



# TREE Fund Strategic Plan

## 2015-2017

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## **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. 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 and Liaison Committee Chair; Wendy Robinson: former Trustee and Liaison Committee Chair; Steve Chisholm: Liaison Committee Member and Janet Bornancin: TREE Fund President/CEO.

On May 12, 2014, TREE Fund Board members, ISA Chapter Liaisons, TREE Fund staff and executive staff participated in a strategic planning retreat. Facilitated by Derek Vannice, the group's purpose was to prepare a strategic plan for 2015-2017. During this retreat, vision and mission statements were reviewed and strategic initiatives were defined. The first draft of the 2015-2017 document was created following the meeting. It was electronically circulated to Trustees and the Strategic Task Force for additional input on goals and objectives. Further revision and review was done by Trustees and executive staff resulting in the final draft; submitted to the Executive Committee 10/29/14 for review.

### **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 urban 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               | • Safety       |
| • Integrity                | • Transparency |
| • Philanthropic excellence | • 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
- To 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
Manage productive meetings	Board Chair and President/CEO	Prepare relevant agendas Encourage dialogue Build consensus	April August December	Executive Committee time, Staff Time
Work of the board is done by committee	Chairman of the Board	Appoint effective committee chairs	December	Trustee Time
Use the Strategic Plan to guide our work	Trustees Committees	Review the strategic plan	Quarterly	
Know what each committee is doing	All officers of the board	Read committee reports	Prior to each board meeting	
Educate non-American ISA members about TREE Fund.	Vice Chair Chair Elect COR Rep Executive Staff	Attend ISA Leadership Workshop Champion the TREE Fund at conferences and events.	October	\$ for participants' travel (ISA reimburses 50% of travel cost)
Prepare for leadership change	Executive Staff Consultant Executive Committee	Create an organizational Succession Plan	12/31/16	\$ for consultant fee

## 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
- To update Funding Priorities



(Research and Education Committee continued)

**Outcomes:**

- A relevant arboriculture and urban forestry research and education funding agenda
- Significant contribution to the science of caring for trees

Objectives	Who	What	By When	Resources needed
Annual grant awards total \$300000	Committee Chair, Finance Committee and Staff	Collaborate to create annual budget	October 2015	\$ Trustee time Staff time
Identify research & education funding priorities of constituency	Research Co. Exec. Staff	Survey our constituents	Done	
Recommend proposals for awards	Task forces of committee	Review proposals, rank proposals, recommend proposals to the board	Spring and Fall board meetings	Volunteer Time
Continuous improvement of our process	Committee Chair Program Staff	Debrief on process	After every grant cycle	Volunteer Time
Cultivate a presence and relationship with European Arboriculture Congress		Fund a minimum of one (1) International project per year		Staff Time Volunteer time

**Governance Committee**

**Goals:**

- To engage 100% of trustees in our mission
- Ensure 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
- A roster of 13-15 qualified trustees

**Outcome:**

- A strategic board which ensures that resources are available to achieve our mission



(Governance Committee continued)

Objective	Who	What	By When	Resources needed
Determine whether we utilize the talents of all trustees	Committee Chair or appointee	Survey trustees	May Board meeting	\$26/mo. for Survey Monkey
Assess effectiveness of current board structure	Committee	Survey trustees regarding effectiveness of committees	August Board meeting	Survey Monkey
11-15 Trustees on Board	Committee and Trustees	Recruit candidates with identified needed skills	Sept1	Trustee Time Staff Time
A positive experience for new trustee	President/CEO	"On-board" new Trustees	Throughout 1 <sup>st</sup> year on Board	Trustee Time 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
- To support Fiscal responsibility of Board of Trustees

### Outcome:

- A financial plan which supports our strategic plan

Objective	Who	What	By When	Resources needed
Ensure financial resources are available to support operations	Treasurer and Committee	Have sufficient liquid cash	Dec. 15	Understanding of the Fund Development Plan
Deposits equal to 30% of annual estimated operating budget in a reserve account	Treasurer and Committee	Identify and recommend to board a mechanism for building the reserve account.	Dec. 15	Volunteer Time Staff Time
Oversee the financial health of the organization	Treasurer and Finance Committee	Review financial reports; Review the Endowment reports from CCT	Quarterly Quarterly	Budget Draft Financial reports CCT reports
Budget approved annually	Staff Treasurer Committee Chairs	Develop annual budget to support strategic initiatives  Present budget to Board for vote	October  December	Year to Year comparison and projected year end budget and supporting documents



Monitor CCT's performance for compliance w/our investment policies	Full committee	Review CCT investment performance	May	Investment policy, Endowment policy
Knowledge of Named Fund balances	President/CEO	Communicate Purpose, Financial Goal, and restrictions	May Board meeting	Balance Sheet Fund establishment documents

## Fund Development and Communications Committee

### Goals:

- To increase awareness and understanding of the TREE Fund's mission by existing and emerging constituencies
- To increase awareness of our programs
- To increase financial support of programs
- To increase unrestricted gifts in number and amount
- To diversify operating income

### Outcomes:

- Increased awareness of TREE Fund
- Diversified revenue streams to support the growth of our operations and endowment

Objective	Who	What	By When	Resources needed
100% leadership is financially invested	Board Chair and President/CEO	Ask each trustee	Dec. 1	
Increase foundation development and communication tools' effectiveness	Staff	Revise case statement, create PG brochures, revise Tour brochures and update websites.	March 30	\$
Cultivate VIP donors into HOS members	Trustees; Executive Staff; Staff	Personal contact – arranged or casual. Identify and emphasize specific opportunity related to their interest.	Ongoing	\$ for travel
Use innovative marketing	Staff	Update, supplement, existing marketing plan with Tour and auction specific marketing plan.	Ongoing	\$ to update website, \$ to hire consultants, \$ for printing/postage



Implement a Planned Giving/Major Gift Campaign	Staff and Planned Giving Committee	Develop a team of highly trained solicitors. Identify potential solicitors. Pay for their Training	March	\$ for travel PG consultant from ESCORE
<p>Currently 2% of budget revenue is from individual “non-event” donations. Keep at 2%.</p> <p>Currently 67% of revenue is from events. Decrease 1% annually to 66%.</p> <p>Currently 13% of revenue is from sponsored grants. 1% increase annually to 14%</p> <p>5% of revenue is from investment income. 1% increase annually to 6%.</p> <p>Currently 12% of revenue is from nonevent corporate donations. Variance of 1% in this area to allow for budget to increase by 1% per year in corporate donations.</p>	Staff & Trustees	Trustees and their colleagues identify and solicit donors and prospects within the green industry.	Dec. 31	\$ for Annual Fund Campaign
Identify and 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	Ongoing	Trustee Time Staff Time
Reach 3 Named Fund goals	Staff and UARF committee	\$200K gifts annually for UARF	Dec 31	Staff Time Volunteer Time
	Staff and ISA BS Dev. Co	\$65K annually for BSMF	Dec 31	Staff Time Volunteer Time
	Staff and BAF committee	\$20K annually for BAF	Dec. 31	Staff Time Volunteer Time
Foster mutually beneficial relationship with chapters	Trustees and Staff; Liaisons	Present at chapter board meetings. Focus on applied research. Promote liaisons being chapter board members.	Ongoing	Trustee Time Staff Time \$ for travel
		Communicate on a regular basis (to the	On going	Staff Time, Liaison Time



		various boards) where their money has gone Offer/provide grant management support		Trustee Time
Line up Major sponsors three years in advance	Trustees and Staff	Cultivate current sponsors. Identify prospective sponsors	Done	\$ travel
Evolve Communications Committee	Staff and Chair	Strategic, advisory, recruit new members	February	Staff and Co. Chair time
Increase TF visibility to industry	Staff & Trustees	Content in industry publications and fresh content on website	On going	Staff Time
Identify donor prospects from outside green industry	Trustees Staff	Identify people in green industry who have wealthy clients. Train these arborists to cultivate their clients as new donors. Cultivate the prospects into donors.	On going	\$ training and travel

## 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
- To ensure each Chapter actively participate in Chapter Challenge
- To 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 TF, the mission and programs.	Liaisons	Present TF at the first Chapter board meeting and at a general membership meeting	Annually	TF presentation materials, staff time, shipping \$, liaison time
Maintain Liaison Tool Box	Staff and Liaisons	Update tool box with chapters' fundraising successes, chapter challenge information	On Going	Staff Time
Train Liaisons in donation solicitation and donor relations	Staff	Facilitate fundraising workshops	Dec. meetings	\$ for materials and consultants





100% US chapters have liaisons	Staff, Liaisons, Development Committee	Assist Fund Development Committee in converting non-participating Chapters	12/2017	Staff Time Volunteer Time
Increase each chapter's annual gift amount	Liaisons and Staff	Encourage chapter and members' support of TF and local events. Encourage individual gifts from members and Corporate gifts from business owners in chapter.	Ongoing	Volunteer Time Staff Time \$ for staff travel to chapter board meetings
Celebrate Successes	Staff and Liaisons	Nominate someone for Ken Ottman Award. Acknowledge Individual chapter's successes, committee's accomplishments, individual liaisons	Annually Quarterly	Staff Time Volunteer Time