

2018 STRATEGIC PLAN DELIVERABLES

Development Committee (Goals by end of each month):

- **March:** Engage digital marketing partners (*with Communications Committee*)
- **May:** President/CEO complete review of Tour before Trustees meeting
- **October:** Develop list of new partnership and individual prospects for 2019 (*with Communications and Liaison Committees*)
- **October:** Develop calendar of events for 2019
- **December:** Evaluate endowment results, toward goal of \$4.75M in endowment, plus additional \$250K pledged
- **December:** Implement new website (*with Communications Committee*)

Research and Education Committee (Goals by end of each month):

- **May:** Make recommendations for awards to Board of Trustees from Spring Cycle
- **June:** Review and make recommendations about future Education Grants based on Education Benchmark Grant findings
- **September:** Review and update (as necessary) all RFPs for 2019
- **September:** Review and update (as necessary) 2019 application and review calendar
- **September:** Review and update (as necessary) rating and screening metrics for 2019 Review
- **December:** Make recommendations for awards for Board of Trustees from Autumn Cycle

Communications Committee (Goals by end of each month):

- **January:** Develop annual media calendar to be reviewed monthly through 2018
- **February:** Review 2017 final grant levels/findings and integrate into 2018 communications narratives
- **March:** Prepare a public annual report on 2017 activities
- **March:** Engage digital marketing partners (*with Development Committee*)
- **March:** Re-brand/re-format TREE Fund newsletter
- **October:** Develop list of new partnership and individual prospects for 2019 (*with Development and Liaison Committees*)
- **December:** Implement new website (*with Development Committee*)

Executive/Governance Committee (Goals by end of each month):

- **Monthly:** Supervise CEO via scheduled calls and communications
- **January:** Implement new Trustee Handbook
- **July:** CEO evaluate job description and make recommendation for changes (as necessary) to Committee
- **July:** CEO provide self-assessment to Committee
- **August:** Conduct board/staff “360 review” on CEO performance

- **August:** Committee provide performance evaluation to CEO
- **September:** Make recommendations to full board for any changes to CEO compensation or employment (as necessary)
- **September:** Develop a policy to conduct an annual due diligence process that affirms TREE fund is performing its mission in a financially and ethically correct fashion; policy will be adapted into Trustee Handbook by January 2019
- **October:** Develop a Board Composition Matrix that seeks to balance professional, geographic, and diversity goals to focus recruitment efforts
- **December:** Conduct a client satisfaction survey to assess organizational effectiveness
- **December:** Review all Committee chair reports against charters contained in new Trustee Handbook to ensure Committees are working toward

Finance and Audit Committee (Goals by End of Each Month):

- **Monthly:** Review CEO financial reports to ensure TREE Fund operates in a cost-effective and responsible manner
- **April:** Complete review of audit and accept findings on behalf of trustees to support on-time tax filing
- **May:** Present audit results to board of Trustees
- **June:** Complete review of all tree fund insurance policies to ensure adequate risk protection
- **October:** Evaluate and document a cash reserve policy as part of 2019 budget review
- **October-November:** Review CEO proposed budget for 2019 with goal of positive net unrestricted income
- **November:** Evaluate CCT Growth Pool results
- **November:** Prepare a high-level five-year financial plan built on 2019 budget, incorporating Endowment Building Plan and any proposed changes to Tour or other events
- **November:** Complete audit engagement process
- **December:** Submit budget to Trustees for final approval

Liaison Committee (Goals by End of Each Month):

- **January:** Distribute signage and other materials to all chapters to support conferences, etc., with goal of ensuring donors understand the value of their contributions
- **January:** Develop annual calendar of meetings and conferences and identify where and when TREE Fund staff will participate
- **May:** Disseminate a formal annual report to Chapters and members (*with Development and Communications Committees*)
- **October:** Develop list of new partnership and individual prospects for 2019 (*with Development and Communications Committees*)
- **October:** Develop new approaches and plans for engaging the new partners and individuals in 2019 (*with Development and Communications Committees*)
- **December:** Release annual findings documented in Research/Education and Communication Committees sections above to Chapters via Liaisons annually in December