



# TREE Fund Strategic Plan

2014-2017

APPROVED 12/14



## **Introduction and Background**

In February 2014, Derek Vannice, Vice President of Operations at CN Utility Consulting was engaged to facilitate the TREE Fund's Strategic Planning Session (pro-bono). A planning task force was convened for the purposes of working with Derek to identify, who would participate and set the goals and objectives of the session. Those on the task force and their roles within the TREE Fund included:

Randy Miller: Chairman Elect

Steve Geist: Trustee, Liaison Committee Chair

Wendy Robinson, former Trustee and Liaison Committee Chair

Steve Chisolm: Liaison Committee Member

Janet Bornancin: TREE Fund President/CEO

On May 12, 2014, TREE Fund Board members, key volunteers, staff and executive staff participated in a planning retreat facilitated by Derek Vannice . During this retreat, vision and mission statements were reviewed and strategic initiatives were defined.

## **Initiatives**

**Advance science in the fields of arboriculture and urban forestry**

**Advance knowledge in the fields of arboriculture and urban forestry**

**Encourage youth to enter the fields of arboriculture and urban forestry**

## **Vision**

We will advance the science and knowledge of tree management for the benefit of the environment

## **Mission**

We support scientific discovery and dissemination of new knowledge in the fields of arboriculture and urban forestry.

## **Values**

Pursuant to the foundation's mission and long-term vision the TREE Fund's activities will be characterized by:

Innovation

Integrity

Philanthropic excellence

Safety

Transparency

Trust



## Executive Committee

### Goals:

- To achieve 100% participation of all trustees in the work of the board
- To lead the implementation of the strategic plan
- To engage TREE Fund international constituency in our mission
- To hold accountable trustees and committee members in implementation of the strategic plan
- Provide oversight of operational leadership

### Outcome:

A system that generates \$2.5 million annually in revenue by December 2017

Objective	Who	What	By When	Resources needed
Prepare relevant agendas	Chairman of the board President/CEO			
Appoint effective committee chairs	Chairman of the Board			
Review/Strategic plan				
Know what each committee is doing	All officers of the board	Review Committee goals and objectives Read Quarterly reports		
Cultivate international chapter participation	Vice Chair Core Rep Executive Staff			
Be a TREE Fund champion				
Create a Succession Plan for Executive Staff	Executive Staff Consultant Executive Committee		12/31/15	Money for consultant fee Committee Time Executive Staff time

## Research and Education Committee

### Goals:

- To ensure that 100% of the grants and scholarships awarded are consistent with our mission
- To hold 100% of grantees accountable for delivery of agreed upon proposal outcomes that are important to the advancement of arboriculture
- Update Funding Priorities



### Outcomes:

A relevant arboriculture and urban forestry research and education funding agenda  
 Significant contribution to the science of caring for trees  
 Scholarship recipients employed in arboriculture or urban forestry within one (1) year after graduation

Objectives	Who	What	By When	Resources needed
Identify research funding priorities	<b>Hallie Dozier</b> TF program staff ISA staff Survey Contractor	Survey our constituents	3/31/15	\$10000
Identify educational funding priorities	<b>Hallie Dozier</b> TF program staff ISA staff Survey Contractor	Survey our constituents		trustee time, executive staff time
Recommend Grants which fall within the priority areas				
Recommend Award sponsored grants as that support our mission.				
Continuous improvement of our process				
Track scholarship awardees	Staff Assigned Liaisons			
Cultivate a presence and relationship with European Arboriculture Congress		Fund a minimum of one (1) International project per year		

### Governance Committee

#### Goals:

To engage 100% of trustees in our mission  
 100% of trustees declare that the TREE Fund is among their top 3 volunteer priorities  
 A Trustee Succession Plan in place  
 A Committee Leadership succession plan in place

#### Outcomes:

A roster of 13-15 trustees  
 A strategically-focused board



Objective	Who	What	By When	Resources needed
Insight Trustee passion for our mission				
Determine whether we utilize the talents of all trustees	Committee Chair President CEO	Survey trustees		trustee time, executive staff time, Trustee Skills Chart, Survey Monkey
Assess effectiveness of current board structure		Survey trustees regarding effectiveness of committees		trustee time, executive staff time, completed Committee Effectiveness Survey and Peer Evaluation
Quantify skills, influence and resources needed for an effective board		Identify the elements of the perfect TREE Fund board		trustee time, executive staff time, completed Trustee Skills summary, completed "Perfect Board" definition, completed Committee Effectiveness Evaluation, completed Peer Review
Ensure board membership is always at 15 engaged members		Recruit candidates with identified desirable attributes Maintain prospect list.		trustee time, staff time
Monitor and facilitate progress toward mission		Replace underperforming trustees		trustee time, executive staff time
Orient new trustees to the organization		Provide orientation materials, assign to a committee and follow up quarterly		staff time, executive staff time president's, past presidents' and emeritus' time
"On-board" new Trustees	President CEO		Throughout 1 <sup>st</sup> year on Board	Executive staff time

## Finance Committee

### Goals:

- To provide overall direction and oversight of the finances of the TREE Fund
- To understand the oversight process in order to insure the integrity of our resources
- A Fiscally responsible Board of Trustees

### Outcomes:

- A financial plan which is supportive of our strategic plan
- Availability of sufficient liquid cash to support operations
- Financial reports which are accurate, comprehensive and informative
- Deposits equal to 30% of annual estimated operating budget in a reserve account



Objective	Who	What	By When	Resources needed
Prepare a 3-year financial forecast				
Identify a mechanism for building the reserve account.		\$180K	12/31/17	
Budget approved annually	Staff Committee Chair	Develop annual budget to support strategic initiatives	Annual meeting in December	trustee time executive staff time, bookkeeper time, committees' budgets, conference call \$
Financial recommendations at each board meeting	Treasurer	Present treasurer report at each board meeting and make recommendations for approval or revision as needed.	May August Dec. 30	trustee time, staff time,
Monitor CCT performance compliance w/policy	Full committee		May	investment policy, endowment policy Trustee Time
Report on Named Funds	President CEO	Purpose; Financial Goal; date for initial disbursement	May Board meeting	Balance Sheet Fund establishment documents Executive time Staff time

## Fund Development and Communications Committee

### Goals:

Increase awareness and understanding of the TREE Fund's mission and programs to existing and emerging constituencies

Foster a culture of philanthropy within the green industry

100% of Trustees are financially invested

Diversified operating income

- x% of revenue from individual donations
- x% of revenue from events
- x% of revenue from corporate donations
- x% of revenue from grant/scholarship management fees

### Outcomes:

A diversified revenue stream

Utility Arborist Research Fund (UARF) 100% funded by 2017

Bob Skiera Fund 100% funded by 2017

100% of US ISA Chapters invested



Objective	Who	What	By When	Resources needed
Revise Mission Statement	Communications Committee, Communications Staff	Revise wording, not meaning	11/31/14	Staff Time
Revise External Case Statement	Communications Staff	Produce "case statement" document that highlights how giving will help them and their community		Staff Time
Retain and upsell Current donors	Trustees; Executive Staff; Staff	Personal contact – arranged or casual. Identify and Emphasize specific opportunity related to their interest.		Trustee Time; Executive Staff Time; Staff Time
Continue execution of Marketing Plan		Market to golf course management, landscape professionals, general public.		Staff time
Supplement existing marketing plan with Tour specific and auction specific marketing plan	Tour Committee Dev & Com staff			Money
Implement a Major Gift Campaign	Consultant	Develop a team of highly trained solicitors Identify potential solicitors Pay for their Training Statement		MONEY; (Trustees & Liaisons) Executive Staff time Staff time
Cultivate small tree companies to make annual donations of \$5,000 or more	Staff Trustees	Enlist help of company that already donates this way and to this extent		Staff Time Trustee Time
Locate potential new donors from outside green industry	Trustees Executive Staff	Identify top people in green industry who have wealthy clients Train these arborists to cultivate their clients as new donors Attempt to involve these clients in TREE Fund efforts		Staff Time Trustee Time Executive Staff time





		Ultimate “ask” would include staff.		
Identify potential new or “increased” donors from within green industry		Solicit board members for their participation Solicit board members and their colleagues for names of new potential donors		
Provide educational information to chapter boards highlighting the connection between their professionalism and Tree Funded research		Institute regular program of staff visits to board meetings Collect examples of “usable” research results to hand out Promote idea of liaison person being board member of every chapter		
Foster mutually beneficial relationship with chapters		Communicate on a regular basis (to the various boards) where their money has gone Provide occasional grants to chapters who propose a specific educational program		Staff Liaisons
Maintain sponsorship level to cover overhead of tour plus support general operations.		Seek to have competitors of sponsors contribute as well		
Line up sponsors three years in advance		Use green industry contacts, including board members, to solicit continued and additional sponsorships		
Budget \$ for marketing of TF and its events; social, etc campaign, free-lance intern				
•Diversify the items for bidding at live auction		Continue “vacation packages” but do not let them become too dominant Provide more items that can be carried off without shipping costs Encourage some chapters to supply more than one item without increasing their overall cost		





		<p>Provide more “sport” items or packages (firearms, outdoor gear, etc.) for bidding at live auction</p> <p>encourage chapters to solicit their own members to make an auction contribution that would make up at least part of the chapter “expected” donation</p>		
Attract more individuals to bidding at live auction		<p>Co-ordinate with Davey so they can attend</p> <p>Provide some less expensive items</p>		
Continue to increase the number of “unique” items for silent auction		<p>Rely more on individuals for such donations rather than companies</p> <p>Ask chapter board members (via liaison?) to identify craftsmen who might make such a contribution. A good database to have!</p>		
Evolve Communications Committee; strategic, new members, focus on writing				
Utilize strengths of board to diversify funding				
Increase TF visibility to industry with content in industry publications and fresh content on website				
Improve existing Fund Development programs	Development and Communications Staff	Review/update/implement campaigns for Planned Giving, Annual Campaign (including major gifts) and Endowment Campaign	Ongoing	executive staff time, development and communications staff time, trustee time
	Doug Anderson TdT task force Mary DiCarlo Paul Wood	Plan and execute Tour des Trees	During 12 months preceding event	trustee time, task force members’ time, staff time, contractor’s time
	Karen Lindell	Plan and execute Raise Your Hand for Research	During 9 months	development staff time



	Mary DiCarlo Volunteers	auction	preceding event	trustee time, liaison time
		Advance Named Fund Campaign		
		International Campaign for Skiera Fund		
	Derek Vannice Mike Neal Jessica Carroll Janet Bornancin	Utility Arborist Research Fund Campaign (Endowment Campaign and Annual Fund Campaign)	Ongoing	executive staff time
Increase participation in "legacy" giving		Publicize and recruit new members to Heritage Oak Society	Ongoing	pro-bono tax or legal advice, website page, executive staff time, development staff time
Implement Major Gift Acknowledgment Protocol	<b>Development and communications Staff</b>			

## Liaison Committee

### Goals:

- To develop and maintain a sound, dynamic relationship with ISA Chapter Officers and members
- To achieve 100% representation of North American Chapters on Liaison Committee
- To convert 100% of North American Chapters to donors
- Each Chapter actively participate in Chapter Challenge
- Promote research, education and scholarship programs

### Outcomes:

- Regular, proactive communication between the ISA Chapters and the TREE Fund
- Increase in donations from all chapters

Objectives	Who	What	By When	Resources needed
Increase chapters' understanding of the mission and programs of the TREE Fund	Liaisons	Present TF at the first Chapter board meeting and at a general membership meeting. Staff the TF booth at annual chapter conferences	Annually	TF presentation materials, staff time, shipping \$, liaison time



Maintain and enhance Liaison Tool Box				
Train Liaisons in donation solicitation and donor relations			Dec. meetings	
Assist Fund Development committee in converting non-participating Chapters	Staff, Liaisons, Development Committee			
Increase each chapter's annual gift amount	Liaisons and staff	Train Liaisons in donation solicitation and donor relations. Encourage chapter and members' support of TF and local events. Encourage individual gifts from members and corporate gifts from business owners in chapter.	Ongoing	Staff time, liaisons' time, Fundraising Guide