NATURAL LAND INSTITUTE

BUSINESS MODEL

MARCH 2020

NATURAL LAND INSTITUTE
Conserving Land in Northern Illinois

spectrum nonprofit services

spectrum nonprofit services

This report will recap the Matrix Map / Business Model project between Spectrum Nonprofit Services and Natural Land Institute. Below is an overview of our process to create the Matrix Map.

There is a lot of background and process information in this report. Page 26 outlines the four areas of the NLI business model that become the focus of this project – including some recommendations on what should change for the organization moving forward.

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Impact and the Matrix Map

Intended Impact

A statement or series of statements about what the organization is trying to achieve and will hold itself accountable for within some manageable period of time. It identifies both the benefits the organization seeks to provide and the beneficiaries.

- Susan Colby, Nan Stone & Paul Carttar
Bridgespan Group

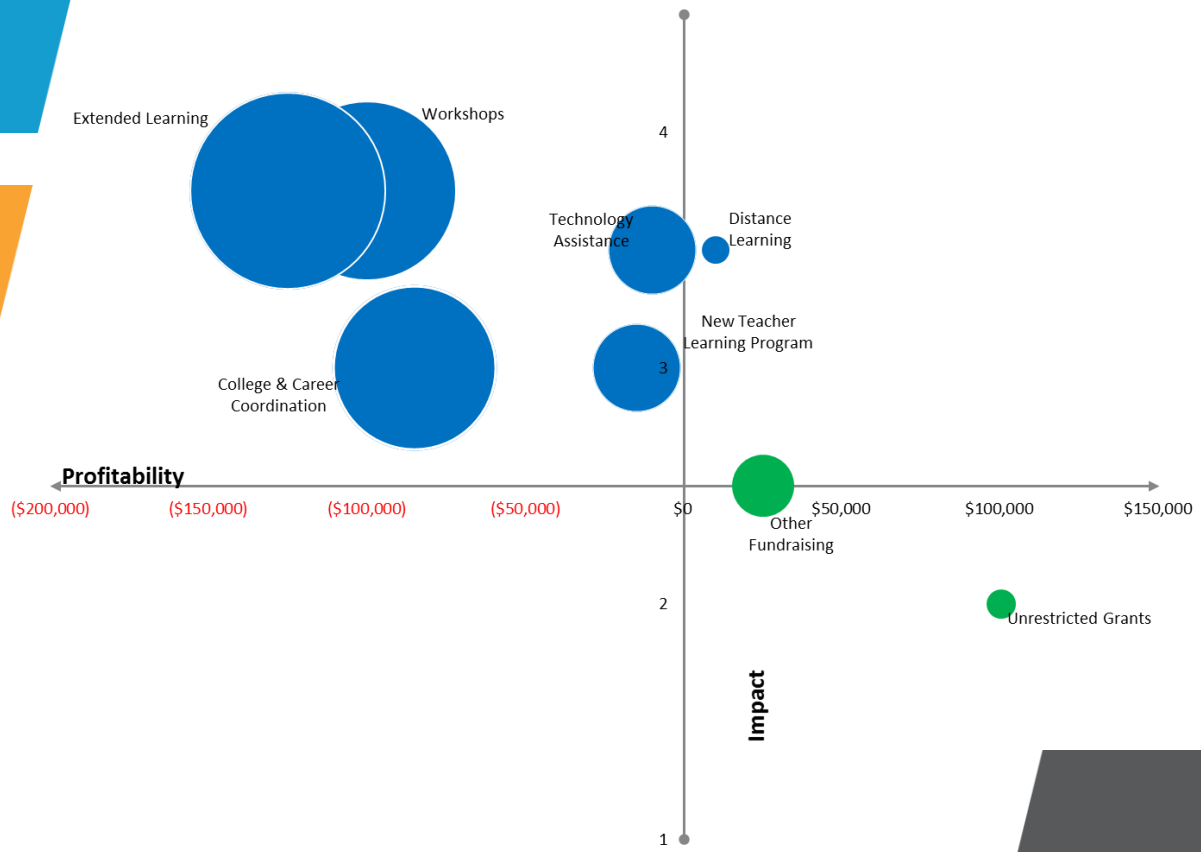
Intended Impact

With a coordinated effort between landowners, conservation advocates, and the community, NLI protects, restores, and preserves natural ecosystems, primarily in a 12-county region of NW Illinois.

The impact will be measured through:

- the amount of land protected,
- linkages with other conserved land corridors,
- legislation and government policy when needed,
- community support/involvement/partnerships, and
- changes in the biodiversity on the land protected.

Matrix Map Overview



1. What we do (bubbles)
2. Mix of mission-specific (blue) and fund development programs (green)
3. Where we are investing our resources (size of bubbles)
4. The net financial results of each activity (horizontal axis)
5. Relative mission impact of each activity (vertical axis)

	Program Line	Program Descriptions
Land Protection		
	Land Acquisition, Natural Lands, Working Lands	Acquiring natural areas and buffers - evaluating potential properties and due diligence
	Conservation Easement Acquisition	Acquiring easements-evaluating, baseline documentation, working with landowners
	Planning Partners	Delta Institute, Grand Victoria Foundation, Il. Clean Energy Community Foundation, McKnight Foundation, etc.
	Conservation Initiatives	This includes the NW Illinois strategic land and water plan, and our work on Racoon Creek Watershed Plan, Conservation Finance
Stewardship		
	Preserve Land Stewardship/Management	Taking care of the land we own: restoration, prescribed burns, invasive species removal, monitoring annually, following up on encroachment
	Conservation Easement Stewardship	Monitoring each easement annually, follow up on violations
	Working Lands	Managing NLI's two farms - Foss Farm and Schlo-Mar Farm
	Developing Partners	Activities within this include the NW IL Stewardship Cooperative, Seed Cooperative and our Prescribed Burns
	Seed Exchange Network	Bring partnering agencies together to exchange native seeds for restoration
Community Conservation: Events		
	Full Moon Snowshoe Hike	Snowshoe or hike at the Nygren Wetland the first full moon of the year
	Meeting Dinner	Annual Dinner, with a report on NLI activities, a speaker, Fell Award
	Party on the Prairie	Biennial Event: Dinner & fundraiser at the Nygren Wetland
	Wine and Brew	Biennial Event: wine and beer tasting and appetizers at the Nygren Wetland
	Poetry & Prose	Nature Poetry Reading and promoting local writers
	Holiday Open House	Held at NLI office building with appetizers
	Wildflower Walkabouts	Series of 10 weekly walks to view spring wildflowers - held w/partners
Community Conservation: Outreach and Engagement		
	Family Nature Day	Families visit stations to learn about nature at the Nygren Wetland
	Art in Nature	Held at Klehm Arboretum for children to learn about nature writing, art, and forests
	Fall Prairie Harvest Day	Collect seeds from prairie plants at the Nygren Wetland
	Spring Stewardship Day	Remove invasive species from a preserve that NLI owns
	Lecture Series	Started in 2018: Pollinators, Water, Local Foraging, held at a restaurant
	Conservation @ programs	Homeowners and Business with native plants, rain barrels, and conservation practices can be certified
	Education Training Days	NLI stewardship staff leads classes on prescribed burns, tree identification, and chainsaw safety
	Environmental Education	Scheduling field trips at the Nygren Wetland, Ed. Com. Meetings
	Annual Report (Spring)	Report of impact and donors
	Notes from the Field (Sum&Wint)	Publication: Report of work on NLI protected land
	Newsletter (Fall)	Publication: Report of activities and donors
	Public Relations	City Market (2X each summer), tables at other events
Advocacy		
	Government & Network Partnerships	Activities include our regional planning agency partnerships, work within policy legislation and building out relationships with our Environmental Partners, The Prairie State Conservation Coalition, Vital Lands Illinois Network, Land Trust Alliance, USFWS, DNR
Program Support		
	Grant Writing	Researching and applying for grants.
	Fund Dev/Donor Stewardship/Memb.	This program includes Leave a Legacy, Endowment Campaign, Major Donors
	Volunteer Services	Volunteer recruitment, training, scheduling, annual picnic and recognition

Matrix Map Information & Notes

Overview
Every activity an organization undertakes contributes to both its ability to accomplish its mission and to be financially viable. The matrix map illustrates how the activities work together to meet this dual bottom line so that decisions can be made in a holistic, integrated manner. The impact of NLI's activities was determined by rating all programs individually, but relative to one another, against the following criteria:

1. Contribution to intended impact
2. Excellence in execution
3. Significant unmet need
4. Leverage

Activities were plotted on the matrix according to their impact and profitability (which is discussed more below). The size of each bubble represents the gross expenses for mission-specific programs and gross revenue generated from fund development activities. In crafting the map in this manner, it shows the relative impact of each program, the profitability or subsidy required for each program, the amount of the resources required for each mission-specific program and the amount of revenue generated for each fund development program.

The resulting image paints a picture of the organization's current business model.

Contents
We've organized the matrix map into three variations. In the first map, we've removed the labels, showing an overall view of the organization. The second map is the same view, only including labels. The third map is a magnified view of the matrix map, which provides further clarity and differentiation for analysis.

Other Notes

- There were 20 respondents to the Mission Impact Scoring, 16 board members and 4 staff.
- We break out outreach/events as purple bubbles to differentiate these events from other mission specific activities.
- Financially, this is a snapshot of one year (think Profit and Loss not Balance Sheet). Additionally, assets tied to a specific program are not captured in these profitability numbers (ie. Land, seeds, etc).
- Some activities have expenses tied to them without some of the revenue. For example, Grant Writing has been captured as an activity, but those dollars are usually restricted and therefore captured in the specific program's revenue.

Matrix Map Strategic Inquiries

The Heart Quadrant

Starting Point: Keep and contain costs

- Can we envision this program achieving the same impact – or very close to it – with a different cost structure?
- Is there a different revenue strategy to consider?

The Star Quadrant

Starting Point: Invest and grow

- Do we understand the needs and motivations of stakeholders who make the star possible?
- Are there opportunities (i.e. new geography, new population, complementary programming) to expand the program's impact and revenue?

The Stop Sign Quadrant

Starting Point: Close or give away

- Can we innovate this program to move out of this quadrant?
- How long will we give ourselves to move the stop sign?
- Is that the best use of resources?

The Money Tree Quadrant

Starting Point: Water and harvest, increase impact

- Can the net surplus be increased and, if so, what investment will that growth require?
- Are there means to reducing the program's cost and improve the margin?
- Are there ways to achieve greater impact by making the program stronger?

Mission Impact Scores

	Intended Impact	*Excellence in Execution*	*Significant Unmet Need*	*Leverage*	**Avg.**
Land Acquisition, Natural Lands, Working Lands	4.0	3.9	3.8	3.7	**3.8**
Conservation Easement Acquisition	3.6	3.3	3.8	3.5	**3.6**
Planning Partners	3.3	3.4	3.3	3.7	**3.4**
Conservation Initiatives	3.2	3.3	3.3	3.4	**3.3**
Preserve Land Stewardship/Management	4.0	3.5	3.8	3.6	**3.7**
Conservation Easement Stewardship	3.4	2.7	3.7	3.4	**3.3**
Working Lands	3.3	3.3	3.5	3.5	**3.4**
Developing Partners	3.1	3.3	3.0	3.4	**3.2**
Seed Exchange Network	3.1	3.5	3.3	3.2	**3.3**
Full Moon Snowshoe Hike	2.2	3.4	2.1	2.1	**2.4**
Meeting Dinner	2.9	3.4	2.6	3.1	**3.0**
Party on the Prairie	3.2	3.7	2.9	3.3	**3.3**
Wine and Brew	2.7	3.5	2.5	2.9	**2.9**
Poetry & Prose	1.7	3.1	2.0	1.8	**2.1**
Holiday Open House	2.1	3.1	2.0	2.2	**2.3**
Wildflower Walkabouts	2.9	3.5	2.9	2.9	**3.1**
Family Nature Day	3.2	3.6	2.9	3.3	**3.2**
Art in Nature	1.9	3.1	2.2	2.1	**2.3**
Fall Prairie Harvest Day	2.8	3.3	2.6	2.4	**2.8**
Spring Stewardship Day	2.8	3.0	2.5	2.5	**2.7**
Lecture Series	1.9	2.4	1.8	2.1	**2.1**
Conservation @ programs	2.5	2.3	2.7	2.4	**2.5**
Education Training Days	2.8	3.1	2.8	2.6	**2.8**
Environmental Education	2.5	2.9	2.2	2.6	**2.6**
Annual Report (Spring)	2.8	3.5	2.7	2.9	**3.0**
Notes from the Field (Sum&Wint)	2.8	3.6	2.8	3.0	**3.0**
Newsletter (Fall)	2.9	3.7	2.8	3.1	**3.1**
Public Relations	2.8	2.8	2.6	3.1	**2.8**
Government & Network Partnerships	3.1	3.1	3.0	3.3	**3.1**
Grant Writing	3.6	3.7	3.7	3.6	**3.7**
Fund Dev/Donor Stewardship/Membership	3.7	3.1	3.4	3.6	**3.4**
Volunteer Services	3.5	3.0	3.2	3.3	**3.2**

Mission Impact Scores

Board v. Staff

For those places in which the average of Board and Staff scores differed by .5 or more, numbers have been recorded in red.

	Intended Impact		*Excellence in Execution*		*Significant Unmet Need*		*Leverage*		*Average*	
	Board	*Staff*	*Board*	*Staff*	*Board*	*Staff*	*Board*	*Staff*	*Board*	*Staff*
Land Acquisition, Natural Lands, Working Lands	4.0	4.0	3.9	3.8	3.8	3.8	3.6	4.0	3.8	3.9
Conservation Easement Acquisition	3.6	3.7	3.4	3.3	3.8	3.8	3.4	4.0	3.5	3.7
Planning Partners	3.2	3.8	3.5	3.3	3.2	3.5	3.6	4.0	3.4	3.6
Conservation Initiatives	3.2	3.3	3.4	2.8	3.2	3.8	3.2	4.0	3.3	3.4
Preserve Land Stewardship/Management	4.0	4.0	3.6	3.0	3.7	4.0	3.7	3.5	3.8	3.6
Conservation Easement Stewardship	3.5	3.3	2.7	2.8	3.7	3.8	3.3	3.8	3.3	3.4
Working Lands	3.4	2.8	3.4	2.8	3.7	3.0	3.6	3.3	3.5	2.9
Developing Partners	3.0	3.3	3.3	3.3	2.9	3.3	3.3	3.8	3.1	3.4
Seed Exchange Network	2.9	3.7	3.6	3.3	3.4	3.3	3.1	3.5	3.2	3.4
Full Moon Snowshoe Hike	2.1	2.5	3.2	4.0	1.9	2.8	2.1	1.8	2.3	2.8
Meeting Dinner	3.0	2.7	3.3	4.0	2.5	3.0	2.9	3.5	2.9	3.3
Party on the Prairie	3.3	3.0	3.6	4.0	2.7	3.5	3.4	3.0	3.3	3.4
Wine and Brew	2.7	2.8	3.3	4.0	2.4	2.8	3.1	2.5	2.9	3.0
Poetry & Prose	1.8	1.3	2.8	3.8	1.9	2.3	1.9	1.5	2.1	2.2
Holiday Open House	2.0	2.3	2.9	4.0	2.0	1.8	2.2	2.3	2.3	2.6

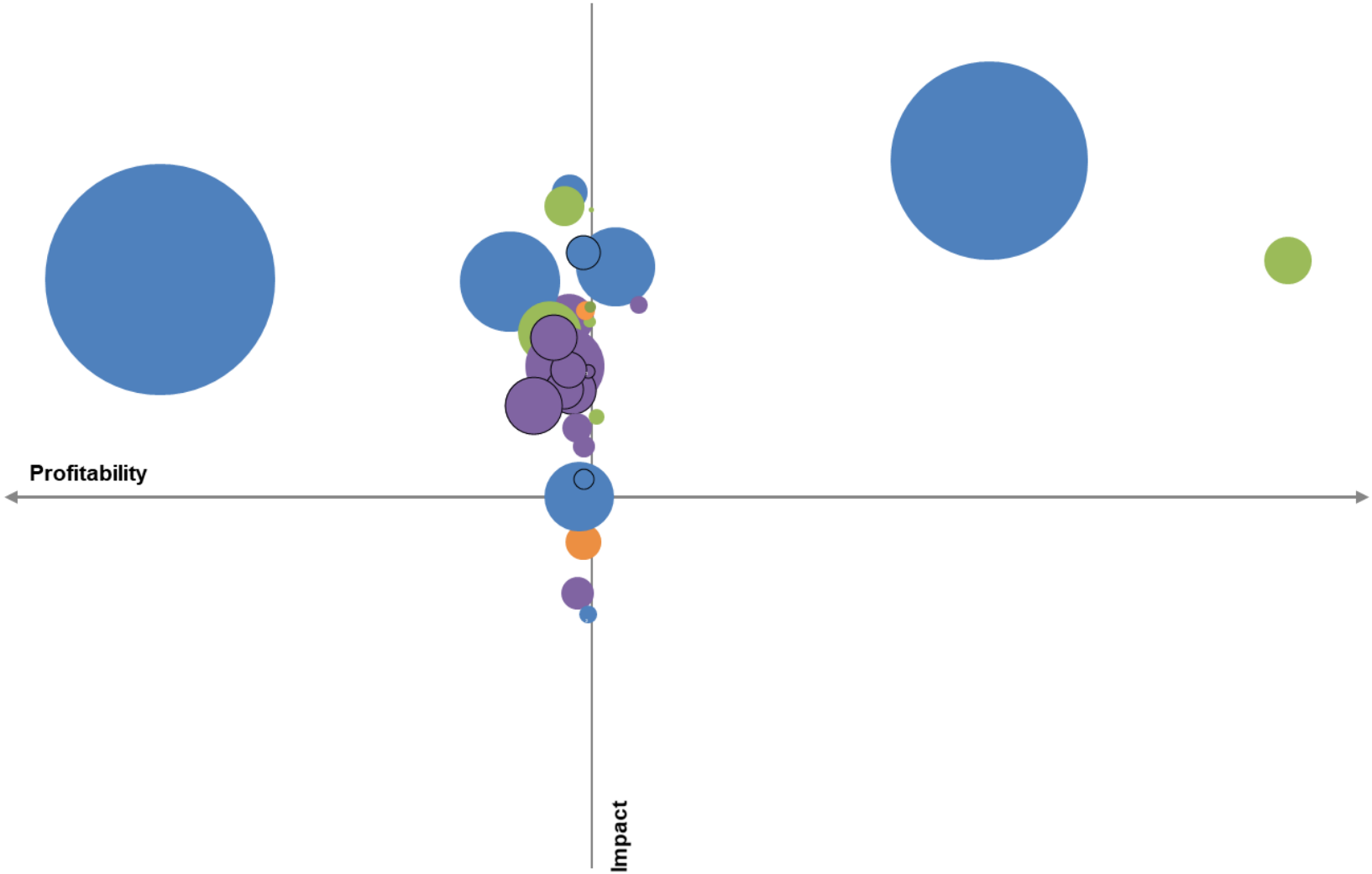
Mission Impact Scores

Board v. Staff

For those places in which the average of Board and Staff scores differed by .5 or more, numbers have been recorded in red.

	Intended Impact		*Excellence in Execution*		*Significant Unmet Need*		*Leverage*		*Average*	
	Board	*Staff*	*Board*	*Staff*	*Board*	*Staff*	*Board*	*Staff*	*Board*	*Staff*
Wildflower Walkabouts	2.9	2.8	3.4	4.0	2.7	3.5	3.0	2.8	3.0	3.3
Family Nature Day	3.2	3.3	3.4	4.0	2.7	3.5	3.2	3.5	3.1	3.6
Art in Nature	2.1	1.5	2.8	4.0	2.0	2.8	2.2	1.5	2.3	2.4
Fall Prairie Harvest Day	2.7	3.0	3.2	3.8	2.4	3.3	2.5	1.8	2.7	2.9
Spring Stewardship Day	2.9	2.8	3.0	3.0	2.5	2.8	2.7	1.8	2.8	2.6
Lecture Series	2.2	1.3	2.5	2.3	1.9	1.5	2.2	1.8	2.2	1.7
Conservation @ programs	2.3	3.3	2.5	1.8	2.5	3.3	2.2	3.0	2.4	2.8
Education Training Days	2.6	3.3	2.9	3.8	2.6	3.5	2.4	3.0	2.6	3.4
Environmental Education	2.5	2.5	3.0	2.8	2.4	1.8	2.7	2.3	2.6	2.3
Annual Report (Spring)	2.8	2.7	3.4	4.0	2.5	3.5	2.8	3.3	2.9	3.4
Notes from the Field (Sum&Wint)	2.7	3.0	3.5	4.0	2.6	3.5	2.9	3.3	2.9	3.4
Newsletter (Fall)	2.9	3.0	3.7	4.0	2.6	3.5	3.0	3.3	3.0	3.4
Public Relations	2.9	2.8	2.8	3.0	2.5	2.8	3.1	3.0	2.8	2.9
Government & Network Partnerships	2.9	3.8	3.1	3.0	2.9	3.5	3.3	3.5	3.1	3.4
Grant Writing	3.5	4.0	3.9	3.3	3.6	4.0	3.5	4.0	3.6	3.8
Fund Dev/Donor Stewardship/Membership	3.7	4.0	3.0	3.3	3.3	3.8	3.6	3.8	3.4	3.7
Volunteer Services	3.4	4.0	3.0	3.0	3.1	3.8	3.2	3.5	3.2	3.6

Matrix Map: No Program Labels



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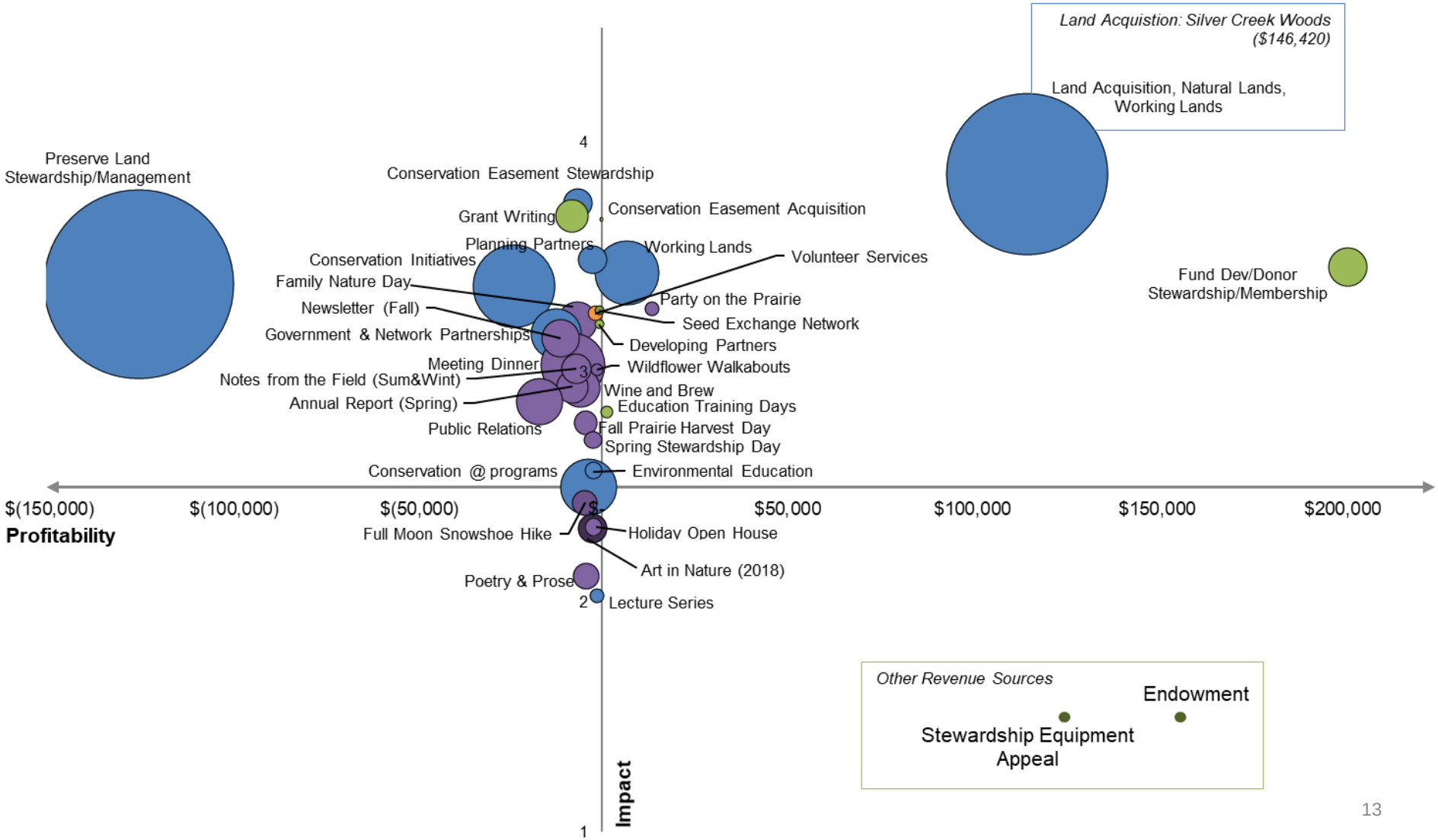
Matrix Map

7/1/18 - 6/30/19



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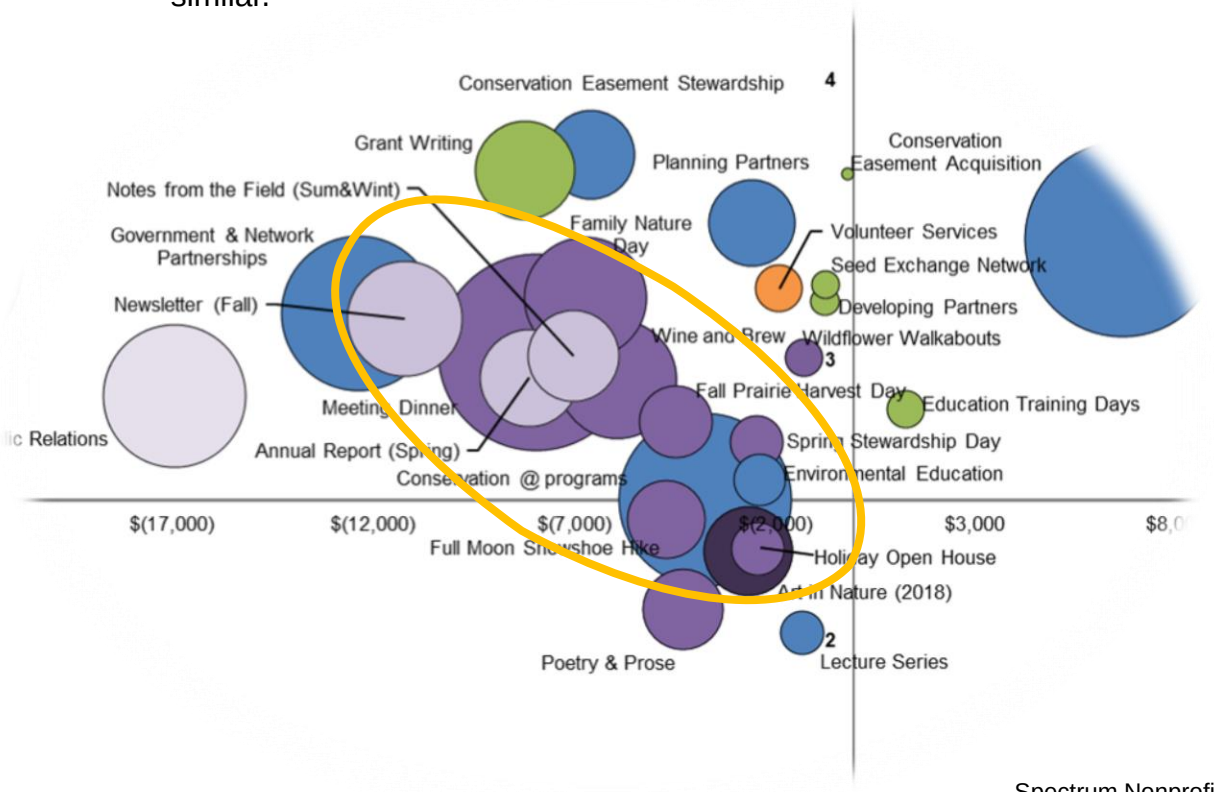
Matrix Map: Zoom
7/1/18 - 6/30/19

Matrix Map: Initial Notes for Discussion

1

OUTREACH & EVENT PROGRAMMING CLUSTER

Many of the ‘purple activities’ are clustered together on the map. While individually they might seem unique, the impact and financial return for many of these activities is similar.



Matrix Map: Initial Notes for Discussion

2

REVENUE STRATEGY

Are we comfortable with our current revenue strategy? While many of our programs have revenue sources, the unrestricted revenue that supplements our operations is tied to the success of our fund development activities. Additionally, do we have a plan for revenue if Party on the Prairie is not as successful in upcoming years?

3

HARD CONVERSATIONS ABOUT THE 'STOP SIGN'

Currently, there are 6 programs (*Lecture Series, Poetry & Prose, Holiday Open House, Art in Nature, Full Moon Snowshoe Hike, Conservation @ Programs*) within the stop sign category (relatively low impact and profitability). While discussions on strengths need to occur, short-term changes to programs in this area are essential to strengthening NLI's sustainability.

These initial conversations lead us into discussions that are outlined later in this report, page 27.

*note: one program that was also in this conversation was Wine at the Wetland, but it was not a regularly occurring program.

Business Model Analysis

NLI reviewed the matrix map on October 10th. At that meeting the board and staff, along with Spectrum, provided insights on the graphical depiction of the NLI business model. There were many program-specific takeaways from that session outlined on subsequent pages. During that meeting we discussed the organizational takeaways for the business model at a high level. These include:

- NLI is dependent on members and donors for financial viability
- Volunteer hours are key to growth and sustainability
- No system is currently in place to assess and tie events/outreach activities to the benefit they add to the organization
- It was surprising how many smaller activities are high-impact and (almost) break-even programs. Those activities have potential to become larger impact or financial drivers for NLI if changes are made to the full program makeup of NLI. Those programs can be seen on the matrix map, on page 14.

On the following pages we elaborate further on the specific program takeaways, followed by next steps for NLI to take as it pursues organizational sustainability.

Business Model: Activity Analysis

Possible Program Growth – Listed in Initial Priory Order

1. Working Lands

Currently Working Lands is a high-impact revenue source for NLI. This program has room to grow as long as farms/farmers continue to donate land, which generates income to help subsidize other conservation programs. Reasons to grow this program include:

- Reduction in admin costs over time and potential for revenue expansion.
- Depth of impact on land conservation through agriculture methods and changes to soil/water.
- Stories of increased habitat connectivity can be shared with donors (especially if NLI invests in marketing) to strengthen fund development.
- Potential to provide income for programs that are subsidized, including Stewardship.

2. Annual Dinner

There is an appetite to increase the profitability of the Annual Dinner, potentially by increasing sponsorships, evaluating costs, and assessing the frequency of the event. Like other activities, to make such an investment in the Annual Dinner, resource of time and money must be reallocated to this program, or offered by volunteers.

3. Family Nature Day

While there were questions on how financially viable the event is and could be, there are feelings that the next generation of stewards must be involved in NLI programming. One event that currently does this, and could continue to grow, was Family Nature Day. If volunteers can be integrated into the organization at a more effective level, this event could grow without increasing demands on staff. If volunteers can lead this event, growth could occur by:

- Increasing sponsorship/grant support. Are there companies that would sponsor Family Nature Day, involve their employees, and benefit from the positive PR for their brand?
- Involving kids at a higher level. Could we partner with a youth organization? Future generations will have to be the ones to deal with climate change, so can we get kids involved with NLI now?
- Including nature apps. Youth will be on their phones anyway, so give them some mission-relevant content to look at.
- Focusing on wildlife population declines and the importance of habitat creation/restoration.

Business Model: Activity Analysis

Programs with Mixed Reaction: The Middle Ground

1. Conservation @ Programs

There is a lot of uncertainty around the Conservation @ Programs. Making decisions about the future of this program is pressing. While some stakeholders believe there is "incredible potential" to grow membership, community visibility, and habitat steppingstones, others perceive these programs as floundering without a committed investment from NLI. If pursued, does the investment come through volunteers or the board? Can Conservation @ survive without more staff involvement?

2. Conservation Easement Stewardship

Overall, this program is obligatory to NLI. But, further conversation about this program is necessary. Because of the relatively low investment there is optimism that this program could grow if more resources were allocated towards it.

Overall Operation Expansions

In conjunction with program expansion, NLI also examined overall operations. While some of these activities qualify as programs, they really serve as a support function for the whole organization. These activity changes have the potential to improve NLI overall, but also will take staff resources away from other activities. More internal discussion is required.

Volunteer Related Growth

- Explore hiring a Volunteer Coordinator
- Expand and develop volunteer corps, especially in relation to some specific programs including Fall Prairie Harvest Day, Wine & Brew at the Wetland, and the Lecture Series.
- It depends more on volunteers to run events. For events that are losing money, evaluate if we want to run them without volunteer leadership.

Event Sponsorships

- Some events seem ripe for sponsorship such as the Annual Meeting and Wine & Brew at the Wetland
- Explore endowment gifts to create funds for stewardship and sponsorship. Alternatively, would it be more viable for the organization to acquire unrestricted dollars?

Public Relations

NLI should place more emphasis on leveraging existing partnerships and proactively soliciting committed engagement such as volunteering, memberships, or donations.

The barriers for Operational Expansion came down to NLI staff capacity. The main outcome of this work came down to increasing staff capacity for PR, Fundraising, and Sponsorships. Changes to the program makeup on page 27 will hopefully lead to staff capacity increases outlined on page 28.

Business Model: Activity Analysis

Exploring Change: Evaluating Program Changes

1. Art in Nature

There was agreement that the Art in Nature program does not advance the mission, raise funds, or increase membership. Three big (related) questions linger about the event:

- There is a lot of staff time devoted to this event, through the recruitment of volunteers, coordinating presenters, and liaising with teachers at the schools. Some grant money covers a portion of these expenses, but is it worth it overall? That time could be spent raising money or gaining members, so is it the best use of our time?
- If this program does not have more volunteer support should it continue? Hiring a volunteer coordinator has large implications for the future of Art in Nature.
- If it were to continue, NLI would look to rethink and improve the program. Should there be prize money? Should NLI set standard rules and judges?

2. Poetry and Prose

This program did not score high on mission impact, nor does it bring in significant revenue. First, there should be an analysis on who attend the event to make sure NLI does not alienate specific donors or members. If continued, NLI will consider shifting leadership of this program from staff to volunteers. If volunteers are not more involved in running the program, the program should be reevaluated.

3. Lecture Series

Like the Poetry events, NLI needs a better understanding their audience. Even so, this program has low attendance and costs associated with those in attendance. If there are not ways to bring in sponsors, should we continue this relatively low-impact event? Initially this program was included as a committee workplan/strategic plan goal to reach audience of young professionals. Are we truly reaching them through this event?

Other Considerations

- Can we run the Holiday Open house with volunteers?
- Need to evaluate Spring Stewardship Day
- If we stop running a couple of events for 1 year, how many people will notice? Will that truly change our membership base?
- Are there other methods, online or other, that these events could be run?

First Meeting: Questions and Shifts

FROM AN INITIAL BOARD MEETING, FOUR BIG QUESTIONS WERE ASKED

From the matrix map results, and subsequent meetings, there are initial program changes that should be considered.

1. What resources are needed to expand Working Lands?

2. We should explore discontinuing Art in Nature

3. What is the timeline for evaluating and determining the future of Poetry and Prose, Lecture Series, Holiday Open House and any other Outreach Events with questions? Is leadership prepared to take necessary action at that time?

4. Which programs are essential? Which should be volunteer dependent? Can we create three tiers of programming:
    - Essential
    - Important for Support
    - Volunteer Led

To answer some of these questions, we needed to dig deeper into specific programs to create and use the Program/Event Audit information sheets (page 24). Using specific program information along with the Matrix Map results, we set forward initial recommendations for the Executive Committee and Board of Directors to consider.

Revenue & Program Analysis

Working with NLI staff, we've analyzed financial documents. Using FY18 finances, we created a revenue graphic that breaks out NLI's revenue mix into relevant streams and sources which indicate how the income was generated.

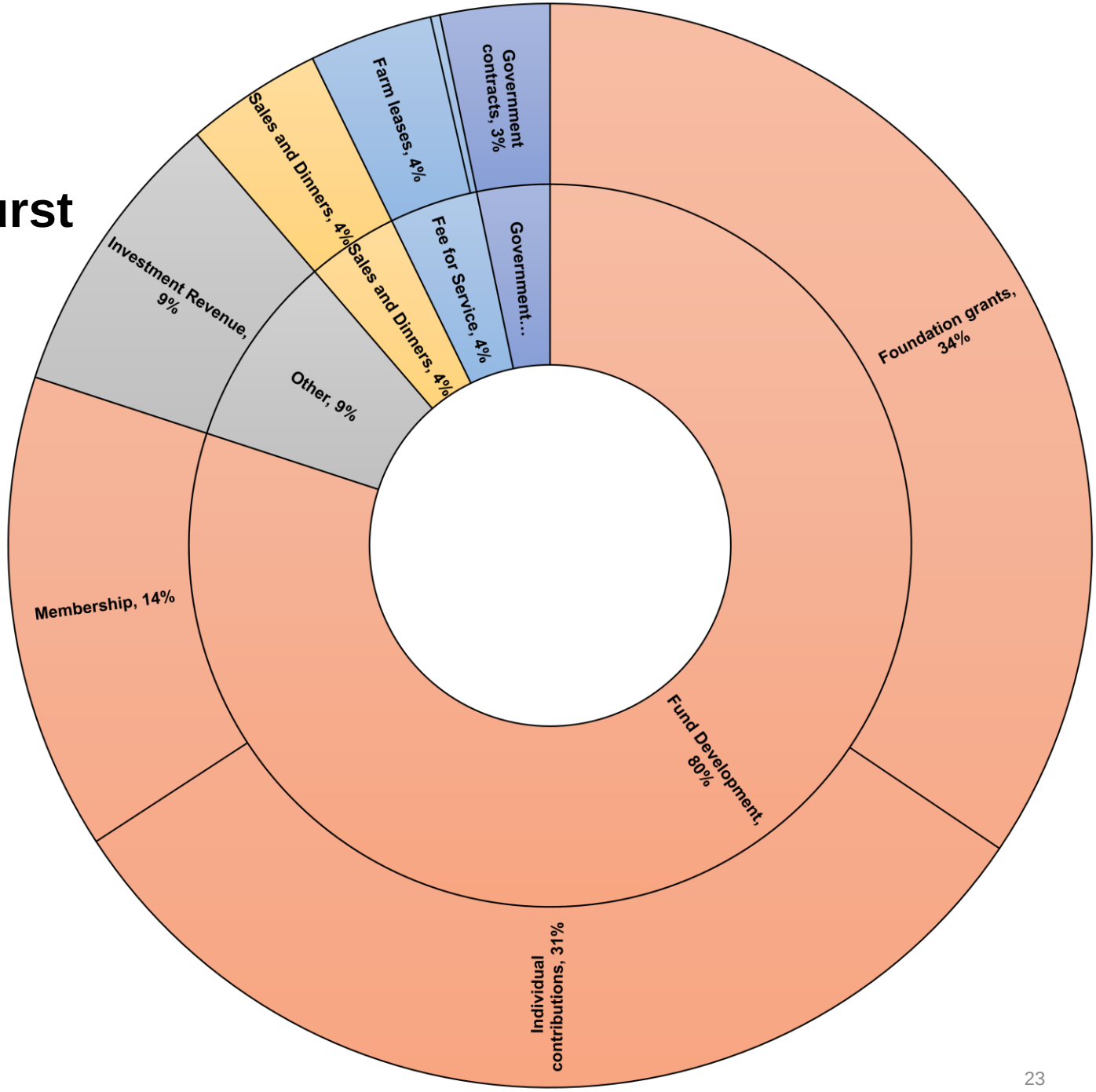
Additionally, working with the NLI staff we broke down a few specific programs that needed more context through a Program Audit. An example is included in this report and the finalize documents have been shared with the NLI staff.

Revenue Sunburst

Revenue Stream: Identifies the generic way in which revenue is generated (fund development, fee for service, etc).

Revenue Source: Specifies from whom the income comes (members, investments, etc)

This diagram segments revenue from 7/1/18 - 6/30/19. We've group together like sources to create overall revenue streams for discussion purposes. Visualizing revenue in this way helps us understand the largest steams/drivers for the organization. This allows discussion around structure, strengths, board needs, and other operational requirements to make investments in our future.



Program/Event Audit

How can we create a framework to systematically evaluate each Outreach activity? What are the key metrics that the board and staff want to use? The table below captures some of the metrics that would be useful to facilitate an initial comparison. These completed audit forms should be considered attachments to this project.

Outline	**Sample Program**
Event Name:	**Event Name: Annual Dinner**
Attendee Count: Members / Nonmembers	**Total: 75** Members: 60 Non-Members: 15
Direct Expense Total:	**Direct Expense Total: $20,000**
Revenue Total: a. Stream 1 b. Stream 2	**Revenue Total: $10,000** a. Sponsorships: $4,500 b. Auction Sales: $500 c. Tickets: $5,000
Staff Members + Hours a. b. c.	**Staff Members + Hours: 90 hours** a. Executive Director: 20 hours b. Marketing Manager: 60 hours c. Assistant Director: 10 Hours
Impact Goals a. b.	**Impact Goals** a. Educate and update attendees on NLI's programs b. Recruit and sign up volunteers
Donor Stewardship a. b. c.	**Donor Stewardship** a. Identify and connect with major donors at the event b. Make an ask at mic & at tables with table leads c. Communicate upcoming land acquisitions and the transparency of the cost

Business Model Priorities

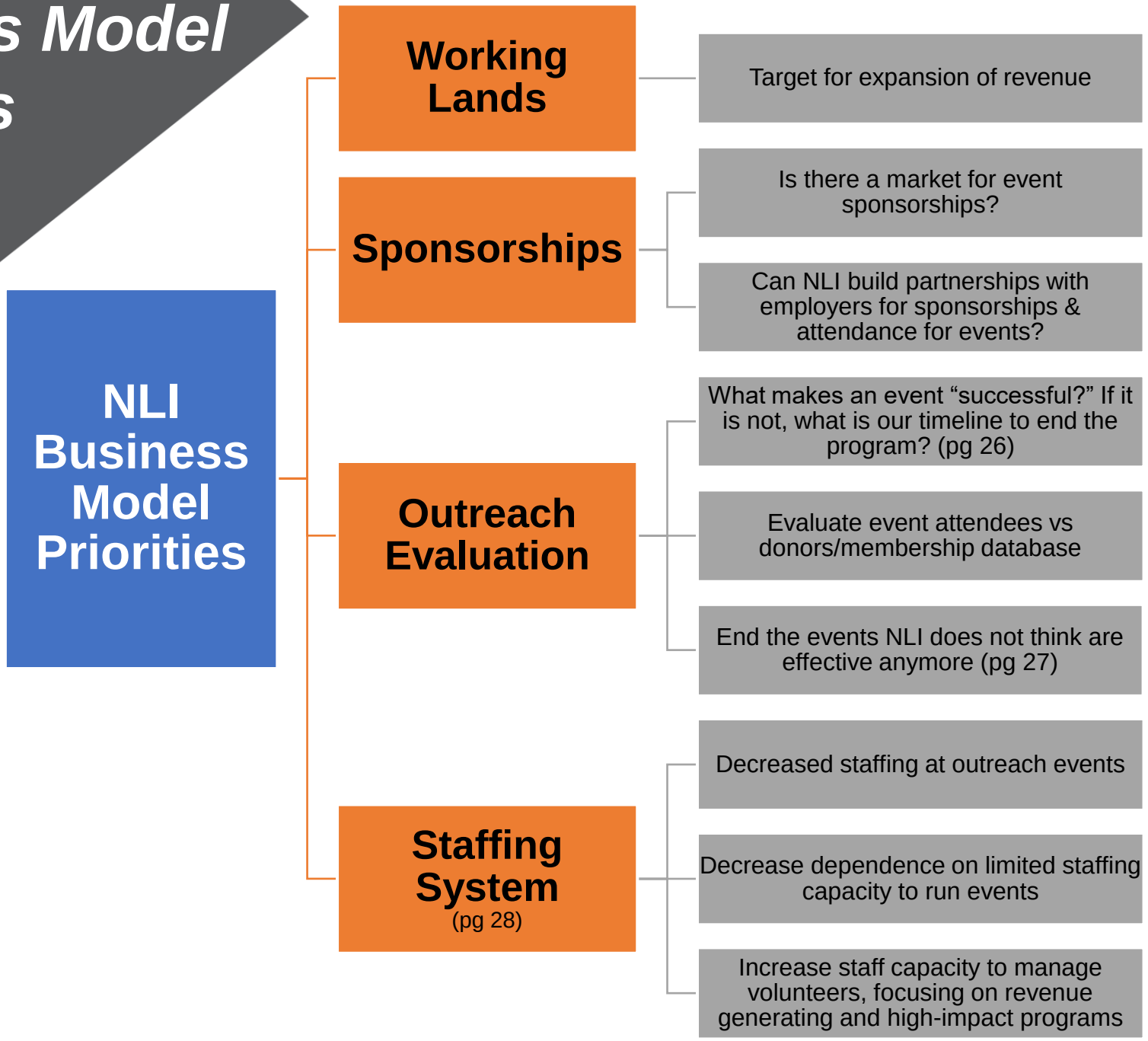
Expand Working Lands

Explore Event Sponsorships

Evaluate Outreach Effectiveness

Shift Staffing System

Business Model Priorities



Initial Recommendations

Completing our Program & Event Audits and meetings with the NLI Executive Committee, a set of initial recommendations has been compiled for further review and implementation.

With the current budget being projected in FY20, NLI wants to try to look at and assess organizational capacity to get that budget in a surplus situation, which would be a change of about ~$40/$50k in organizational profitability. In looking at the current event makeup, the Executive Committee concluded that they would create three groupings & actions for the board to evaluate further.

We created three tiers of action groups based on results from the Matrix Map and more in-depth event analysis. On the following page, we've outlined how these changes could impact the profitability of NLI's programs.

Tier 1: Explore Holding Off Program Until Future Evaluation

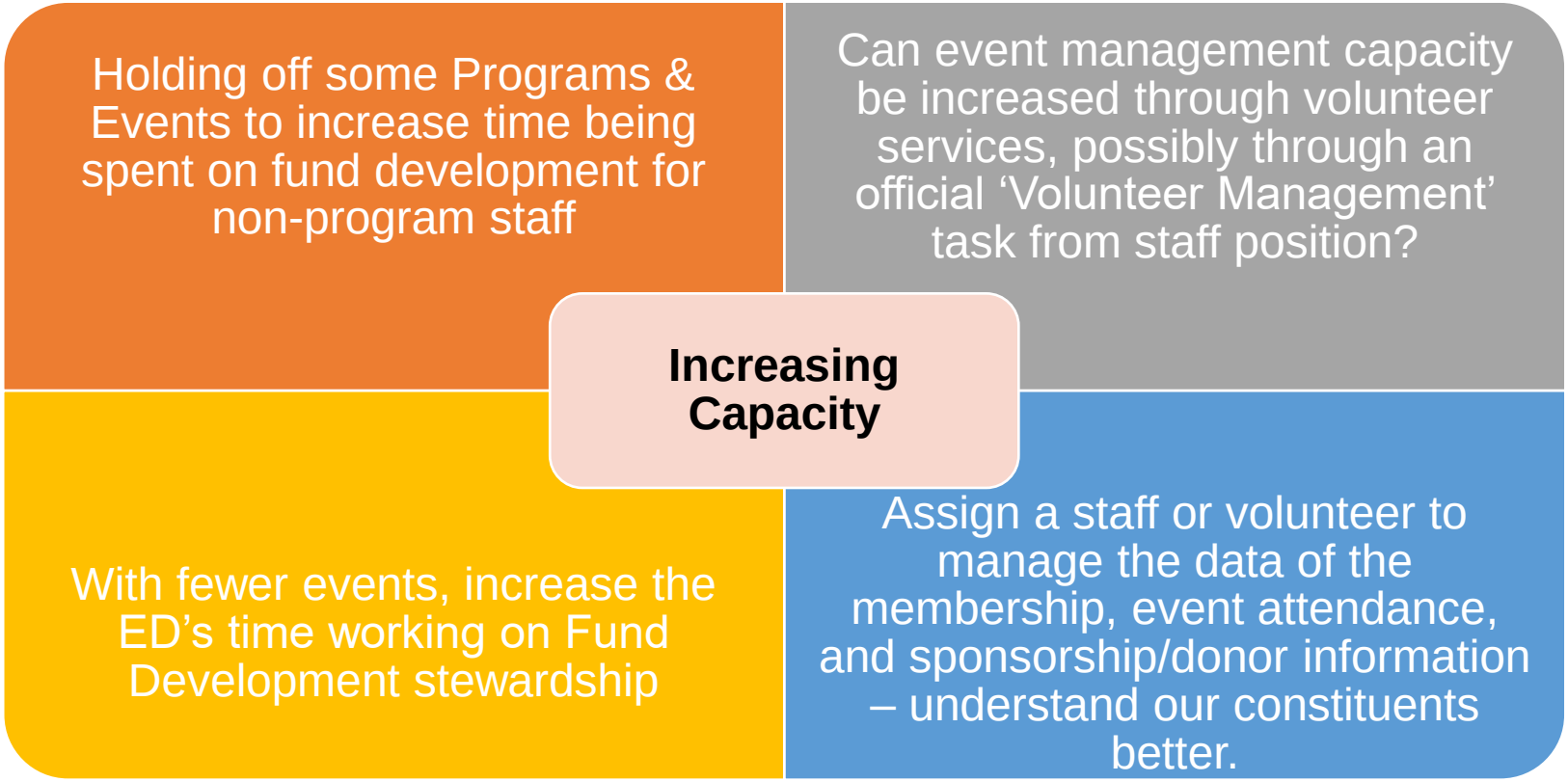
- Lecture Series
- Spring Stewardship
- Fall Prairie
- Holiday Open House
- Art + Nature

Tier 2: Explore Changes to the Operations

- Conservation @ Home
- Poetry
- Environmental Education
- Snowshoe Hike 2021

Tier 3: Review, Questions on the future

- Party on the Prairie
- Family Nature Day
- Meeting Dinner
- Newsletters

Potential Staffing Questions & Outcomes

Pausing programming will only open some cash through the direct cost of those activities. But, part of the plan with the NLI business model is to open valuable staff time to work on increasing other revenue sources, though: donations, membership, sponsorship, and data management. The open hours should be carefully allocated to new activities, with revenue generation (or cost reduction) as the main goal.