 to 2015, ALTs exhibited greater gains than EBNAs across

- 4 of 4 segments for operating budgets
- 3 of 4 for volunteers
- 3 of 4 for acres conserved
- 3 of 4 for permanence endowments

3. Of particular note are:

- Comparable gains in acres conserved by Seg D EBNAs and ALTs, but much stronger gains in acres conserved by Seg A, B, and C ALTs
- Very high concentration of acres conserved among the top 5 Seg D EBNAs (95% of Seg D EBNAs) compared with the top 5 ALTs (56%)
- Striking weakness in the size of permanence endowments among EBNAs compared to ALTs, and especially among the very largest land trusts (Seg D)
- The proportion of small EBNAs (Seg A) without a permanence endowment (28%) as compared to small ALTs (4%)
- The dramatic increase in volunteers engaged by Seg D ALTs compared to EBNAs

Discussion

Generally speaking, it cannot be asserted that the relatively stronger average performance of ALTs as compared to EBNAs between 2005 and 2015 outlined in the main data analysis was caused by a few very large ALTs

Across most size-segments, for most of the indicators examined in this supplementary analysis, ALTs outgained EBNAs

Also, as noted in the main analysis, it does not appear that accreditation inhibited the development of ALTs. It may well be the case that accreditation made certain concrete contributions that helped foster organizational development. And it also could be the case that the traits that cause a land trust to seek accreditation, in general, contribute to their growth

It certainly appears from this analysis that seeking and gaining accreditation seems to have contributed to considerable cross-segment gains in making provisions for permanence among ALTs. The weakness among EBNAs, especially in the largest segment, is a surprise and perhaps even something of a concern

Segmentation

Discussion

As noted in the summary, the segmentation employed in this analysis was established in 2008 as part of the development of a services strategy for the Land Trust Alliance. The segments are based on more than 90 interviews to better understand how land trusts develop, and a longitudinal analysis of changes in land trusts between 1990 and 2005. They have been used consistently since then to assess impacts of land trust excellence programs

We placed land trusts in their 2005 segments for the purposes of this analysis, because we want to better understand how land trusts in each segment changed as they entered the era of accreditation

The composition of the two cohorts – ALTs and EBNAs – are not evenly balanced: 72% of EBNAs have <1 FTE; while 72% of ALTs have 1 or more FTEs

However, we are focused here on the segments within the cohorts, not on the cohorts themselves

So, while EBNAs contain a larger portion of small land trusts, there are sufficient numbers of land trusts within both the EBNA and ALT cohorts to facilitate fairly robust segment-by-segment comparisons

Segmentation Used For Analysis

Cohort	Segment	# Land Trusts	% Total
ALT			
	A	91	28%
	B	141	44%
	C	51	16%
	D	40	12%
Total		323	100%
EBNA			
	A	388	72%
	B	97	18%
	C	29	5%
	D	22	4%
Total		536	100%

A= <1.0 FTE
B= 1-4 FTE
C= 5-9 FTE
D= 10+ FTE

Source: Land Trust Census 2005 and 2015; Consultant analysis

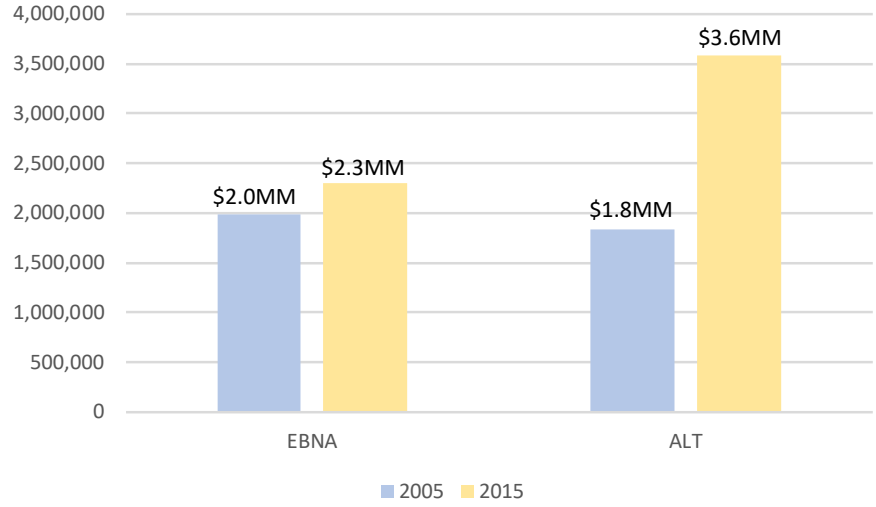
Public Confidence

Public Confidence – Operating Budgets

Larger Land Trusts *(5+ staff; Segments C & D)*

Roughly similar in size in 2005, larger ALTs nearly doubled their operating budgets, while larger EBNAs grew budgets by approximately 16%

Operating Budgets of Larger Land Trusts, 2005 and 2015 *(average/LT)*



Segment-By-Segment Comparison *(See next page)*

This pattern is repeated for every segment

Roughly similar in size in 2005, Segment D ALTs now have budgets that are 45% larger than EBNAs

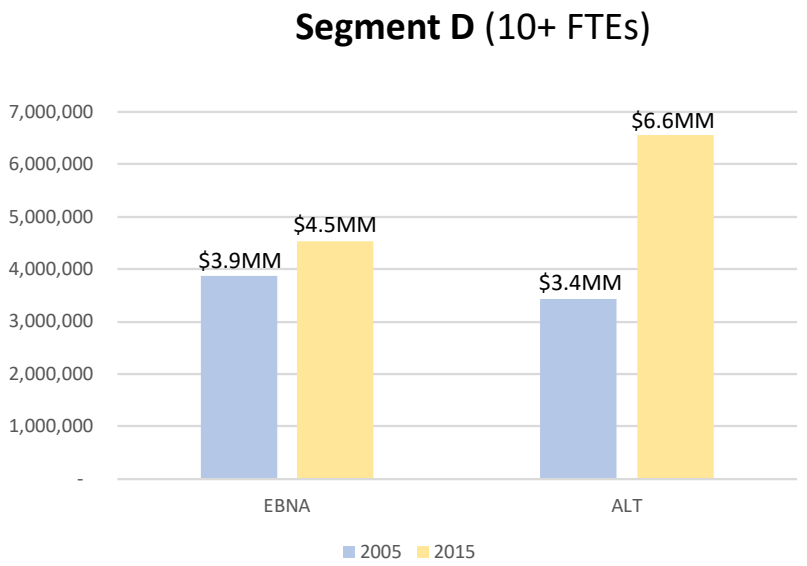
Roughly similar in size in 2005, Segment C ALTs now have budgets that are twice the size of EBNAs

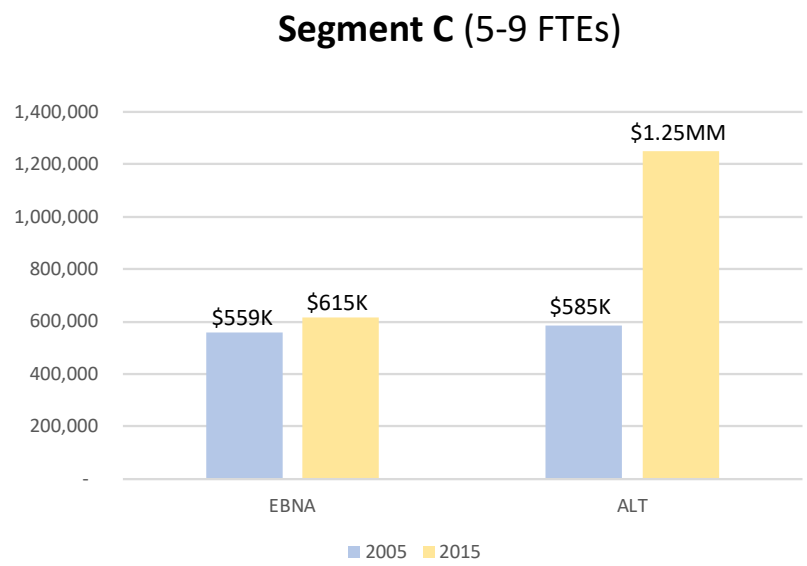
Roughly 50% larger on average in 2005, Segment A ALTs now have budgets nearly 3x the size of their EBNA counterparts

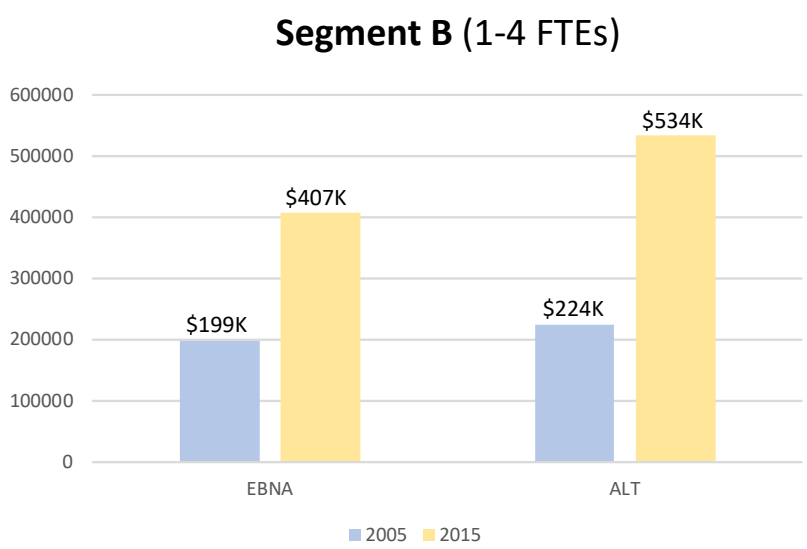
Only in Segment B was average EBNA budget growth in the range of that for ALTs (105% v. 114%)

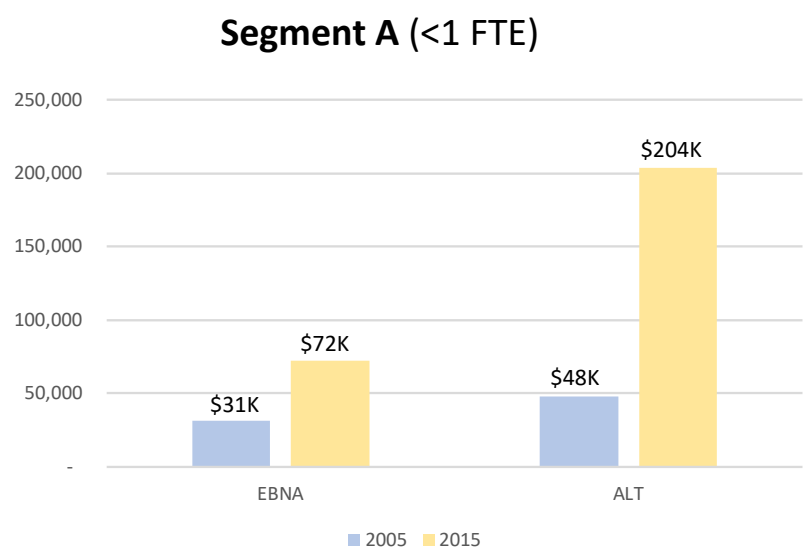
Source: Land Trust Census 2005 and 2015; Consultant analysis

Public Confidence – Operating Budgets









Source: Land Trust Census 2005 and 2015; Consultant analysis

Public Confidence – Volunteers

Larger Land Trusts *(5+ staff; Segments C & D)*

The average ALT w/5+ staff had 50% more volunteers than the average EBNA in 2015, even though it had nearly 30% fewer volunteers in 2005

The average larger ALT added 8X the number of volunteers as the average EBNA (369 v 46)

Larger ALTs became much more engaged with volunteers over the period

Segment-By-Segment Comparison *(See next page)*

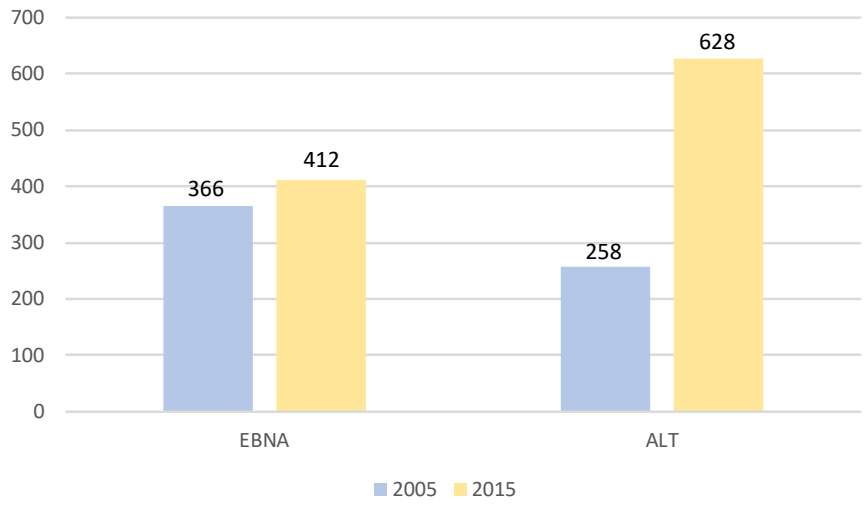
Seg D ALTs had about half as many volunteers as Seg D EBNAs in 2005, but now have 50% more. Seg D EBNAs added no volunteers, on average, over a 10 year period (there were as many new volunteers as volunteers lost)

EBNA segment C LTs added more volunteers on avg than ALT Seg Cs, but ALT Seg Cs still had about a third more volunteers on average in 2015

Segment B change was comparable

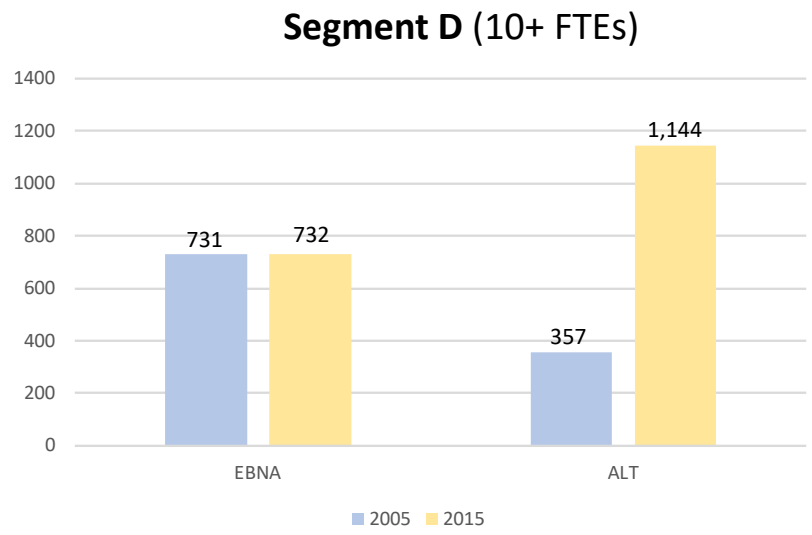
While EBNAs in Segment A doubled the number of volunteers on average, ALTs more than tripled them

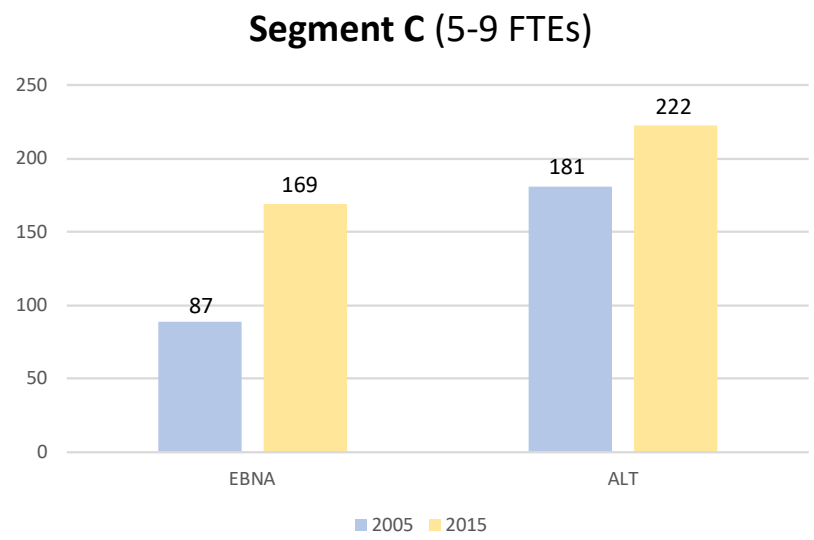
Volunteers Engaged by Larger Land Trusts, 2005 and 2015 *(average/LT)*

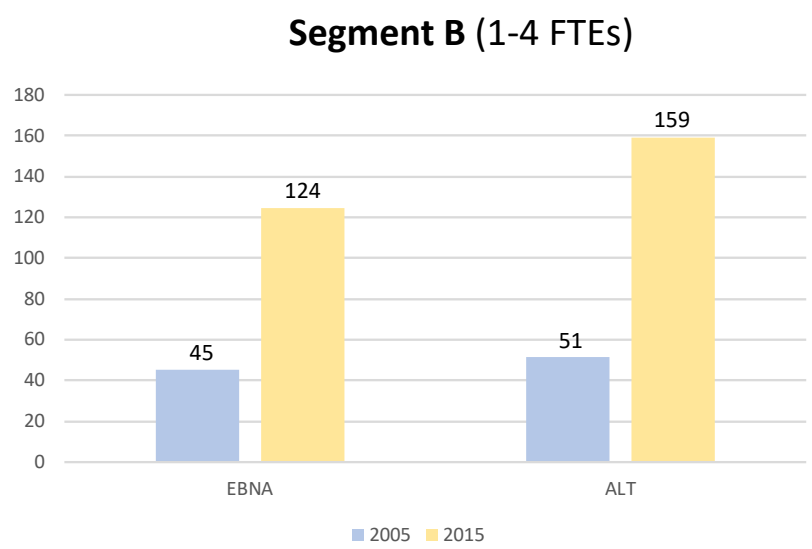


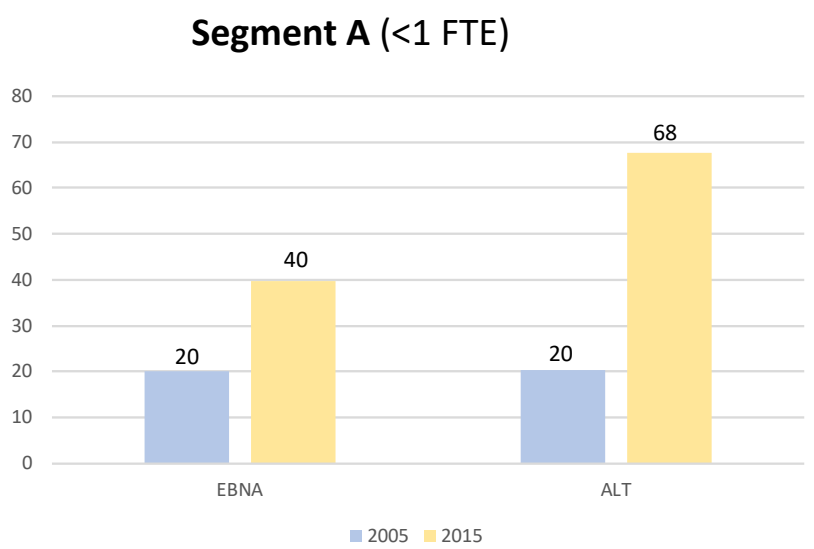
Source: Land Trust Census 2005 and 2015; Consultant analysis

Public Confidence – Volunteers









Source: Land Trust Census 2005 and 2015; Consultant analysis

Public Confidence – Acres Conserved

Larger Land Trusts *(5+ staff; Segments C & D)*

The average acres conserved by ALTs increased by about three quarters, as compared to about a half (45%) for EBNAs. ALTs and EBNAs conserved comparable amounts of land as of 2015

However, this varied considerably between Segment C (5-9FTE) and Segment D (10+). (See below)

Segment-By-Segment Comparison *(See next page)*

While Segment D land trusts added comparable amounts of land, Segment C ALTs added many more acres on average over the period

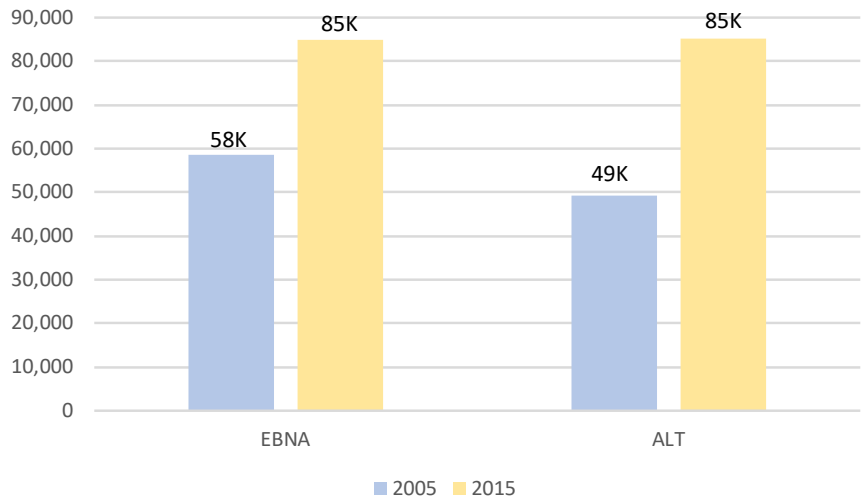
In fact, in every segment beyond Segment D, ALTs added more acres on average than EBNAs

Segment C ALTs surpassed EBNAs on average by 2015, even though they had conserved 43% fewer acres on average in 2005

While roughly similar to Segment B EBNAs in acres conserved in 2005 (ALTs had protected 21% more), Segment B ALTs had conserved 42% more acres by 2015

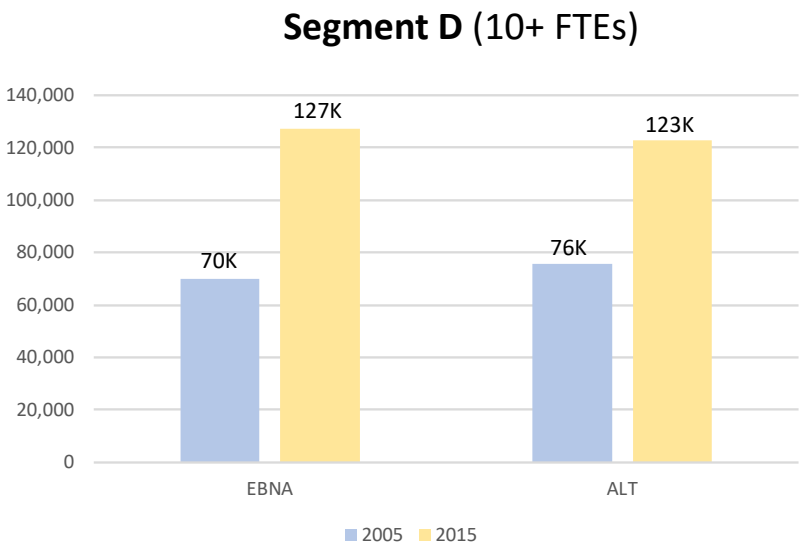
Seg A EBNAs tripled acres conserved, but Seg ALTs nearly quadroupled protected acres

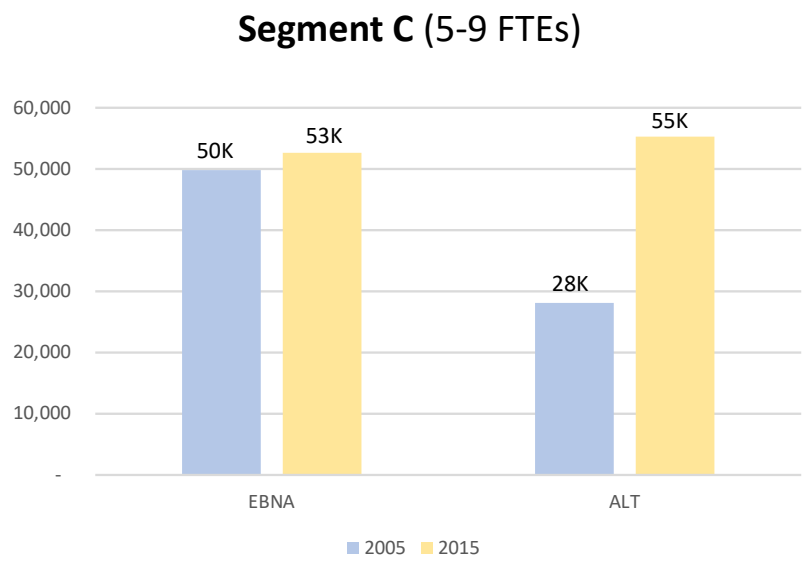
Acres Conserved by Larger Land Trusts, 2005 and 2015 *(average/LT)*

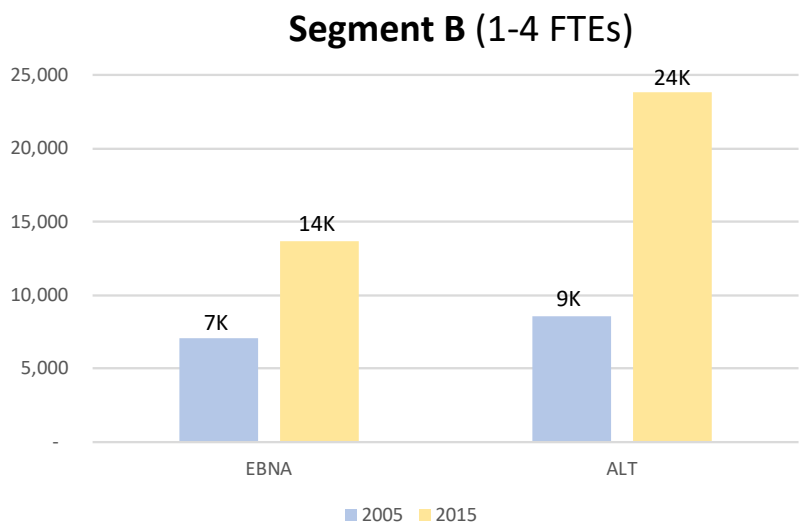


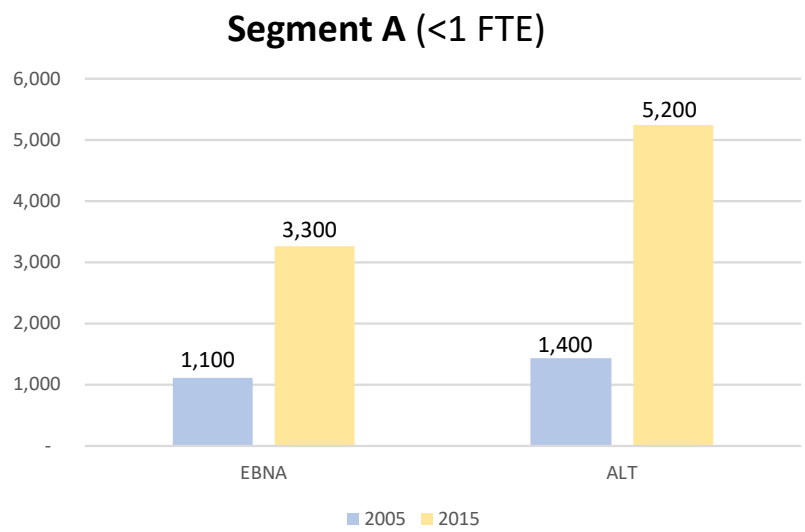
Source: Land Trust Census 2005 and 2015; Consultant analysis

Public Confidence – Acres Conserved









Source: Land Trust Census 2005 and 2015; Consultant analysis

Public Confidence – Acres Conserved

Segment D *(10+ FTE)*

The change in acres conserved by very large land trusts was much more concentrated in the largest land trusts in this segment for EBNAs than for ALTs

The top 5 ALTs in Seg D accounted for a little more than half (56%) of all the new acres conserved by all ALTs in Segment D between 2005 and 2015

While the top 5 EBNAs in Seg D were responsible for 95% of new acres conserved by Seg D EBNAs

The average change in acres conserved for the top 5 ALTs was about 9x that of the rest of Seg D ALTs

While the average change in acres conserved for the top 5 EBNAs was about 64x that of the rest of Seg D EBNAs

Other Metrics – Segment D Only

	Top 5	Rest	Total	Ratio
ALT				
Chg-Acres	1,055,259	830,146	1,885,405	
% tot	56%	44%		
# LTs	5	35	40	
Avg Chg/LT	211,052	23,718	47,135	8.9
Med chg			14,239	
EBNA				
Chg-Acres	1,197,353	63,706	1,261,059	
% tot	95%	5%		
# LTs	5	17	22	
Avg Chg/LT	239,471	3,747	57,321	63.9
Med chg			2,020	

Source: Land Trust Census 2005 and 2015; Consultant analysis

Permanence

Permanence – Permanence Endowments

Larger Land Trusts *(5+ staff; Segments C & D)*

Among the larger land trusts (5+ staff), ALTs grew their permanence endowments at 3x the rate of EBNAs, and their average endowment in 2015 was 6x that of larger EBNAs

Segment-By-Segment Comparison *(See next page)*

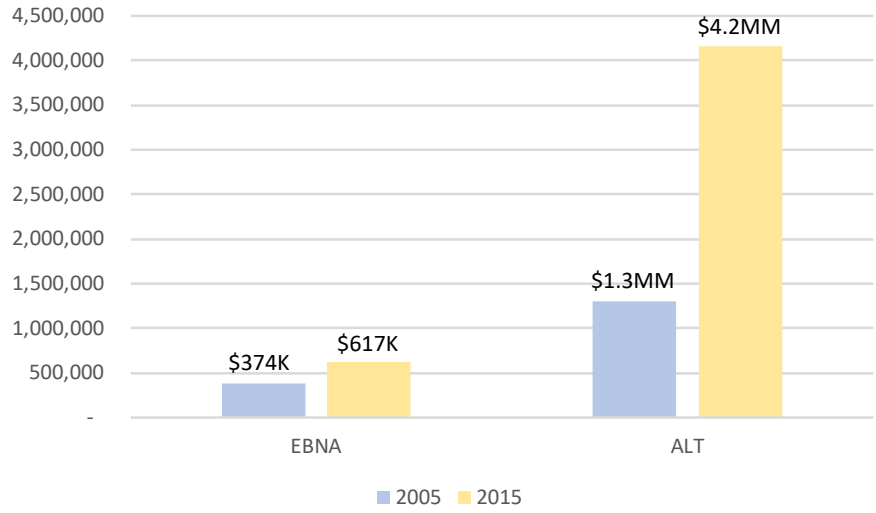
The very largest ALTs (Segment D) have permanence endowments that are more than 9x the size of the average very large EBNA

Large ALTs (5-9 staff), have permanence endowments that are roughly 4x the size of the comparably-sized EBNA

Segment B EBNAs grew their p-endowments more than ALTs, on average between 2005 and 2015, however, ALT endowments were still twice as large in 2015

The endowments of the smallest ALTs (<1 FTE) grew nearly 50% faster than for EBNAs, and were more than 4x as large in 2015, on average

Permanence Endowments of Larger Land Trusts, 2005 and 2015 *(average/LT)*

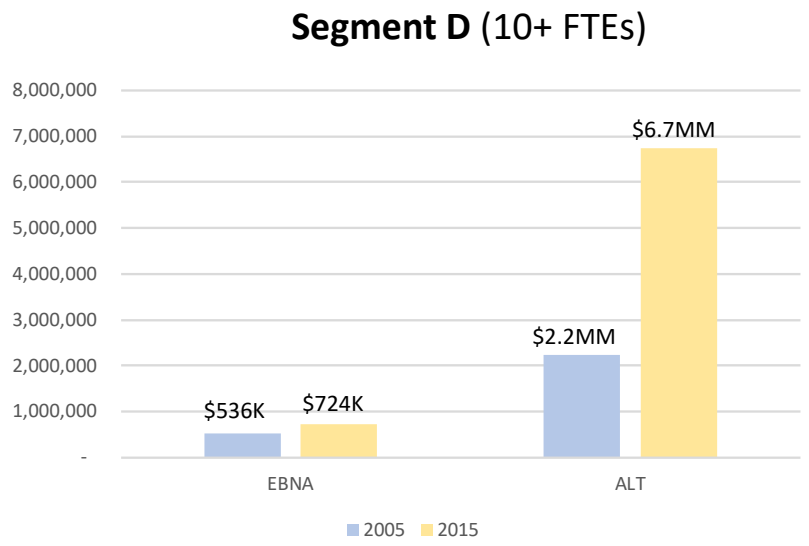


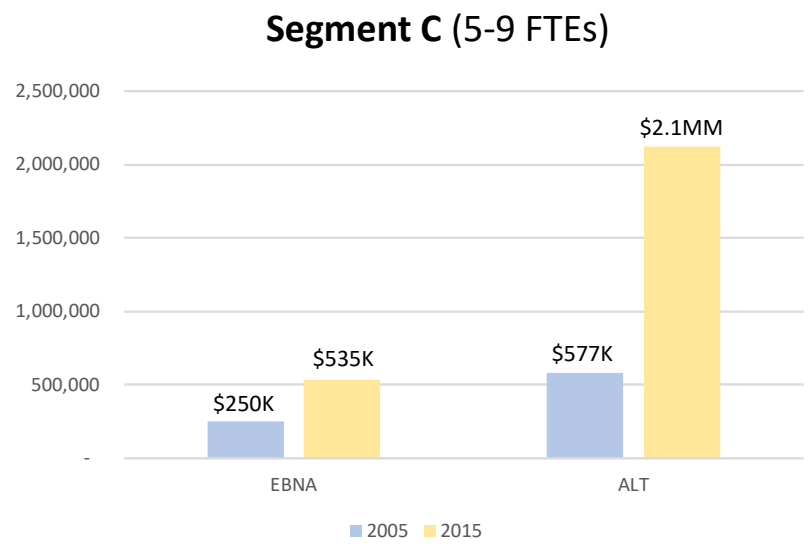
Note on Method

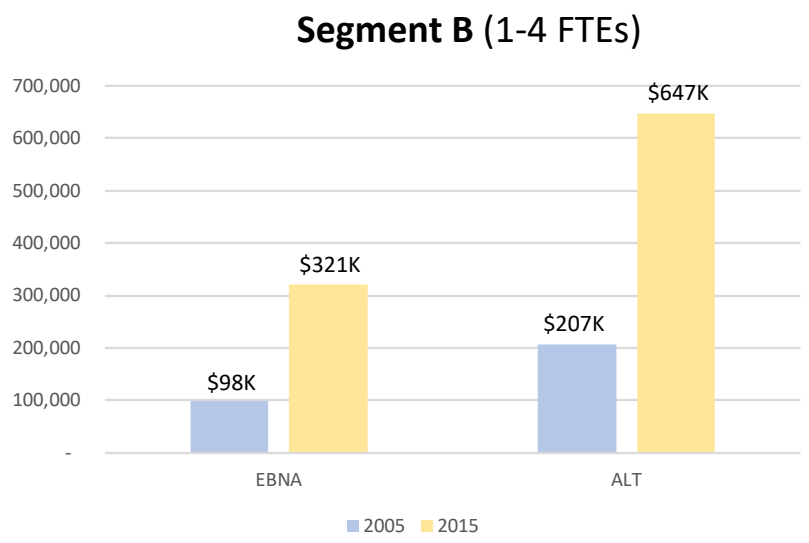
In Census, some land trusts report figures for stewardship endowments, some for legal defense endowments, and some for combined endowments (and sometimes for all three). For the purposes of this analysis, we took combined figures where reported, and individual stewardship and legal defense figures where no combined figure was offered, and summed them into what we call "Permanence Endowments"

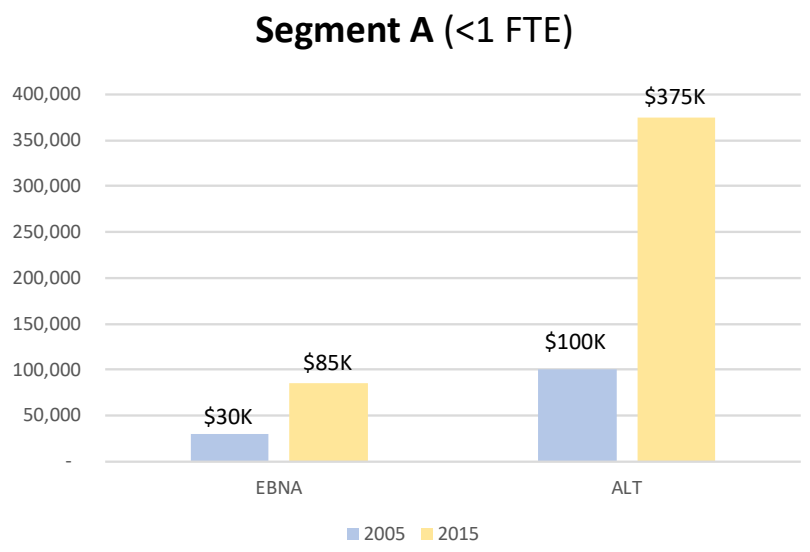
Source: Land Trust Census 2005 and 2015; Consultant analysis

Permanence – Permanence Endowments









Source: Land Trust Census 2005 and 2015; Consultant analysis

Permanence – Permanence Endowments

Overview

One-quarter of EBNAs had no permanence endowment in ‘05 or '15. Most of these (84%) were LTs with <1 FTEs. Only 2% of ALTs had no permanence endowment

Nearly 90% of ALTs grew their permanence endowments; 40% of EBNA endowments either declined or were unchanged (most of the unchanged were LTs that had no endowment in either year)

The size of ALT endowments dwarfs that of EBNAs:

- The change in ALT endowments was >10x that for EBNAs, on average
- The median change was 35x
- The average ALT endowment in 2015 was >8x the average EBNA endowment
- The median ALT endowment in 2015 was 24x the median EBNA

Segment A *(<1 FTE)*

Of the 131 EBNAs with no endowment in either year, 110 were Segment A land trusts

More than one-quarter of small EBNAs had no endowment in 2005 or 2015; as compared to only 4% of small ALTs

In 2015, 93% of Segment A ALTs had a permanence endowment, as compared to 65% for EBNAs

Other Metrics on Permanence Endowments

	TOTAL		% COHORT		RATIO
Metrics	ALT	EBNA	ALT	EBNA	
Estab Perm Endow	73	154	23%	29%	
No Endow 05 and 15	5	131	2%	24%	
Zeroed out	12	35	4%	7%	
Grew	287	323	89%	60%	
Unchanged	7	135	2%	25%	
Declined	29	78	9%	15%	
Avg change	$1,100,000	$104,000			10.6
Med change	$350,000	$10,000			35.0
Avg size '15	$1,550,000	$179,000			8.7
Med size '15	$480,935	$20,000			24.0

Other Metrics – Segment A Only

	TOTAL		% SEGMENT	
Metrics	ALT	EBNA	ALT	EBNA
No Endow 05 and 15	4	110	4%	28%
Zeroed out	3	26	3%	7%
Established endow	36	115	40%	30%
Had and maintained	48	137	53%	35%
Total	91	388	100%	100%

Source: Land Trust Census 2005 and 2015; Consultant analysis

Permanence – Permanence Endowments

Segment D *(10+ FTE)*

Nearly 1 in 5 very large (Seg D) EBNAs does not have a permanence endowment; All very large ALTs have permanence endowments

Permanence endowments grew at more than 9 in 10 very large ALTs, but were unchanged or declined at 40% of EBNAs

The average very large ALT permanence endowment grew by 24x the amount of EBNAs

The average very large ALT endowment was >9x that of the average EBNA

Other Metrics – Segment D Only

	TOTAL		% SEGMENT		RATIO
Metrics	ALT	EBNA	ALT	EBNA	
Estab Perm Endow	6	6	15%	27%	
No Endow 05 and 15	-	4	0%	18%	
Zeroed out	1	-	3%	0%	
Grew	37	13	93%	59%	
Unchanged	-	4	0%	18%	
Declined	3	5	8%	23%	
Avg change	$4,516,670	$187,586			24.1
Med change	$1,698,370	$98,625			17.2
Avg size '15	$6,747,888	$724,005			9.3
Med size '15	$2,993,010	$249,500			12.0

Source: Land Trust Census 2005 and 2015; Consultant analysis