TREE Fund Trustee Meeting
September 20, 2018, 10:00am – Noon Central Time
Via Zoom Conferencing

Join from PC, Mac, Linux, iOS or Android: https://zoom.us/j/591164109

Or iPhone one-tap:
US: +16699006833, 591164109# or +16468769923, 591164109#

Or Telephone:
+1 669 900 6833 or +1 646 876 9923
Meeting ID: 591 164 109

10:00   Call to Order and Consent Agenda
- Consent Agenda
    - Minutes from May 21, 2018 Meeting                          Tab 1
    - President and CEO's Report                                 Tab 2
    - Executive and Governance Committee Report                 Tab 3
    - Treasurer's Report                                        Tab 4
    - Development Committee Report                               Tab 5
    - Communications Committee Report                           Tab 6
    - Research and Education Committee Report                    Tab 7
    - Liaison Committee Report                                   Tab 8
    - Council of Representatives Report                          Tab 9

10:15   Chairs Briefly Summarize Committee Highlights (June – Sept.)
- Steve Geist, Executive and Governance Committee
- Ray Henning, Audit and Finance Committee
- Paul Fletcher, Development Committee
- Dave Krause, Communications Committee
- George Hudler, Research and Education Committee
- Randall Miller, Liaison Committee
- Al West, Council of Representatives
- J. Eric Smith, President and CEO

10:45 Future Meeting Planning
- December 10, 11 Trustee and Liaison Meetings at Bartlett Lab
- December 12 Research Workshop at Bartlett Lab
- 2019 Meeting Schedule
    - May face-to-face; location?
    - September via Zoom; reduce paper reports for calls vs meetings?
    - December face-to-face with Liaisons; location?

11:00 Old Business
- Trustee and Committee Member Recruitment                           Geist
- Strategic Plan Check-In                                       Geist, Tab 10
- Tour des Trees Implementation 2019-2021                           Smith

11:15 New Business

11:30 Closing Items/Executive Session
- President and CEO Evaluation

12:00   Adjourn

# Trustee Meeting Minutes

**Date & time of meeting**:   May 21, 2018, 8:00am at The Morton Arboretum, Lisle, IL
**Attending:**   Chairman Steven Geist, Chair-Elect Beau Brodbeck, Vice Chair Tom Wolf, Treasurer Ray Henning. Trustees: Jim Barborinas, Paul Fletcher, Brett Heinrich (via phone), George Hudler, Sharon Jean-Philippe, Dave Krause, Sharon Lilly, Randall Miller, Mundy Wilson Piper, James Urban, Chairman Emeritus Al West, President and CEO J. Eric Smith
**Absent:** Trustee: Will Nutter

Meeting call to order: Chairman Geist called the meeting to order at 8:22am.

Consent Agenda:
Chairman Geist asked the Trustees whether they had any items they would like pulled from the Consent Agenda; none were requested. Motion was made by Trustee Krause to accept the Consent Agenda; seconded by Trustee Barborinas. No discussion. Motion carried.

- Consent Agenda items:
    - Minutes from December 5, 2017 meeting
    - President and CEO's Report
    - Executive and Governance Committee Report
    - Treasurer's Report
    - Development Committee Report
    - Communications Committee Report
    - Research and Education Committee Report
    - Liaison Committee Report
    - Council of Representatives Report

Chair Summaries of Committee Highlights (December 2017 to May 2018): Committee Chairs reviewed key committee developments since the last board meeting. Trustees would like to continue to have financials included in the board meeting packet; President Smith said he will provide April financials, rather than first quarter financials as has been the case in the past. Communications Committee Chair Krause asked Trustees to send photos to Karen Lindell for inclusion in TREE Press and website. Research and Education Committee Chair Hudler would like to add more members to the Research Committee. Liaison Committee Chair Miller will add discussion with Liaisons about adding outside members i.e. ASLA to Committee. Council of Representatives Al West asked for three slides from TREE Fund to present at ISA meeting.

Independent Financial Audit Report Summary: Treasurer Henning noted that the audit was completed on time with a clean audit report. Three recommendations were made and have been implemented. New accounting rules will come into effect in 2019 with small reporting changes.

Research and Education Committee Grant and Scholarship Award Recommendations:
- Motion was made by Trustee Barborinas to vote upon the recommended 2018 grant and scholarship awards as a single slate; seconded by Trustee Urban. Motion carried.

- Motion was made by Trustee Miller to approve the following grant and scholarship awards; seconded by Trustee Piper.
  - Hyland Johns Grant for $48,842 to Dr. Andrew Hirons, University of Myerscough, UK for his project "Enhancing the performance of urban storm water management schemes with tree selection: developing a new approach to assessing waterlogging tolerance in temperate trees."
  - Safe Arborist Techniques Fund Grant for $8,530 to Alexander Laver, Tree Logic for his project "Optimised techniques for arboreal activities."
  - Utility Arborist Research Fund Grant for $46,000 to John Goodfellow for his project "The Cost-effectiveness of Integrated Vegetation Management."
  - Ohio Chapter ISA Education Grant for $5,000 to Kent Roosevelt High School Forestry and Landscape Management Program project "Setting Young People Up for a Future in Arboriculture."
  - Robert Felix Scholarships of $5,000 to:
    - Kaitlyn Pike, DePaul University
    - Jackson Chandler, Brigham Young University
    - Katrina Henn, Mississippi State University
  - Bonnie Appleton Scholarship of $5,000 to Rebeca Pobst, Michigan State University
  - Horace M. Thayer Scholarship of $3,000 to Brady Dauber, Cuyahoga Community College
  - Fran Ward Scholarship of $3,000 to Maria Tranguch, Oregon State University
  - John Wright Scholarship of $2,000 to Michael Tilton, University of Massachusetts, Amherst

Executive and Governance Committee:
Executive Session began at 9:30am and ended at 10:30am: Motion was made by Trustee Miller and seconded by Trustee Barborinas to approve Option #3 as presented to the Trustees by President Smith: shorten the Tour, keep fundraising at current level of $3500/rider, rider safety is paramount, review additional opportunities for Professor Pricklethorn, move the Tour away from ISA International, schedule in September/October.

Trustee Meeting re-convened at 10:30am:

Future Meeting Planning:
- Fall video conference: Trustees requested a poll to select a date for the late September/early October video conference.
- December 10 and 11 joint Trustee/Liaison meeting will be held at Bartlett Labs. President and CEO Smith will prepare a summary of current research grant scopes by mid-June in preparation for the Research Workshop on December 12. Trustees were asked to advise President and CEO Smith if they would like to attend the workshop along with suggestions of researchers to attend. We can have 15 to 18 attendees, so need to have good balance between Trustees, research guests, and staff. A Save the Date invitation will be sent in June.
- Trustees approved a face-to-face board meeting in May 2019.

TREE FUND
Cultivating Innovation

Old Business:
- Education Program Review: Dr. Eric Wiseman has submitted his final report for this directed grant; report will be forwarded to Trustees for review.
- Research Program Review project is in progress. Final report is expected in November in advance of the December 12 Research Workshop.
- Strategic Plan Check-In: Directives for each Committee were reviewed.

New Business:
- President and CEO Smith discussed the Penn-Del Chapter scholarships and three possible scenarios for the program. Trustees were in agreement to discontinue offering these two scholarships unless structural changes were made; President Smith will contact Penn-Del Chapter this summer to request the needed changes.
- State Game Lands Sponsored Grant: Motion was made by Vice Chair Wolf to allow President and CEO Smith to authorize a one year agreement with Penn State to continue the Bramble and Byrnes project, not to exceed $120,000. Motion was seconded by Trustee Miller. Trustee Krause abstained. Motion carried.
- TREE Fund After Hours event will be held offsite of ISA conference in conjunction with Ohio Chapter.
- President and CEO Smith will contact Caitlyn Pollihan at ISA about Tour rider entry to conference.
- Chairman Emeritus West shared a story about First Lady Barbara Bush and her help in increasing focus on trees and tree planting in the forestry provision of the 1990 Farm Bill. ISA Research Trust (TREE Fund) played a major role in its passage.

Executive session commenced at 12:50pm Central Time. Meeting adjourned at 1:10pm Central Time.

Respectfully submitted by Barbara Duke.

# TREE FUND MEMORANDUM

Date: September 6, 2018

To: TREE Fund Board of Trustees

Fm: J. Eric Smith, President and Chief Executive Officer

Re: Report for September 20, 2018 Trustee Teleconference

## INTRODUCTION:

With a relatively light agenda for our September 20, 2018 teleconference, I have no major new initiatives or requests requiring Trustee action, so my report to you this month is relatively brief, supplementing information contained in the Chair's reports from each of our committees.

## GOVERNANCE/EXECUTIVE:

- I have provided my annual self-assessment to the Governance/Executive Committee as part of my annual evaluation under the Strategic Plan. I look forward to discussing the outcomes of this review with the Committee when the Trustees complete the process.

## AUDIT/FINANCE:

- We are in the process of closing out August books, including most everything associated with the Tour des Trees and TREE Fund After Hours as I prepare this memorandum. We will have the August reports ready for Audit/Finance Committee by Friday, September 14, and will provide them to the Trustees at that time as well.
- Our annual engagement letters with Sassetti LLC, our independent financial auditors, clearly define the reports that they are to file on our behalf, including the annual IRS Form 5500, *Annual Return/Report of Employee Benefit Plan*. In June this year, we received notice from the IRS that they had not received our 2016 IRS Form 5500, and upon investigation discovered that Sassetti had not filed it. We have since filed both the 2016 and 2017 reports, but there is some probability for the IRS to apply penalties or interest on the 2016 one. We are holding Sassetti responsible on this piece, and I will update you if any liability occurs here.
- As part of our cash management plan this year, as donor restricted gifts come in for the endowment, we have been transferring funds from the formerly-unrestricted pool already at Chicago Community Trust (CCT), rather than from our operating bank account. We began this process late in 2017, and I have kept our Auditors and the Audit/Finance Committee aware as we move forward with cleaning up this last relic of our inaccurately documented relationship with CCT. Based on receipts this month, I expect that we will draw the last of this available unallocated funding down in September (this month), and will begin making transfers to CCT again in the fourth quarter. The Audit/Finance Committee has a strategic plan deliverable later this year to evaluate our cash reserve policies and positions, so it is good timing to have this piece cleaned up now.

**COMMUNICATIONS:**

- Karen Lindell is continuing to provide our communications support on a part-time basis effective September 1, 2018. We have a six-month commitment under this arrangement, and will evaluate whether it is effective for both sides in March 2019. I am evaluating how to fill Karen's other roles (primarily related to the Tour des Trees), including options to contract this work, and options to rearrange tasks within the current office staff to support a new full-time position. I am modeling these are part of early preparation for the 2019 budget, but do not expect to (or need) to make any final decisions until October.

**RESEARCH AND EDUCATION:**

- We placed the ~$111,000 contract with Penn State Altoona in early July to fund the State Game Lands 33 ("Bramble and Byrnes") work for another year, hopefully laying the groundwork for a largescale, long-term project with Asplundh, Corteva, PECO and First Energy to keep this historic site running well into the future. We are also awaiting a proposal from Sonoma State to extend our sponsored grant work there by two years with funds already in hand from PG&E, and we have been in conversation with UAA about a sponsored grant to ECI using funds that have been on our books for several years that were raised in parallel with UARF, but not endowed. It will be good to have these temporarily restricted pools cleaned up before the end of 2018, when the new fiscal rules on how temporary vs permanent restrictions are recorded will be implemented as part of the year's audit.
- Wright Tree Service had made a ten-year pledge to complete the John Wright Memorial Fund, but have elected to pay that balance (~$56,000) this month instead, so that scholarship will go live at a $5,000 per year level in 2019. ISA's Board of Trustees has also committed to providing the balance of funds needed to top off the John White Memorial Fund, with a commitment on our part that the $5,000 generated by this Fund will be used to supplement the $25,000 generated by the Skiera Fund Building Bridges Initiative in 2019. With several new grant lines coming online in 2019 and beyond, I propose that we rebalance the mix between spring and fall grantmaking cycles as follows, and will ask for a motion to this effect on our teleconference so that we may update our websites and calendars:
  - **Spring:** All scholarships, Ohio Education, Hyland Johns, Utility Arborist Research Fund
  - **Fall:** Duling, Kimmel, Skiera/White Building Bridges, Safe Arborist Technique Fund, Barborinas Fund (every other year)
- We have extended the invitations to our December 12 "Research Work Shop" to be held on the day after our Trustee and Liaison meetings at the Bartlett Labs in Charlotte, North Carolina. We had more interest in the December 12 meeting than we had slots available, so I apologize to those who wished to attend but were not invited; I did not want to over-extend the hospitality being offered to us by Bartlett, and had already given them numbers back when we first conceptualized this event. Our key goal for this meeting should be to come out with tight, specific language for each grant line, for each year, from 2019 to 2021 (or longer, if possible), to get the most meaningful, specific grant applications possible, rather than a cross-section of proposals that are difficult to evaluate against each other due to their broadness across multiple research and academic disciplines. I will work with Board Chairman Geist and Committee Chairman Hudler over the next couple of months to get the agenda and structure of the meeting down to maximize the time we have together in Charlotte with researchers.

## DEVELOPMENT/LIAISON:

- The Tour des Trees rider and team fundraising component was successful this year, though we are off a bit on corporate partners, and we had a higher than planned number of gifts restricted to endowment pools, which does not help defray current year research payments. Costs for the Tour will be dramatically less than last year, and hopefully some less than budgeted. We'll have complete numbers when we finish the August financials. From a community engagement and safety standpoint, I think this year's Tour was exemplary.
- We have already announced the shorter Tour dates for 2019 in accordance with my plan that you approved at our May meeting, and feedback thus far has been positive from current and past-year riders. We intend to announce the full 2019 route in December this year.
- TREE Fund After Hours was highly successful from a "friendraising" standpoint with over 550 in attendance, but the auction component had problems again, and was not strong from a financial standpoint. We had unfortunate concerns raised at a high level regarding the outcomes of the Golden Ticket sales, and I will not continue that program after this year in response to that, since we do not want to create or propagate a "the fix is in" feeling around that raffle (the issue had to do with the drawn winner not be present at the event, though we knew who he was and what he wanted). I believe that the auction has probably run its course at this point, and may not be a viable component of a large "friendraising" event anymore, especially if I can find a partner that is willing to defray the expenses without us having to solicit and sell auction items. ISA Executive Director Caitlyn Pollihan and I have already had conversations about how we might collaborate on this event in 2019 in new ways.
- We will be launching our 2019 Partnership Appeal and the 2018 Year-End Operating Appeal in October. There is a joint Development, Liaison and Communications Committee meeting on October 4 to brainstorm and develop the list for corporate and individual donors; we need new blood, as always, most especially on the operating side with Davey shifting their annual funding from operating to endowment in 2019. I appreciate any ideas or leads you may have.
- We continue to work with the liaisons on moving Chapters from the "chapter challenge" retail approach to fundraising, and into a "partnership" model. The transition continues to go well, though I would like to use the December 11 meeting with the Liaisons to really stress the ways that they can be champions for us in their home chapters beyond just fundraising, e.g. promoting webinars, using websites effectively, etc.

## CONCLUSION:

As always, please let me know if you have any questions, concerns or comments on anything in this report. I remain grateful for your wise counsel and support.

All best,

J. Eric Smith, President and Chief Executive Officer

**Executive and Governance Committee Report**
**Prepared by: Steve Geist, Chair**
**Date Submitted: September 6, 2018**

Meetings: (Please include dates, those who participated, topics and actions)

June 26, 2018
Present – Steve Geist, Beau Brodbeck, Ray Henning, Sharon Jean-Philippe, Eric Smith, and Barb Duke.
July 11, 2018
Present – Steve Geist, Beau Brodbeck, Ray Henning, Tom Wolf, Sharon Jean-Philippe, Eric Smith, and Barb Duke.

Accomplishments:
The committee formulated and agreed to a timeline for the TREE Fund evaluation process. This process includes Eric's self-evaluation and updated job description, the 360 degree review, consolidation of review input and the sharing of a completed evaluation to Eric.
The committee has also been actively working on a board slate for 2019. Several of the trustees whose terms expire in December 2018 wish to seek another 2 year term. Jacques Brunswick has expressed interest in a Trustee position and we are awaiting his application.

Objectives for the next 3 months:
We are currently finishing Eric's review and compensation recommendations for 2019. The committee will be formulating the Ethic and Financial Due Diligence process in September. Develop a board composition matrix in October and begin the process for documenting Trustee recruitment and selection.

Next Meeting Date:
September 12, 2018

**Audit/Finance Committee Report**
**Prepared by: Ray Henning, Chair**
**Date Submitted: September 4, 2018**

**Meetings:**

**Date:** May, 2018

**Participants:**

**Topics and actions:** No meeting was held due to the closeness of the May Board meeting held in Chicago.    Financial Reports were sent to all committee members for review.

**Date:** June 19, 2018

**Participants:** Ray Henning, Treasurer; Jacques Brunswick; Rick Joyce; John Signorini; Tom Wolf; J. Eric Smith

**Topics and actions:** Reviewed the April 2018 CCT statement and May 2018 financial statements. Sponsored Grant revenue is up due to the multi-year Davey endowment pledge made this year for 2019-2023. It will go up further this month with the anticipated payment from Aslpundh for the Penn State University one year contract at about $127,000. Special Event revenue is lower due to timing of Partnerships coming in, and Tour participants requesting their donors to restrict gifts to endowment funds. We continue to draw down unallocated funds held by Chicago Community Trust and are not sending monthly transfers to CCT at this time; we will evaluate whether to resume doing do after we close second quarter. Received first of two annual endowment payments from CCT of ~$77K. Skiera Fund is about to reach its goal and will be announced at ISA conference; will begin making awards in 2019. Grants Payable reflects payments for awards made at May Trustee Meeting. A budget is now being required with interim grant reports and interim payments will be made based upon their budget.

Jacques Brunswick will discuss the monthly Profit and Loss reports with President and CEO Smith to develop a format that more clearly distinguishes current and future year revenue (all shown now under accrual format), and also more clearly distinguishes restricted and unrestricted revenue.

Per Strategic Plan deliverables, a review of insurance coverage was completed in June. Business insurance is adequate. Since 2016, we've added $1 million Hired and Non-Owned vehicle coverage for Tour vehicles, an umbrella for Tour liability of $1 million, and an overall umbrella for business operations of $1 million. The committee requested that staff get competitive quotes from broker to add $1 million excess liability to Tour since this is one of our greatest risks and send to committee for consideration and approval. Medical insurance will be re-evaluated for 2019.

**Date:** July 17, 2018

**Participants:** Ray Henning, Treasurer; Jacques Brunswick; Terry McGonegle; Will Nutter; J. Eric Smith

**Topics and actions:** Reviewed the May 2018 CCT statement and June 2018 financial statements. Will award two Kimmel Grants at $10,000 each and one Duling grant at $25,000 in December. Working with Sonoma State to add third year to contract ending 2020.

Karen Lindell will be leaving at end of August and we expect her to continue on a part-time basis with communications.

We continue to draw down formerly unrestricted funds at CCT to meet donor restrictions on endowment gifts. We should deplete this pool by October and begin making transfers to CCT again at that time.

Discussed improvements in financial reporting with Mr. Brunswick to produce a more traditional operating budget report than we currently use as part of 2019 budget process. President and CEO Smith will recast current year budget for review at September meeting for new budget preparation.

The Skiera Fund Campaign has met its $500,000 goal and will be announced at ISA International Conference. President and CEO Smith has requested that the annual ISA Endowment Gift now be re-directed to support the White Fund in 2018/2019; if ISA Board approves, this will complete this campaign as well. Dr. Franco-Lara's 2017 Kimmel Grant Agreement was signed on the deadline date of June 30 and payment of $9,200 was sent in early July; it will appear on the next report. Dr. Pavao-Zuckerman has not yet submitted his interim report for his Research Fellowship; will review his financial assessment and make adjusted payments if applicable. Dr. Fini moved from University of Florence to University of Milan, and we are working to transfer his Research Fellowship payments with full cooperation of both institutions.

Upon the e-mail approval of the Committee, added $1 Million liability policy to Tour des Trees.

**Date:** August, 2018

**Participants:**

T**opics and actions:** No meeting was held in August due to conflicts with the Tour and ISA Annual Conference. Financial Reports were sent to all committee members for review.

**Accomplishments:** The Audit/Finance Committee has provided overall direction and oversight of the finances of the TREE Fund to insure the integrity of our resources. We have provided a financial plan which is supportive of our strategic plan; ensured the availability of sufficient liquid cash to support operations; prepared financial reports which are accurate, comprehensive and informative and maintained a reserve equal to 30% of annual estimated operating budget. In addition the Audit/Finance Committee has; facilitated the completion of the 2017 audit, reviewed all TREE Fund insurance policies, reviewed the monthly CCT and financial statements and have continued to meet monthly.

- **Objectives for the next 3 months:** Maintain the financial integrity of the TREE Fund by monitoring the monthly financial statements and implementation of the following Strategic plan items: Evaluate and document a cash reserve policy as part of 2019 budget review; Review CEO proposed budget for 2019 with goal of positive net unrestricted income; Evaluate CCT Growth Pool results; 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; Complete audit engagement process; Submit budget to Trustees for final approval.

**Next Meeting Date:** September 18, 2018

# TREE Fund
## Budget vs. Actual: FY2018
## January - August, 2018 ACCRUAL

| | Total | | | Annual |
| --- | --- | --- | --- | --- |
| | **Actual** | **Budget** | **over Budget** | **Annual Budget** |
| **Revenue** | | | | |
| 4001.00 Annual Oper Campaign Unrestrict | 128,650 | 127,650 | 1,000 | 185,000 |
| 4100.00 Other Income | 1,885 | 3,200 | (1,315) | 5,000 |
| 4700.00 Program Restricted Revenue | 527,555 | 257,500 | 270,055 | 515,000 |
| 4900.00 Special Events | 408,082 | 525,000 | (116,918) | 625,000 |
| 5999.00 Earnings From CCT to Operations | 77,551 | 77,000 | 551 | 154,000 |
| **Total Revenue** | **$ 1,143,723** | **$ 990,350** | **$ 153,373** | **$ 1,484,000** |
| **Gross Profit** | **$ 1,143,723** | **$ 990,350** | **$ 153,373** | **$ 1,484,000** |
| | | | | |
| **Expenditures** | | | | |
| 6010.00 Board & Liason Expense | 4,897 | 4,500 | 397 | 15,000 |
| 6020.00 Grants and Contracts | 256,810 | 151,900 | 104,910 | 217,000 |
| 6050.00 Occupancy & Equipment Expense | 20,065 | 17,920 | 2,145 | 28,000 |
| 6100.00 Office Expense | 14,851 | 14,000 | 851 | 20,000 |
| 6150.00 Personnel Expenses | 225,606 | 229,840 | (4,234) | 338,000 |
| 6200.00 Professional Fees | 28,392 | 30,940 | (2,548) | 45,500 |
| 6300.00 Service Fees | 2,959 | 7,000 | (4,041) | 10,000 |
| 6900.01 Special Event | 206,092 | 189,570 | 16,522 | 213,000 |
| 7000.00 Technology Expense | 3,135 | 4,000 | (865) | 10,000 |
| 7100.00 Travel & Meetings | 17,316 | 15,120 | 2,196 | 21,000 |
| 7200.00 Communications | 18,605 | 28,000 | (9,395) | 40,000 |
| **Total Expenditures** | **$ 798,728** | **$ 692,790** | **$ 105,938** | **$ 957,500** |
| **Net Operating Revenue** | **$ 344,995** | **$ 297,560** | **$ 47,435** | **$ 526,500** |
| | | | | |
| **Planned Transfers to CCT** | 0 | 202,500 | (202,500) | 450,000 |

*Note: In lieu of planned transfers to CCT, we are drawing down formerly unrestricted funds already at CCT to meet donor restrictions as donor restricted gifts come in; through August 31, we have permanently restricted $101,726 toward endowment pools in this fashion. Approximately $18,000 remains available at CCT before transfers from operating to CCT resume.*

# The TREE Fund
## Statement of Financial Position
### As of August 31, 2018

| | Total |
|---|---|
| **ASSETS** | |
| **Current Assets** | |
| **Bank Accounts** | |
| 1003 Petty cash | 553.00 |
| 1006 Wintrust | 141,242.48 |
| **Total Bank Accounts** | **$ 141,795.48** |
| **Accounts Receivable** | |
| 1410.00 Grant Receivable | 35,000.00 |
| 1510 Pledge Receivables | 466,453.00 |
| **Total Accounts Receivable** | **$ 501,453.00** |
| **Other Current Assets** | |
| Investments held at CCT | 4,510,150.56 |
| **Total Other Current Assets** | **$ 4,510,150.56** |
| **Total Current Assets** | **$ 5,153,399.04** |
| **Fixed Assets** | |
| 1600 Fixed Assets | 3,678.00 |
| 1699 Accum Depreciation | -735.60 |
| **Total Fixed Assets** | **$ 2,942.40** |
| **TOTAL ASSETS** | **$ 5,156,341.44** |
| **LIABILITIES AND EQUITY** | |
| **Liabilities** | |
| **Current Liabilities** | |
| **Accounts Payable** | |
| 2000 Accounts Payable | 55,561.06 |
| 2050 Grants Payable | 277,660.00 |
| **Total Accounts Payable** | **$ 333,221.06** |
| **Credit Cards** | |
| 2210 First National Bank of Om-KL | 516.86 |
| 2220 First National Bank of Om - BAD | 14,205.62 |
| 2230 First National Bank of Om - JES | 832.31 |
| 2240 First National Bank Om-MO | 2,393.17 |
| **Total Credit Cards** | **$ 17,947.96** |
| **Other Current Liabilities** | |
| 2400 403b Deductions Payable | 2,250.00 |
| 2450 Accrued PTO | 15,955.61 |
| **Total Other Current Liabilities** | **$ 18,205.61** |
| **Total Current Liabilities** | **$ 369,374.63** |
| **Total Liabilities** | **$ 369,374.63** |
| **Equity** | |
| 3200 Unrestricted-Operating | 16,375.00 |
| 3600 Temporarily Restricted | 271,030.00 |
| 3800 Permanently Restricted | 4,429,586.00 |
| 3900 Retained Earnings | -359,473.12 |
| Net Revenue | 429,448.93 |
| **Total Equity** | **$ 4,786,966.81** |
| **TOTAL LIABILITIES AND EQUITY** | **$ 5,156,341.44** |

**Development Committee Report**
**Prepared by: Paul Fletcher, Chair**
**Date Submitted: September 14, 2018**

Meetings:

**Date & time of meeting**:  May 8, 2018 Noon Central Time via conference call
**Attending:**  Paul Fletcher, Chair; Jacques Brunswick; Randall Miller; Will Nutter; Jeff Wilson; J. Eric Smith; Monika Otting
**Absent:** Brian Borkowicz; Ken Ottman

Development Committee Chair Fletcher opened the meeting at 12:03pm Central Time.

1. <u>March 13 Meeting Minutes</u>: Committee Chair Fletcher asked for comments or edits to the minutes; none were offered. Motion was made by Mr. Miller to accept the minutes; seconded by Mr. Wilson. Minutes were accepted as submitted.

2. <u>Strategic Plan Implementation/May Goals</u>: President and CEO Smith's review of the Tour will be addressed and voted upon at the Trustee Meeting on May 21. Mr. Wilson suggested getting company matches for young virtual Tour participants next year.

3. <u>2018 Tour Update</u>: There are currently 61 registered riders and 4 virtual participants; same as at this point last year. Fundraising is up from this time last year.

4. <u>After Hours Update</u>: TREE Fund is partnering with Ohio Chapter and holding the After Hours event in conjunction with their party offsite at Park Street Cantina, near the convention center. This will allow us to benefit from a generous cost savings and hopefully increase attendance. Private donor appreciation reception will begin at 5:30 and After Hours held from 6pm – 7pm. Event will include a live auction, golden tickets, drink tickets, taco bar, and a band. Committee Chair Fletcher stated that Jim Ingram at Bartlett offered to donate a Rhode Island mansion stay package. Auction items will vary in price range.

5. <u>Corporate Partners</u>: Mr. Nutter continues to follow up with Lewis Tree, Duke Energy and Southco. He noted that Nelson Tree Service is under the Asplundh umbrella. Mr. Miller is working with Pacificorp's new management; he will call Mike Neal at Mowbray's and contact PNW Chapter. Ms. Otting stated that Dominion and Gamma Tree are not

renewing their partnerships this year. Western Chapter will be confirmed shortly. Committee Chair Fletcher continues to try to reach National Grid.

6. <u>Partner Prospect List</u>: Ms. Otting will add contact information to the list for committee review and contacts. Committee members were asked to send new prospects to Ms. Otting. Ms. Otting will send a corporate partner package to Mr. Brunswick. President and CEO Smith noted that an October Strategic Plan deliverable is to update the Prospect List.

**Date & time of meeting**: July 10, 2018 Noon Central Time via conference call
**Attending:** Paul Fletcher, Chair; Jeff Wilson; J. Eric Smith
**Absent:** Jacques Brunswick, Randall Miller, Will Nutter, Ken Ottman, Monika Otting

Development Committee Chair Fletcher opened the meeting at 12:05pm Central Time.

1. <u>2018 Tour Update:</u> There are ~75 registered participants, including virtual participants. Peter Sortwell, our highest fundraiser, had to drop out of the Tour due to a non-cycling accident. Chapter contributions are due July 17 and Team kitties will be split July 19. Rider fundraising is due July 23. We continue fundraising toward the public goal of $325,000 until October 31, so funds can still come in after the Tour. Expenses should be down from last year due to lower hotel and food costs. Solicitations for 2019 Partnerships will begin in October. As a Strategic Plan deliverable, President and CEO Smith submitted a three-year Tour evaluation, which the Board of Trustees approved. It recommended an autumn Tour over 400-500 miles beginning with dinner Sunday night and ending with the finale dinner on Friday. Potential locations for future Tours: 2019 Kentucky/Tennessee split, 2020 Rocky Mountain Chapter in Denver area, 2021 Austin, TX or Arbor Day Lied Lodge to Ames, Iowa. Tour Director, Paul Wood will be seeking participants outside of the arboriculture field. Virtual participation will be emphasized more in 2019.

2. <u>ISA Conference / After Hours Update:</u> President and CEO Smith will speak after ISA E.D. Caitlyn Pollihan at the ISA Conference welcome reception. TREE Fund booth will have an interactive component, similar to last year. After Hours event will be held in conjunction with Ohio Chapter party offsite at Park Street Cantina, near the convention center. This will allow us to benefit from a generous cost savings and hopefully increase attendance. Event will include a live auction. Golden tickets will be offered again where state regulations allow.

3. <u>Skiera Fund:</u> Fund has reached its goal. Wisconsin Arborist Association will match up to $10,000 in gifts made before end of July. President Smith is asking ISA E.D. Pollihan to shift its annual endowment gift from Skiera Fund to Tree and Soil Research Fund in 2018-2019; this requires ISA Board approval.

4. <u>Corporate Partners, Prospects:</u> Per Strategic Plan deliverable for October, Committee is asked to propose new Partnership prospects and submit contact information.

5. <u>Tree and Soil Research Fund:</u> Trustee Urban has been spearheading this campaign and is cultivating approximately a dozen national landscape architects via work on a feasibility and messaging committee. He had expected this campaign to take two years; it is likely to take longer based on first six month returns.

Meeting adjourned at 12:40pm Central Time. Monika Otting will follow up with a summary memo to the Committee on open questions from this meeting. Next meeting is scheduled September 11 at noon Central Time.

**Date & time of meeting**: September 11, 2018 Noon Central Time via conference call
**Attending:** Jacques Brunswick, Randall Miller, J. Eric Smith, Monika Otting
**Absent:** Paul Fletcher, Chair; Will Nutter, Ken Ottman, Jeff Wilson

Meeting opened at 12:06pm Central Time

1. <u>May 8 and July 10 Meeting Minutes</u>: Vote to approve the minutes was tabled until next meeting due to lack of a quorum.

2. <u>2018 Tour and After Hours Review:</u> Tour riders and teams raised ~$340,000, with three weeks left to go before we close this year's campaign. Expenses will be down from last year due to lower hotel and food costs. Davey media coverage for the Tour was strong via both social media and print media. Solicitations for 2019 Partnerships will begin in October. ISA Trade Show booth was successful with excellent location and ~100 participants adding their votes to the Future of Arboriculture board. After Hours event had ~550 attendees at joint event with Ohio Chapter party. Reviewing alternative options than auction for 2019 as it does not work well as part of a "friend-raising" event anymore.

3. <u>Year-End Appeal:</u> Corporate appeals will go out early October. Annual Appeal will feature Dr. Brian Kane. Approximately 5,000 letters will go out mid-October. Nursery appeal will also be sent.

4. <u>Corporate Partners and Prospects:</u> President and CEO Smith emphasized the crucial need for new prospects/contacts and increasing current prospect capacities.

5. <u>Tree and Soil Research Fund Committee:</u> Committee includes ten national landscape architects led by Paul Josey on Jim Urban's behalf to develop a message strategy and network of prospects. Eric will attend the national ASLA meeting in October.

6. <u>2019 Calendar of Events:</u> Calendar will include After Hours event, Tour des Trees, Asplundh Golf outing, Ohio Chapter picnic, ISA Chapter conferences and fundraisers and appeal schedule deadlines. Committee was asked to forward other events to Monika.

Meeting adjourned at 12:35pm Central Time. Next meeting is scheduled October 4 at 11 am Central Time with the Communications and Liaisons Committees.

Objectives for the next 3 months:
Explore new Partnership prospects
Promote year-end giving campaign

Next Meeting Date:  October 4, 2018.

## Communications Committee Report
**Prepared by: Dave Krause, Chair**
**Date Submitted: September 12, 2018**

**Meetings:**

**Date: May 15, 2018 Meeting**
- Information was included in report at Trustee Meeting May 21, 2018

**Date: June 19, 2018**

**Participants:** Dave Krause, Chair; Rebecca Johnson; Brandon Gallagher Watson; Mundy Wilson Piper; J. Eric Smith; Karen Lindell

**Topics:**

- June TREE Press review and mailing
- Brian Kane will be featured in the next Research Report in September
- J. Eric Smith and Karen Lindell met with Davey regarding Tour communications plan
- May Tour promo raised ~$9,000 for Arborwear pants
- Last Tour promo is currently running for an Arborwear jacket
- Social Media: focus on tying general interest posts back to TREE Fund programs/news
- Brandon Gallagher Watson offered to review annual report and send suggestions for next year's report which will be sent in March 2019. He also explained the hub and spoke model using a central theme to be used for a selected period of time.

**Actions:**
- Karen Lindell completed Tour recon in Ohio, visiting hosts and sites
- Ads placed: thank you to donors, apply for Fall grants in Arborist News, Webinar promo ads
- President and CEO Smith is actively managing TF Twitter account using findings from detailed Kansas State Social Media Audit Report (all should have received).
- AA webinar: J. Eric Smith presented on UARF
- Social Media Development Plan: Recommended using a calendar to schedule posts. Recommended crafting postings enticing to share; include kudos to Partners; emotional touch. Select a social media theme for September.

- Next step to develop defined brand voice
- Develop list of new partnership and individual prospects for 2019 *(with Development and Liaison Committees).*

**Next Meeting (with Development & Liaison Committees): October 4, 2018**

**Next Communications Committee Meeting: October 16, 2018**

# Social Media Audit | TREE Fund

## 2018

**KANSAS STATE**
**UNIVERSITY** | Center for Rural
Enterprise Engagement

# Table of Contents

# Tree Research Education Endowment Fund

# opening remarks

The Tree Research Education Endowment Fund (TREE Fund) is a 501(c)3 nonprofit organization dedicated to providing continued support to the scientific discovery and dissemination of new knowledge in the fields of arboriculture and urban forestry.

Since the inception of TREE Fund in 2002, $3.4 million has been awarded in the form of scholarships and grants that directly impact tree care practices, arborists' techniques, and people's everyday lives. Additionally, a $4.5 million endowment was built to provide continued funding of the grant and scholarship program.

TREE Fund's dedication to science-based tree care to enhance the beauty, safety, livability of communities, and help to protect the individuals who care for urban forests, is evident in the strategic plan and vision for TREE Fund. The Center for Rural Enterprise Engagement is excited to be a part of the organizational communication strategy through the social-media audit.

As with any business, there is an entire ecosystem of marketing channels including traditional media and new-media technologies such as social, website, and e-newsletters. TREE Fund has

*"Arboriculture is the cultivation, management, and study of trees and shrubs especially for ornamental purposes."*

dedicated valuable resources to examining how effective these new-media efforts have been. These are certainly more difficult to measure than traditional methods.

This report contains observations, findings, and recommendations from the social-media audit of TREE Fund's Facebook and Twitter accounts from the first quarter of 2018 including the months of January, February, and March. However, no report is complete without realistic, plausible, and data-driven recommendations. Overall, platform performance is doing well and there are many tools that can be used to continue to improve growth and engagement with followers. Action items and steps to take are highlighted in each section.

We recommend taking some time to process this information and develop a plan for implementation. Each future step will lead to further understanding and growth of TREE Fund's social-media presence.

# About
## CREE

## Mission Statement
This interdisciplinary center is a generator and source of knowledge about new-media marketing. We approach problems through the lens of our home disciplines of agricultural communication, horticulture, and agricultural economics in a combined effort to enable rural and agriculture-based businesses to flourish in ever-changing environments while fostering positive changes to rural livelihood.

## Our History
Six years ago we saw a need for independently owned rural businesses to learn how to capitalize on online-media technologies in order to advance business goals. We set out to conduct a pilot study with a local garden center, and then pursued and secured competitive USDA funding. The funded project's purpose was to investigate how rural and urban garden centers currently use and implement new media technologies and explore how small businesses can effectively implement these technologies to improve their economic success.

Based on the results of this research, the team realized there is a national need with local implications that is not being met with current research and outreach efforts. With increased capacity, this team can lead the nation in establishing a reputation for new-media technology research for the betterment of small, rural enterprises.

## Objectives
As thought leaders on new-media marketing, we serve the land-grant mission through:

1. Generating research-based knowledge related to new-media marketing

2. Offering hands-on research experiences for graduate and undergraduate students

3. Serving as a source for research-based knowledge in local, regional, and national rural communities and agriculture-based enterprises

# Hikaru H. Peterson, Ph.D.

Hikaru is a Professor of Agricultural Economics at the University of Minnesota. She holds an M.S. and Ph.D. in agricultural economics from Cornell University. Her research area is food and agricultural marketing with emphasis on consumer issues. She is a Co-Creator in the Center for Rural Enterprise Engagement.

# Lauri M. Baker, Ph.D.

Lauri is an Associate Professor in Agricultural Communications at Kansas State University. She is the Co-Creator in the Center for Rural Enterprise Engagement. Lauri's research and grant work are focused on new and social media, agenda setting, decision-making, and public discourse. She teaches courses in new-media technologies and agricultural communication theory. She earned her M.S. and Ph.D. in Agricultural Communications from the University of Florida.

# Cheryl R. Boyer, Ph.D.

Cheryl is an Associate Professor and Extension Specialist for nursery crops and horticultural marketing at Kansas State University. She is the Co-Creator in the Center for Rural Enterprise Engagement. She holds a Bachelor of Landscape Architecture and M.S. in horticulture from Oklahoma State University. Her doctoral degree in horticulture was earned from Auburn University in 2008. Cheryl's research has focused on alternative potting materials for nursery crop production and more recently on social-media marketing for retail garden centers.
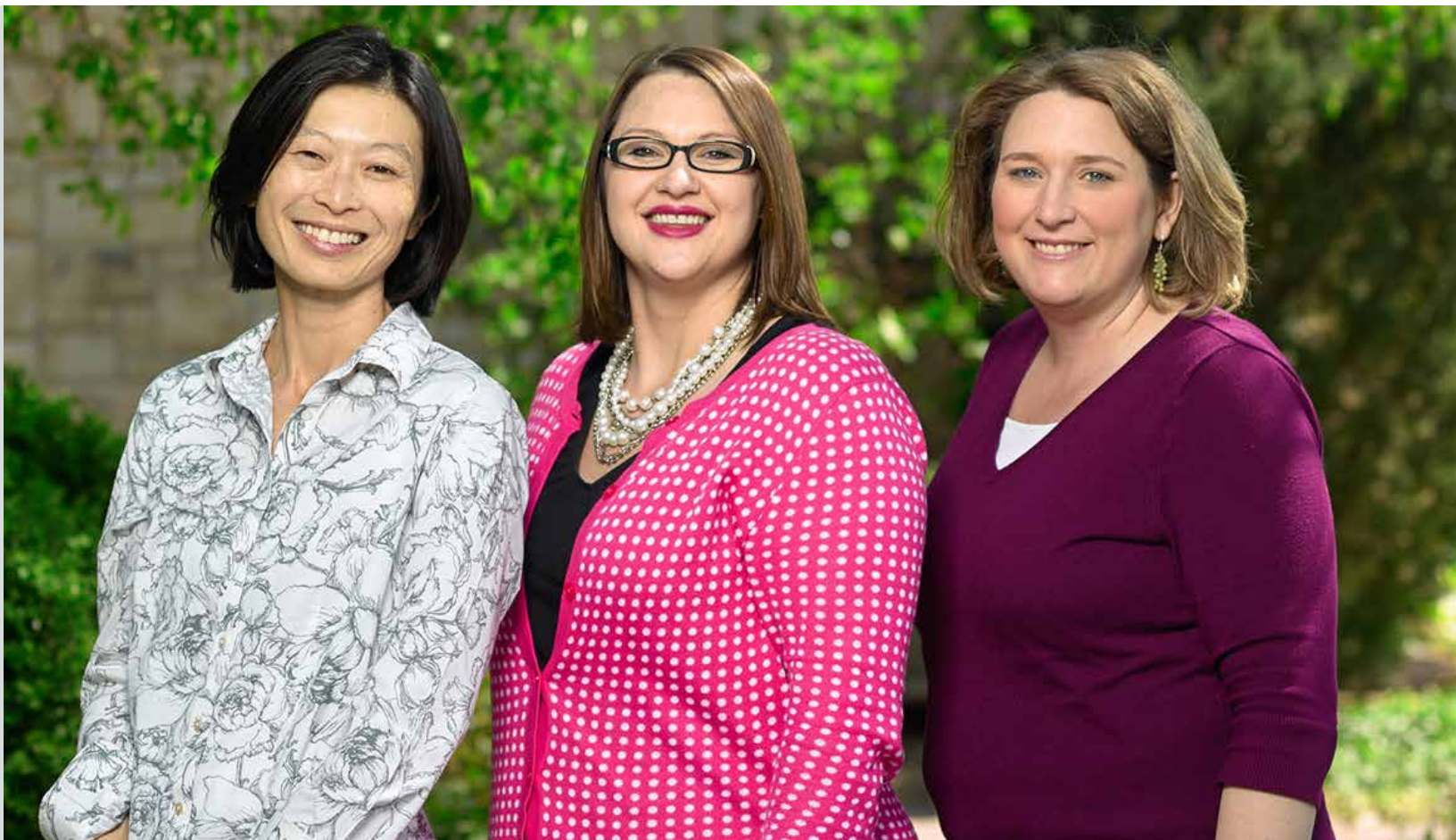
# Twitter Analysis
## Growth | Impressions | Engagement

The TREE Fund Twitter page experienced a 3.74% increase in followers in the first quarter of 2018, including the months of January, February, and March, adding 84 followers. At the end of the first quarter, the account had a total of 2,331 followers. Account growth indicates that Twitter users are interested in the @TREE_Fund page and the TREE Fund organization.

A total of 23 tweets were sent out in the first quarter: 12 in January, five in February, and nine in March. The 26 tweets in the first quarter resulted in 12,430 impressions[a] and 225 total engagements[b].

Engagement rates varied from month-to-month at 1.78% in January, 1.53% in February, and 2.17% in March. Overall, the engagement rate[c] for the account was 1.82%.

### Observations
Page growth for @TREE_Fund is strong for the first quarter of 2018 at 3.74%. While page growth is strong, the engagement rate of 1.82% suggests that post content and posting strategy may not resonate with current account followers.

**12,430** impressions

**3.74%** follower growth

**225** tweet engagements

**1.82%** engagement rate

## Terminology Defined:

**a. Impressions** - the number of times the user saw the tweet on Twitter.

**b. Engagements** - the total number of times a user has interacted with a tweet. This includes all interactions with a tweet (including hashtags, links, avatar, user name, and tweet expansion), retweets, replies, follows, and likes.

**c. Engagement Rate** - the number of engagements (clicks, retweets, replies, follows, and likes) divided by the number of impressions.

## Impressions in the First Quarter
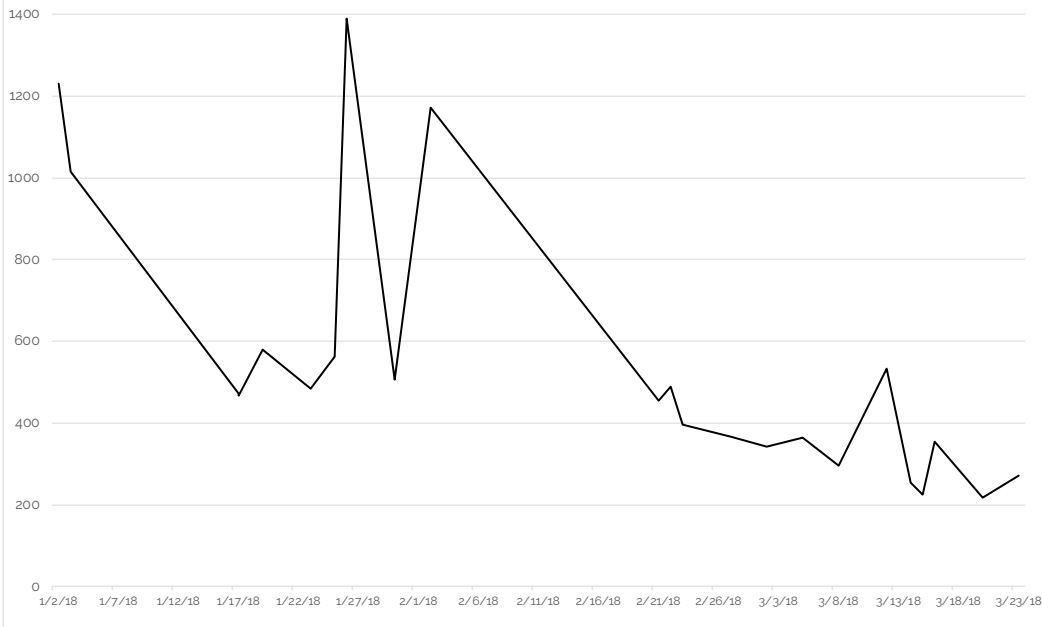


## Engagement in the First Quarter
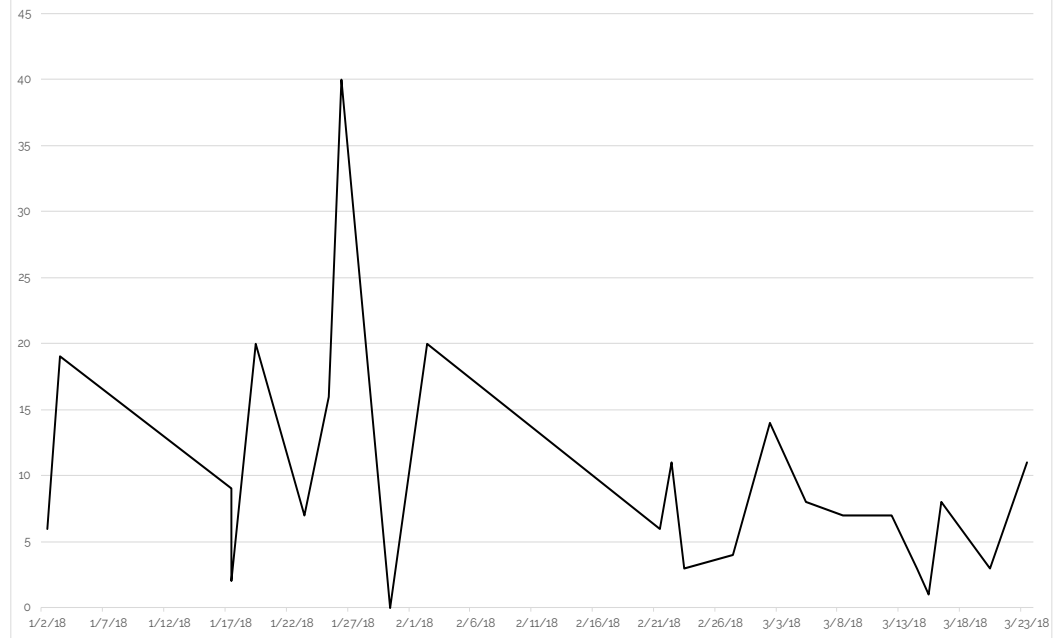


## Key Recommendations:

**Content** - disconnect Facebook and Twitter auto-post feature. Create unique posts that optimize the functionality of each platform.

**Measure** - continue to measure impressions, follower growth, engagement, and engagement rate on a quarterly or monthly basis to examine performance over time.

**Schedule** - use a scheduling platform, like Tweet Deck or Hootsuite, to schedule content and monitor accounts. Learn more at tweetdeck.com or hootsuite.com.

# Twitter Analysis
## Content & Engagement

In the first quarter of 2018, 23 tweets were shared to the @TREE_Fund account. The 23 tweets were classified into six content classifications[a]. Tweets that contained third party information that was educational or informational were shared most often, comprising 65.2% (15) of the total tweets. Three (13.0%) tweets were classified as brand, image, or culture.

Third party information that was educational or informational was the most engaging with an average engagement rate[b] of 2.14%. Partner or organizational promotions were the least engaging at .49% average engagement rate.

## Post Content Classification[a]

| | |
|---|---|
| 3rd party information: Educational & informational | 15 |
| Brand, image, or culture | 3 |
| Event post or reminder | 2 |
| Partner or organizational promotion | 1 |
| Lifestyle posts | 1 |
| Grant impacts or efforts | 1 |

## Observations
While third party content was the most engaging, these posts were also posted most often, which may have skewed the comparison of the content due to the low number of tweets.

Continue to increase tweets from TREE Fund content including events and organizational activities. Increasing content from partner organizations or grant and scholarship winners can increase engagement rate[c] and page reach. We recommend posting at least once a day and increasing frequency as scheduling content becomes more natural.  We recognize this may not be feasible to jump from 23 tweets to 90 tweets per quarter. A good goal  would be to increase the number of tweets by 25% in the next quarter.

## Engagement Rate by Content Classification[c]

| | |
|---|---|
| 3rd party information: Educational & informational | 2.14% |
| Event post or reminder | 1.61% |
| Lifestyle posts | 1.38% |
| Grant impacts or efforts | 1.19% |
| Brand, image, or culture | 1.12% |
| Partner or organizational promotion | 0.49% |

## Terminology Defined:

**a. Content classification** - grouping of individual tweets based on the prominent topic of the content and/or where users are funneled to.

**b. Engagement rate** - the number of engagements (clicks, retweets, replies, follows, and likes) divided by the number of impressions.

**c. Call-to-action (CTA)** - an instruction to the audience or followers to perform an immediate action such as "share this post" or "register for now!".

# Tweet Timing

The time a tweet is posted can impact engagement. Tweets posted in the morning received an engagement rate[b] of 2.76%, while tweets in the afternoon received an engagement rate of 1.67%.

## Observations
Tweets posted in the morning appear to be more effective in generating engagement. Focus on scheduling tweets in the morning.

As tweet activity increases over time, continue to measure the effectiveness of morning versus afternoon or evening tweets. The limited number of tweets made hour-by-hour comparisons difficult to calculate and compare.

## Engagement Rate by Call-to-Action[c]

| | |
|---|---|
| Share information or post | 1.51% |
| Register for an event | 1.32% |
| View partner info | 1.19% |

# Call-to-Action

Four (17.4%) of the 23 tweets in the first quarter contained a call-to-action[c] (CTA), asking followers to perform a specific task. Sharing an informational post received the highest level of engagement at 1.51%. When comparing tweets with a CTA to those without, tweets without the CTA received more engagement with an average rate of 1.91% compared to 1.38%.

While posts with a CTA received lower average engagement rates, we recommend refining the directives and continuing to use these. The auto-post feature often shortened the tweet text, cutting off the call to action present on the full Facebook post. Considering the group size of four versus 19 tweets is a limitation in effectively comparing the effectiveness of a CTA. This metric should be examined in the future when additional data is available.

## Observations
Cross posting content from Facebook to Twitter affects the intended message and displayed content.

## Key Recommendations:

**Content** - post third party informational and educational tweets. Use the "@" function to tag the individual or organization where the information originated from. Increase posts that focus on TREE Fund events, grants, and branding.

**Call-to-action** - continue to incorporate a CTA in tweets. Reading TREE Fund content, watching a webinar, or registering for an event tweets should included a direct CTA or direction for followers to engage with the content.

# Twitter Analysis
## Content Review

## Most Engaging Tweet
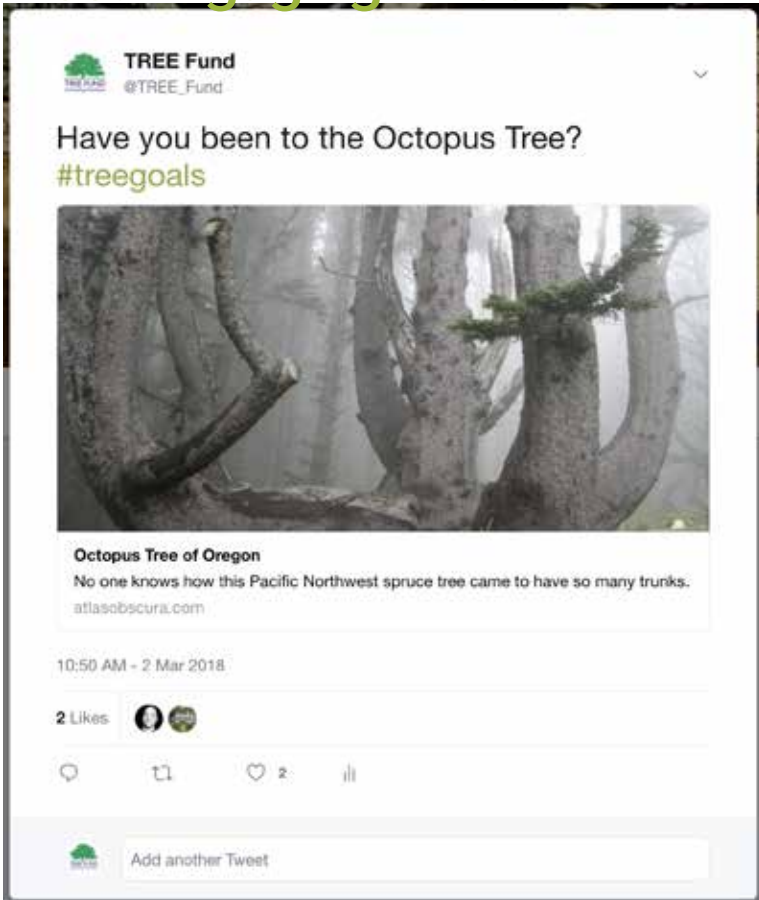


In the first quarter of 2018, this tweet had the highest engagement rate at 4.11% with 341 impressions and 14 engagements.

The link led to an article on the website Atlas Obscura which describes the "Octopus Tree" located in Oregon.

**10** link clicks

**341** impressions

**14** tweet engagements

**4.11%** engagement rate

## Least Engaging Tweet

This was the least engaging tweet in the first quarter of 2018. It received zero engagement. However, it had 506 impressions. While tweets like this one may not engage the audience, they can still be useful in keeping the audience up-to-date on any technical difficulties.

These posts represent the top engaging tweets from the first quarter of 2018. Each is a tweet was classified as containing third-party content, with no call-to-action.
Link clicks: total number of click on a URL or card in a tweet.
Impressions: total number of times users saw a tweet on Twitter.
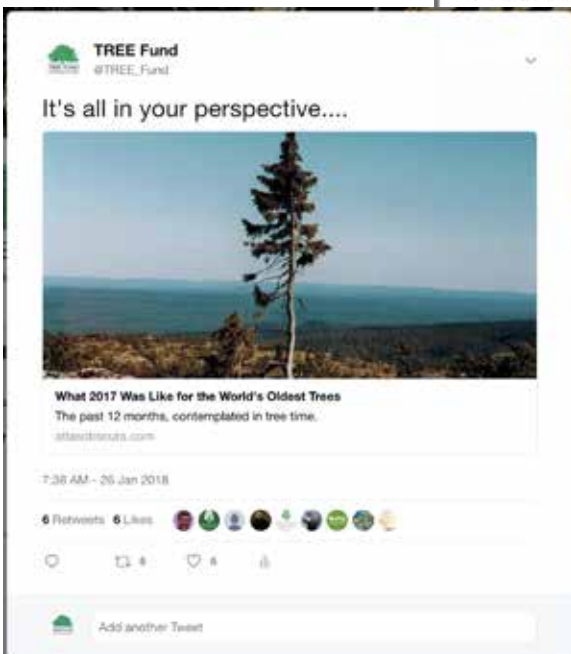Engagements: total number of times users interacted with the tweet.
Engagement rate: the number of engagements (clicks, retweets, replies, follows, and likes) divided by the number of impressions.
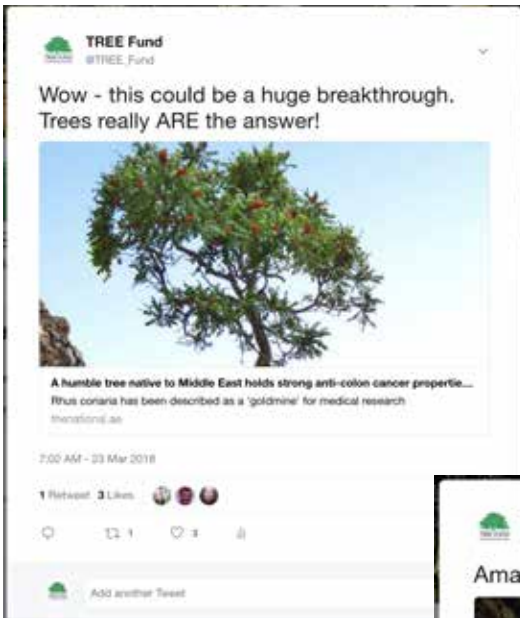


**5** link clicks

**351** impressions

**11** tweet engagements

**3.1%** engagement rate
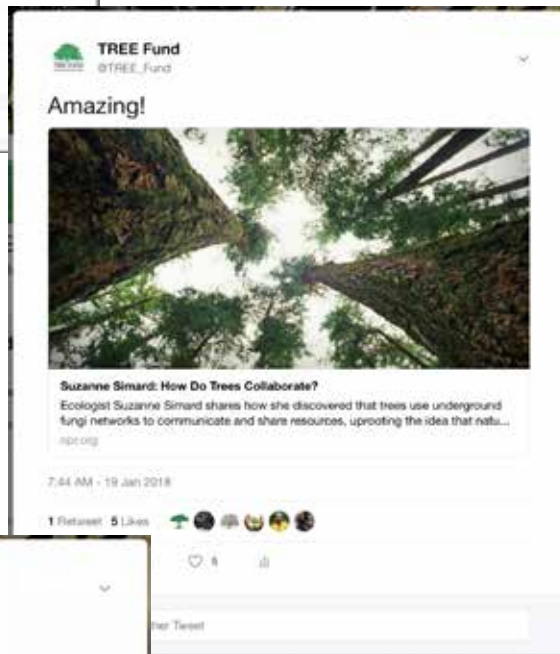


**8** link clicks

**586** impressions

**20** tweet engagements

**3.4%** engagement rate



**23** link clicks

**1,396** impressions

**40** tweet engagements

**2.9%** engagement rate
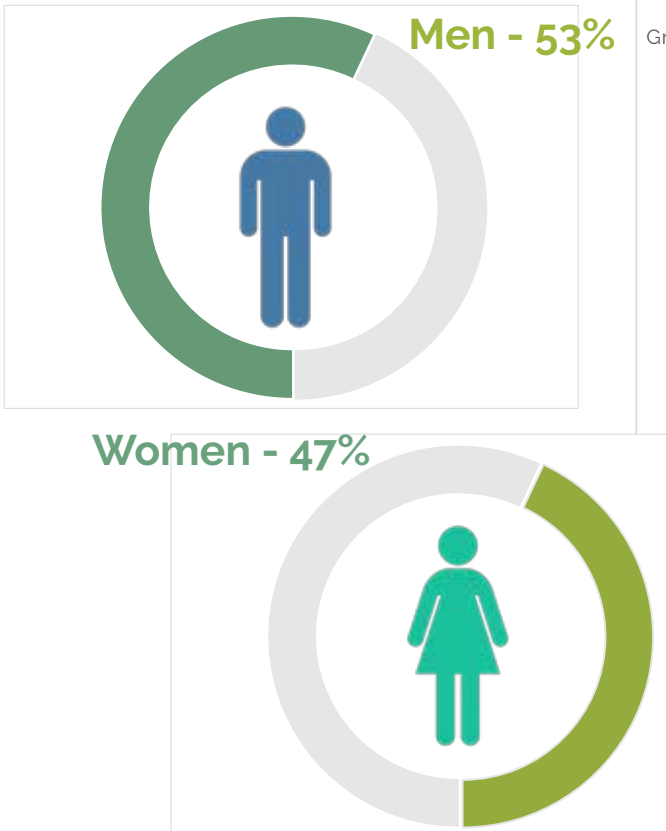
# Twitter Analysis
## Audience Demographics & Interests

Twitter followers are fairly evenly split between men and women. Over half (58%) of @TREE_Fund followers completed college with an additional 31% completing graduate school. A majority (96%) speak English. Household income for the audience is largely (41%) over $75,000 annually. Interestingly, 13% of the audience is located in England followed by 8% in California.
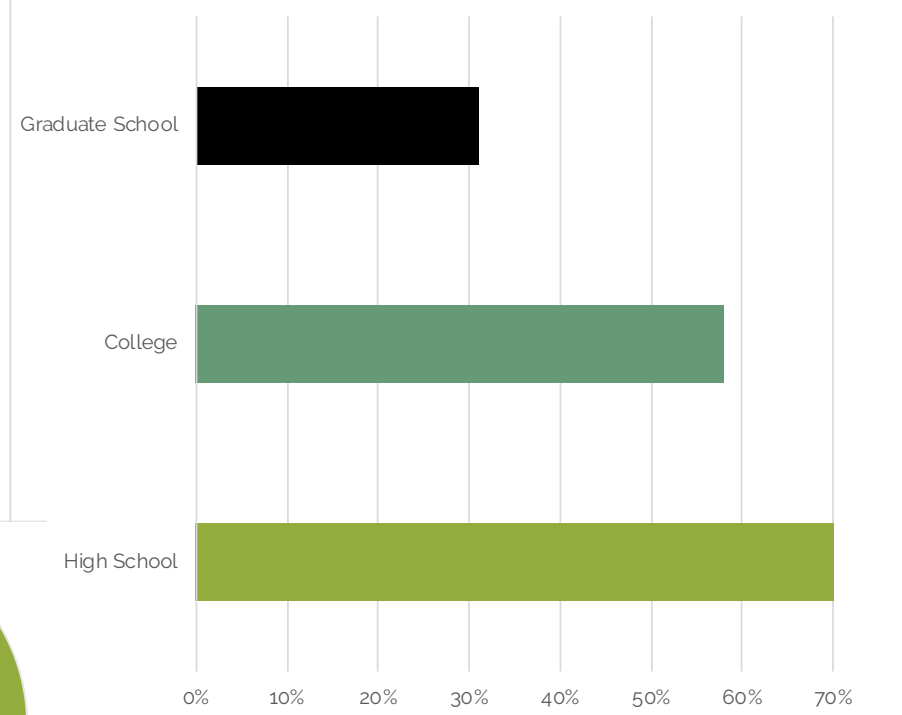
## Observations

When comparing the @TREE_Fund followers and organic audience, there are very few differences in gender, education, and household income with less than 3% variance on any measured variable. The most notable difference is that more followers are reached from the United States instead of England, even though more followers are located in England. Demographics of the followers suggest Twitter content should be focused towards academics and researchers.

## Education level

## Gender

**Men - 53%**

**Women - 47%**

Education level chart:
- Graduate School
- College
- High School

(0% to 70% scale)

## Top Regional Followers

**England - 13%**          Illinois - 4%
California - 8%            Texas - 4%
Ontario, Canada - 4%

# Interests

Twitter provides audience interests for account followers and the organic audience. Within all the followers of @TREE_Fund, 70% are interested in "green solutions". However, within the organic audience (followers that are reached by the account) only 44% indicated an interest in green solutions.

Similarly, 68% of the follower audience were interested in science news and 56% in the reached audience indicated an interest in science news. Top interests indicated by the organic audience are business and news (65%), followed by politics and current events (61%,) and science news (56%).
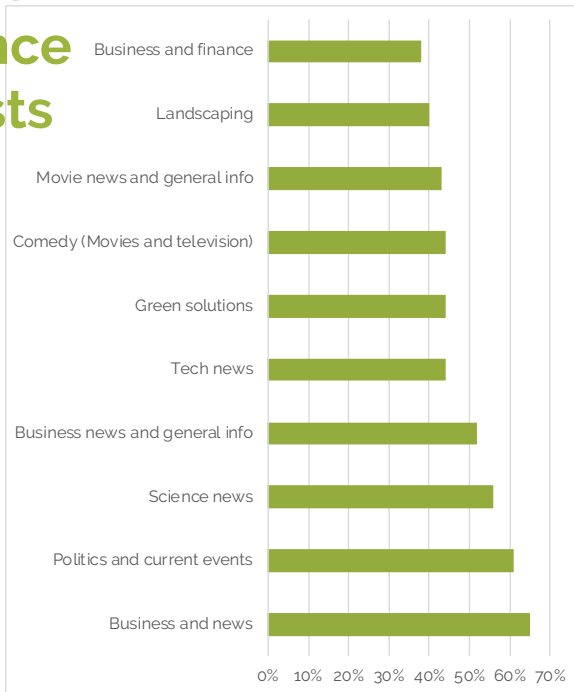
## Observations

@TREE_Fund account followers are interested in the topic areas the organization focuses on, but there is a disconnect in engaging the target audience with their preferred content.

# Follower Interests
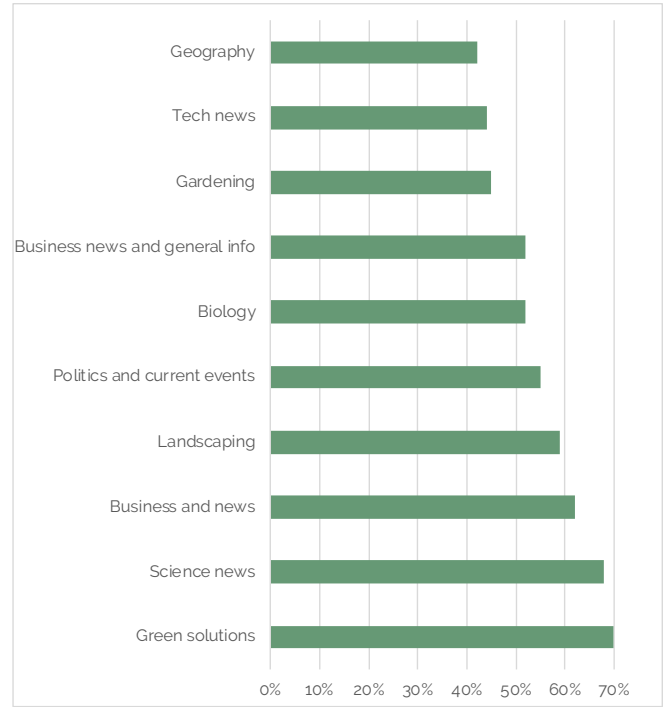


# Organic Audience Interests



# Buying Styles

Twitter provides audience interests for TREE Fund followers and organic audience on their consumer behavior. Followers of @TREE_Fund fit into the consumer lifestyle of being "online buyers", or followers that regularly make purchases online. Audience insights are based on the Twitter analysis of the audience through Datalogix, a Twitter partner, and are available in the analytics tab of Twitter.

## Observations

Knowing that followers are typically purchasing online, directing them to an online donation option or purchasing platform could be a sustainable way to generate funds or spark interests in giving.

## Key Recommendations:

**Content** - design content topic themes around the desired target audience. Consider using targeted ads or tagging influencers in topic areas to increase impressions and engagement. Use the @handle to tag influencers. You can learn more about advertising on Twitter here: https://business.twitter.com/en/solutions/twitter-ads.html

**Audience** - create campaigns focused on engaging followers that indicated interests in green solutions, science news, and business and news.

# Twitter Analysis
## Top Followers & Influencers

### Terminology Defined:

**Top follower** - account with the highest follower count that followed @TREE_Fund in any given month.

**Top mention** - Tweet that mentioned the account @handle and received the highest number of impressions; this can include other people's Tweets.

**Social-media influencer** - A social-media influencer is a user on social media who has established credibility in a specific industry. A social-media influencer has access to a large audience and can persuade others by virtue of their authenticity and reach.

**Targeted advertising** - Twitter Ads' objective based campaigns are designed to help businesses and organizations achieve results that drive action and add value to the business. Create campaigns tailored for a variety of business goals, from driving website traffic to increasing brand awareness.

### Key Recommendations:

**Reply & engage** - social media is designed to be social. Engage with individuals and organizations that mention @TREE_ Fund by thanking them for their tag or tweeting back to them and continuing the conversation.

**Target influential followers** - use the @handle to target influential followers. Thank them for following the @TREE_Fund account and tweet at them as pertinent information, events, or photos of them are posted on the account.

**Measure** - use the analytics home page to identify monthly top followers and top mentions. Track each month which individuals or accounts engage with @ TREE_Fund content most often and continue to target them in the content strategy.

# January

## Top Follower

**Jad Daley**
@Daley3J  FOLLOWS YOU

Work @americanforests to restore trees and forests, from cities to wilderness. Climate advocate. Admitted run/bike & mandolin addict. Opinions here are my own.

View profile          View followers dashboard

**3,104** tweets

**1,972** following

**1,257** followers

**2,202** likes

## Top Mention

**Top mention** earned 30 engagements

**Ann-marie Conlon**
@annmarieconlon · Jan 24

vimeo.com/252526002
#MeersbrookParkRoad @treesgroup
@thefunbranch @TREE_Fund
@TreeHugger @Treehug @andyksheffield
@alisongardner @danllywelynhall
@ewandpage @heather_c_c @helenpidd
@simon_crump @PoliticsinSheff
@NEShrrwGreens @MarkCedarwood
@LAGUSCELLO @KeaneMJ
@StagNews2017

↩ 1   ↻ 1   ♥ 3

**2,473** tweets

**4,570** following

**1,165** followers

**7,858** likes

**30** engagements

# February

## Top Follower

**Top Follower** followed by 3,464 people



**ALC Not My President**
@Arthur59611540 FOLLOWS YOU

Consulting (environment, entomology) B.S. Biology M.S. Aquatic biology - Ret. Ohio EPA, Jazz, comedy, no business/ads, Follow = Follow & tweet = tweet

View profile          View followers dashboard

**168K** tweets
**5,001** following
**3,464** followers
**4,775** likes

## Top Mention

**The Treebies**
@TheTreebies · Feb 12

We want to share our passion about #nature our #childrensbook encourages children to explore the outdoors & love our trees. We'd love your support to publish it crowdfunder.co.uk/the-treebies @TREE_Fund @welovethisbook @Book_Treasures @CU_Trust pic.twitter.com/oAeXYvJidj



**382** tweets
**244** following
**74** followers
**299** likes
**2** engagements

# Twitter Analysis
## Top Followers & Influencer

## March
### Top Follower

**Top Follower** followed by 49.1K people

**TSSS**
@TSSStweets  FOLLOWS YOU

Sharing #Sustainability & #CSR leadership stories since 2008. "You created the story - now let us share it." HUGE audience of 300k+. Founded by @BradZarnett

View profile        View followers dashboard

**6,682** tweets
**427K** following
**49.1K** followers
**470** likes

### Top Mention

**Top mention** earned 5 engagements

**David White, CAE**
@TCIA_Pres · Apr 23

Donate $50 this week and be entered to win an Amazon gift card. Help me support @TREE_Fund and reach my goal! 2018-tour-des-trees.everydayhero.com/us/new-tcia-ceo

↻ 1

**2,473** tweets
**4,570** following
**1,165** followers
**7,858** likes
**5** engagements

# Twitter Analysis
## Estimated Earned Media Value (EMV)

Many people struggle to adequately determine the return on investment of social media since it is a medium with multiple components that are not directly measurable. However, many online marketers will evaluate the earned media value (EMV) of their social-media marketing. EMV uses averages across online platforms to put a relative cost to the organic marketing that happens on socail-media accounts.

EMV for Twitter is based on the research done by AdStage, a software and research company focused on optimizing paid marketing across social-media channels.

The values estimated here are a reflection of the current efforts on Twitter as a way to show the value of the content, not a suggestion to use promoted Tweets.

**Terminology Defined:**

**Cost per thousand impressions (CPM)** - average cost across Twitter for a promoted advertisement focused on increasing impressions. Currently, CPM is estimated at $6.72 across the platform.

**Cost per click (CPC)** - the average cost across Twitter for a click on promoted tweet. Currently estimated at $.80 per click on a link.

**Cost per follow (CPF)** - the average cost across Twitter for a new account follower. Currently estimated at $2.50 per follower on a sponsored account.

## EMV  for @TREE_Fund

Organic Impressions
**$83.53**
12,430 impressions
$.00672 CPM

Link Clicks
**$84.00**
105 link clicks
$.80 CPC

Account Followers
**$210.00**
84 new followers
$2.50 CPF

## Terminology Defined:

**Cost per engagement (CPE)** - the average cost across Twitter for an engagement on a promoted tweet. Currently estimated at $1.35 per click on a link.

**Cost per retweet (CPR)** - the average cost across Twitter for a click on promoted tweet. Currently estimated at $1.35 per retweet on a link.

**Earned media value (EMV)** - an estimate of the media value of the page content based on averages for paid advertisements on the platform.

## Observations

The @TREE_Fund page and content seems to be performing well when examining the estimated earned media value.

Consider using advertising on the platform when promoting grant or scholarship applications. The cost per link click at $.80 may be an effective cost point to reach the target audience, especially when seeking to reach a new audience who may not currently follow @TREE_Fund.

## EMV  for @TREE_Fund

Engagements
**$303.75**
225 engagements
$1.35 CPC

Retweets
**$35.10**
26 retweets
$1.35 CPR

**Total EMV**
**$716.38**
First Quarter 2018

# Twitter Analysis
## Summary of Findings & Recommendations

## Account Growth & Engagement

Twitter account growth is promising in the first quarter of 2018 at a 3.74% increase to 2,331 total followers.

Twenty three tweets were sent out in the first quarter resulting in 12,430 impressions and 225 total engagements. The engagement rate was 1.82%.

### Observations
While page growth is strong, the engagement rate is relatively low when compared to industry and platform standards for similarly sized accounts.

### Recommendations
Disconnect the auto-posting feature to share content from the TREE Fund Facebook page and Twitter account. Create unique posts that are optimized for the Twitter platform through a scheduling platform like Tweet Deck or Hootsuite.

Work to keep page growth steady and strive for an engagement rate between 6% - 10%.

### KPI's to Track
- Follower growth
- Engagement rate

**Key performance indicator (KPI) -** a measurable value that demonstrates how effectively a company is achieving key business objectives. KPI's can be used to track the performance and growth of TREE Fund social-media platforms.

## Content Type & Engagement

Third party information that was informational or educational was shared most often on Twitter, comprising 15 of the 23 tweets. It was also the most engaging with an engagement rate of 2.14%.

Other content areas included brand, image, or culture posts (3), event post or reminder (2), and one tweet each of partner/organizational promotions, lifestyle posts, or grant impacts or efforts.

### Observations
Although third party information was the most engaging, this is likely because this type of tweet was shared much more often than any other content area. Twenty three tweets is a relatively low number for reverse-chronological feed on Twitter. The use of a call-to-action may increase tweet engagement or follower conversions.

### Recommendations
Increase the number of tweets sent out by transitioning long-form content to multiple tweets highlighting various aspects of the content. Tag businesses and individuals in tweets by using the @handle feature and target top followers and mentions. Additionally, tweets sent in the morning generated more engagement, but continue to evaluate with increased numbers.

### KPI's to Track
- Post content types & engagement
- Post timing and engagement
- CTA and engagement

# Audience Demographics & Interests

Followers of the @TREE_Fund account are evenly split between men and women that are English speaking. The @TREE_Fund audience is largely college educated with income over $75,000 annually. The account has a strong international following with audience members residing in England and Canada. Followers have the consumer buying style of preferring to purchase online.

Account followers indicated interests in green solutions, science news, business and news, and landscaping. However, the organic audience reached by the tweets indicated lower interest in these areas and may not be the true target audience.

## Observations

Based on audience interests, the account is attracting followers that fit within the target audiences.

## Recommendations

Create tweets that focus on content areas of interest indicated by account followers. Also, since followers indicated they prefer to make online purchases, promote online donation options to them and ensure grant and scholarship application information is made available to them.

## KPI's to Track

- Organic audience interests
- Regional followers
- Education level
- Monthly followers and influencers

# Resources & Next Steps

The Twitter Business pages and blog are the best place to find up-to-date information on platform changes, best practices, and how-to guides.

Twitter Business
https://business.twitter.com/en.html

Twitter Blog
https://business.twitter.com/en/blog.html

Twitter Marketing Calendar
https://business.twitter.com/en/a/2018-twitter-lineup-calendar.html

Tracking Twitter conversions to the TREE Fund website will be incredibly helpful in assessing the effectiveness of content, calls-to-action, audience behavior, events, and charitable giving. Conversion tracking shows the action a follower takes after interacting with account content. In this case, Twitter will track when followers visit the TREE Fund website through the Twitter platform.

Conversion Tracking
https://analytics.twitter.com/accounts/6qhoiq/conversion_tracking

# Facebook Analysis
## Growth | Impressions | Engagement

The TREE Fund Facebook page experienced a 1.63% increase in page likes in the first quarter of 2018, adding 32 page likes. At the end of the first quarter, the account had a total of 1,991 likes. While account growth is slow in comparison to the @TREE_Fund Twitter account, steady growth over time is an indicator of overall page health.

A total of 48 posts were sent out in the first quarter: 17 in January, 14 in February, and 17 in March. The 48 posts resulted in 19,979 lifetime impressions[a] and 782 unique engaged users[b]. Facebook users reached[c] were 13,042.

Engagement rates[d] varied from month-to-month at 5.54% in January, 4.03% in February, and 4.88% in March. Overall, the engagement rate for the account was 4.88%, indicating the page content is performing well.

### Observations
Page growth for TREE Fund Facebook is somewhat slow for the first quarter of 2018 at 1.63%. While page growth is slow, the engagement rate of 4.88% suggests that post content and strategy is on track with account followers. Continue to improve engagement and set a goal of a 7-10% engagement for optimum page health.

**13,042** users reached

**1.63%** page like growth

**782** engaged users

**4.88%** engagement rate

**19,979** post impressions

## Terminology Defined:

**a. Lifetime impressions** - the total number of times the page's post entered a person's screen. Posts include statuses, photos, links, videos, and more.

**b. Engaged users** - the number of unique people who engaged in certain ways with the page post, for example by commenting on, liking, sharing, or clicking upon particular elements of the post.

**c. Reach** -  the unique number of people who had the page's post enter their screen. Posts include statuses, photos, links, videos and more.

**d. Engagement rate** - the number of engaged users divided by the number of people who had the page's post enter their screen.

## Post Impressions in the First Quarter



## Engaged Users in the First Quarter
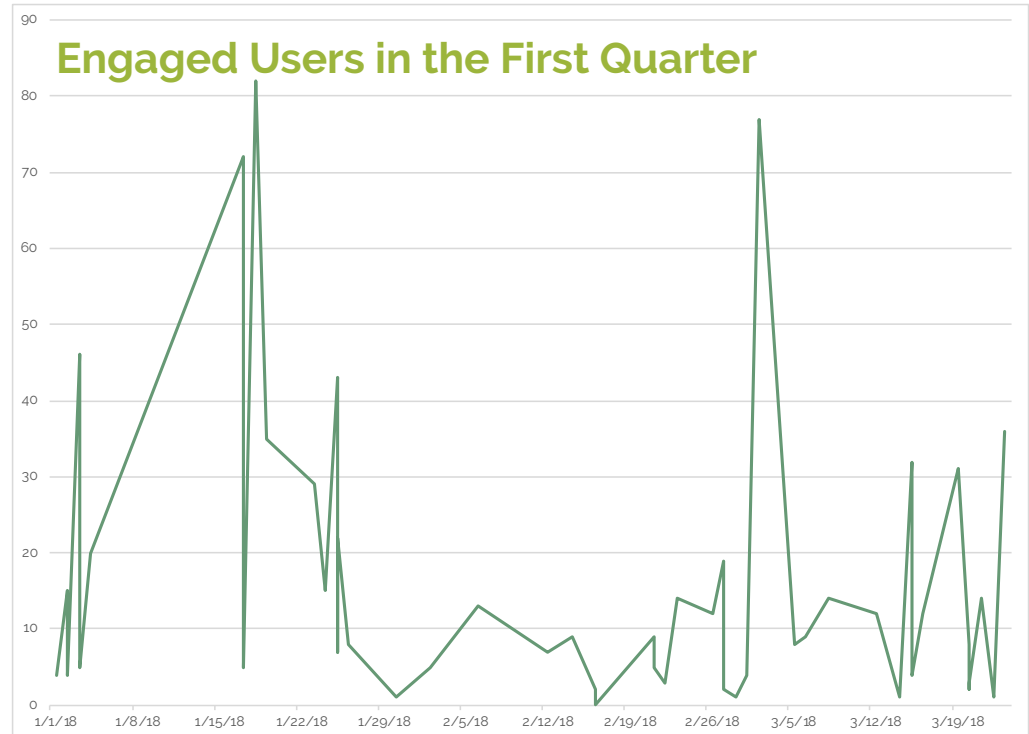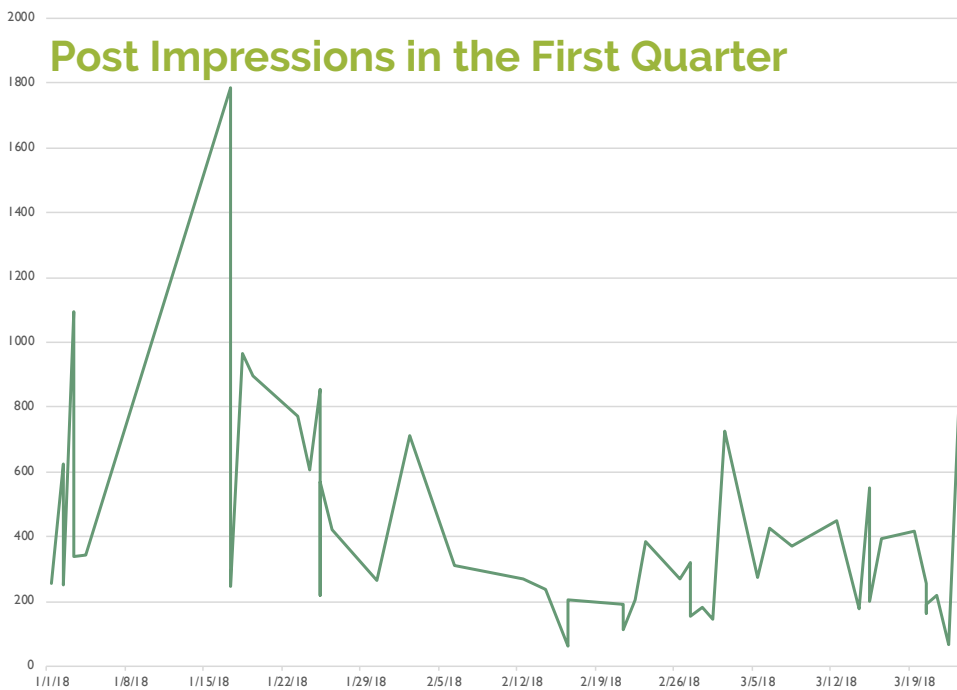


## Key Recommendations:

**Content** - continue to post regularly and focus on building the engagement rate. Engaging users organically will be a challenge as the Facebook platform reduces organic reach of business pages. Consider using paid advertising to reach a wider audience. The Facebook Ads Manager platform should be used to customize campaigns to the desired target audience. Learn more about Ads Manager here: https://www.facebook.com/business/learn/facebook-ads-reporting-ads-manager
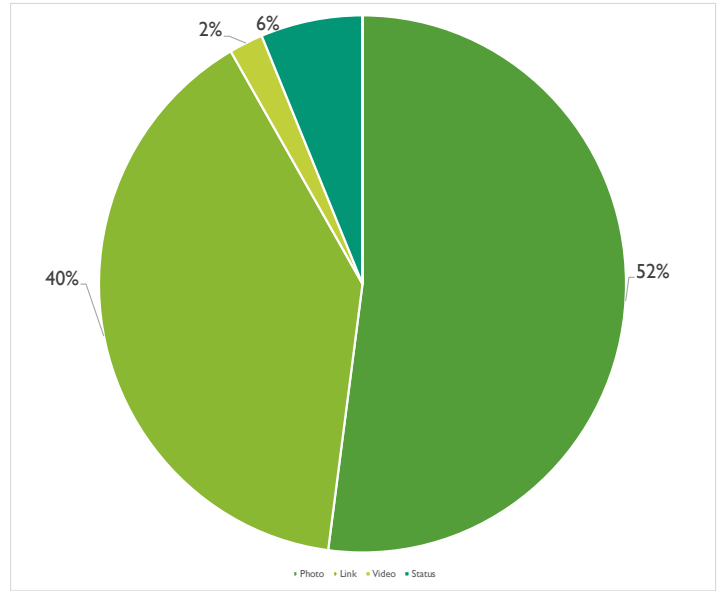
**Measure** - continue to measure reach, impressions, page growth, and engagement through engaged users and engagement rate. Track these on a monthly or quarterly basis to examine account performance.

# Facebook Analysis
## Content & Engagement

When examining page content, just over half (25 - 52.1%) of the 48 posts were photos. The other types of posts included links (19 - 39.6%), status updates (3 - 6.3%), and one video (2.1%).

Facebook posts containing third party content that was educational or informational were posted 33.3% (16) of the time. Posts focused on the TREE Fund brand, image, or culture were posted seven times (14.6%).

### Observations

While it may be easiest to post or share content from a third party, focus on increasing the number of posts that highlight TREE Fund work and website to drive traffic to the TREE Fund website. Post third party content to strategically target partners and desired audiences.

## Post Content Classification

| | | |
|---|---|---|
| 3rd Party: Educational & Informational | 16 | 33.3% |
| Brand, Image, or Culture | 7 | 14.6% |
| Partner or Organizational Promotion | 4 | 8.3% |
| Event Post or Reminder | 4 | 8.3% |
| Auto-Generated Post | 3 | 6.3% |
| Seasonal or Holiday Post | 2 | 4.2% |
| TREE Fund Bulletin | 2 | 4.2% |
| Facebook Event | 2 | 4.2% |
| Sale or Product Promotion | 2 | 4.2% |
| Grant Impacts or Efforts | 2 | 4.2% |
| Giveaway or Page Promotion | 1 | 2.1% |
| Lifestyle Posts | 1 | 2.1% |
| Webinar Available or Promotion | 1 | 2.1% |
| TREEFund.org Article | 1 | 2.1% |

## Post Type Classification



Pie chart: Photo 52%, Link 40%, Video 2%, Status 6%

## Negative Feedback

Eight instances of negative feedback occurred over seven posts. Some of the highest engaging posts received negative feedback which only included hiding the post. There were no instances of hiding all posts, reporting the post as spam, or unliking the page on a page post.

Negative feedback was minimal during the first quarter and is not a concern for the page. However, continue to monitor negative feedback for any trends that may indicate issues with page content.

# Call-to-Action

Fourteen of 48 posts (29.2%) in the first quarter contained a call-to-action[a] (CTA). Registering for an event was the most used CTA (6, 12.5%), followed by sharing information or the post (3, 6.3%) and reading a TREE Fund post or newsletter (3, 6.3%).

The CTA for watching a webinar, was the most engaged with at the rate of 5.77%. Reading a TREE Fund post or newsletter was the second most engaged with a 5.11% engage rate.

Overall, posts with a CTA had an engagement rate[b] of 3.92% and posts without had an engagement rate of 5.72%.

## Observations
CTA use may be most effective when promoting events or webinars. Continue to use the Facebook event feature when promoting these.

## Call-to-Action

| | | |
|---|---|---|
| No CTA | 34 | 70.8% |
| Register for an Event | 6 | 12.5% |
| Share Information or Post | 3 | 6.3% |
| Read a TREE Fund Post or Newsletter | 3 | 6.3% |
| Shop Online Store | 1 | 2.1% |
| Watch a Webinar | 1 | 2.1% |

## CTA & Engagement Rate

| | |
|---|---|
| Watch a Webinar | 5.77% |
| Read a TREE Fund Post or Newsletter | 5.11% |
| Register for an Event | 3.85% |
| Share Information or Post | 2.99% |
| Shop Online Store | 1.75% |

**Terminology Defined:**

**a. Call-to-action (CTA)** - an instruction to the audience or followers to perform an immediate action such as "share this post" or "register for now!".

**b. Engagement Rate** - the number of engagements (clicks, retweets, replies, follows, and likes) divided by the number of impressions.

# Facebook Analysis
## Content & Engagement

Two posts related to Facebook events received an engagement rate of 9.00%, the highest rate of all the content categories. The two posts included the 2018 Tour des Trees event page and the TREE Fund Webinar from a February 22nd event featuring Dr. Michael Arnold.

Partner or organization promotions received a 6.17% engagement rate, followed by seasonal or holiday posts with an engagement rate of 5.99%.
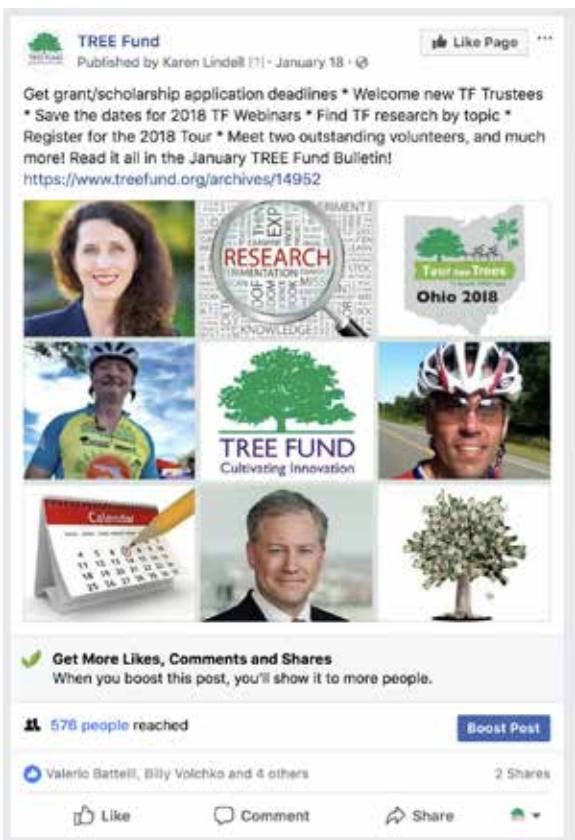
### Observations
Fourteen different content areas were identified in the social-media audit, with many content types having no more than three posts. The low number of posts in each content area make comparing the categories difficult. Continue to track these content categories over time to more effectively compare content.

While content from other organizations has been effective in creating engagement, it likely doesn't make progress on TREE Fund's major organizational objectives. Promoting TREE Fund events through the Facebook event feature and continuing to share information from TREEFund. org can be valuable sources of content that drive organizational goals.

## Post Content & Engagement Rate

| | |
|---|---|
| Facebook Event | 9.00% |
| Partner or Organization Promotion | 6.17% |
| Seasonal or Holiday Post | 5.99% |
| 3rd Party: Educational & Informational | 5.63% |
| TREE Fund Bulletin | 5.01% |
| Grant Impacts or Efforts | 4.19% |
| Brand, Image, or Culture | 3.89% |
| Event Post or Reminder | 3.08% |
| Webinar Available or Promotion | 2.75% |
| Lifestyle Posts | 2.51% |
| Auto-Generated Post | 2.48% |
| Giveaway or Page Promotion | 2.27% |
| Sale or Product Promotion | 0.99% |
| TREEFund.org Article | 0.76% |

## Top Engaging Post from First Quarter

TREE Fund Bulletin post classification with no CTA.

Shared by:
- Chippers Inc.
- Private FB user

## Post Shared by Chippers. Inc
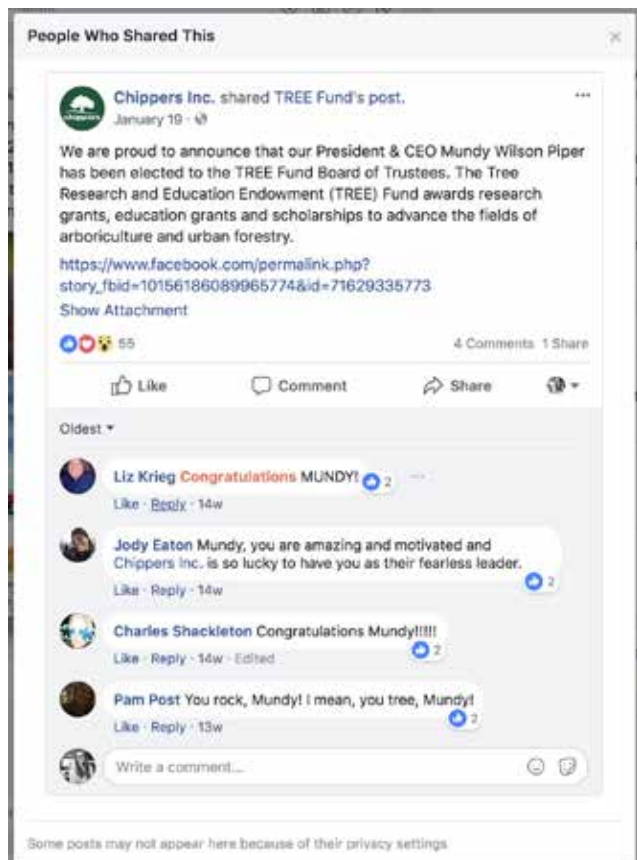


## Observations

Organizations that share page posts will greatly increase engagement and reach of the content.

Tag partner organizations and individuals in the posts so they can easily share the content to their pages.

Additionally, create multiple posts to highlight long-form content on the TREE Fund website or newsletter.

# Facebook Analysis
## Audience Demographics

The majority of the TREE Fund Facebook page followers are men (63%, 1,254) with the largest segment (39%, 776) between the ages of 25-44. Women between the ages of 25-44 make up 18% of followers. English-speaking men between 25-44 are the main audience for the TREE Fund page.

A majority of followers reside in the United States, followed by Italy, India, and Canada.

In the first quarter of 2018, the most page likes came from users that reported living in Chicago, Illinois (18, 56.3%).

### Observations
Page likes come from a variety of user-reported cities and countries suggesting international reach and interest in TREE Fund content and efforts.
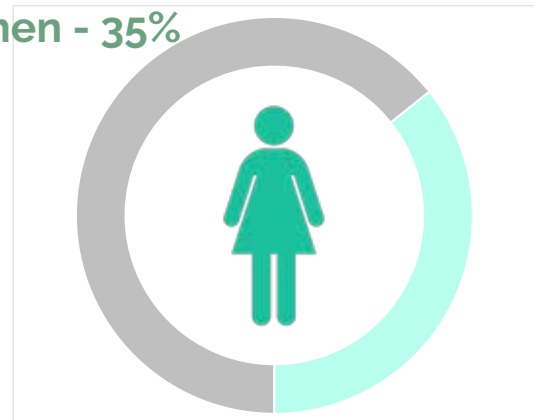
Keep international followers in mind as when curating and creating page content.

Facebook provides few audience insights compared to Twitter and is likely to decrease in the future due to current challenges with privacy issues and data sharing.
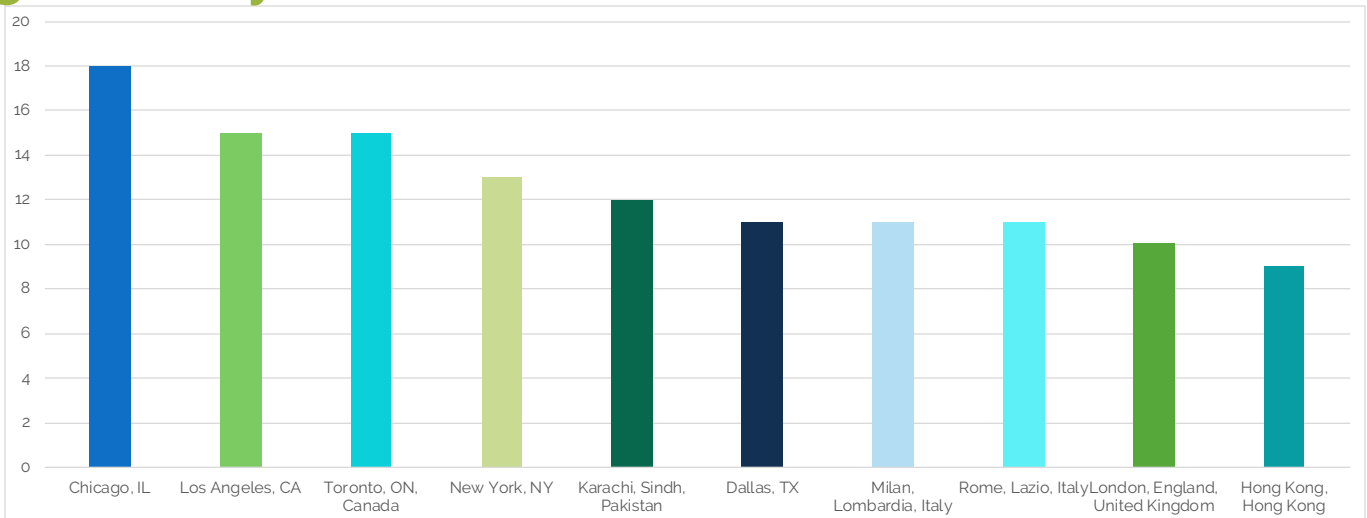
## Gender

Men - 63%
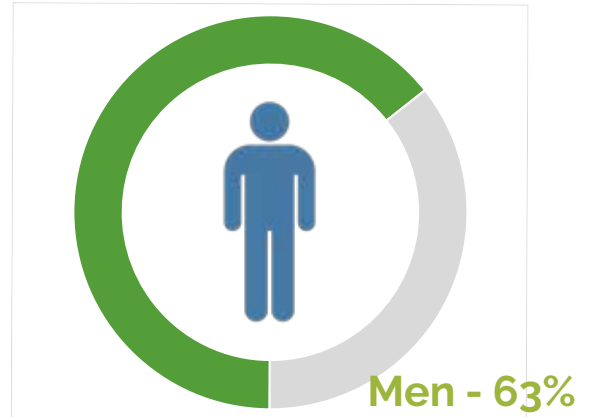
Women - 35%

## Page Likes by Location

# When Fans are Online

Post time is always more complicated than it seems. One cannot completely rely on the Facebook Insights that show when fans are online the most. In doing so, the TREE Fund page runs the risk of posting when everyone is online and thereby competing against everyone else's content.

Furthermore, using this metric means fans are online, but not necessarily looking to interact or engage. Facebook reports that the majority of TREE Fund fans are online from 8:00 – 11:00 a.m. Given the small number of posts, there is not enough data to identify which posting times result in the most reach or engagement. There is not a correlation between post time and engagement rate.

The ever-changing Facebook Newsfeed algorithm, that determines the order of posts in a user's newsfeed, adds another layer of complexity to post timing. Ultimately, engaging content outweighs the importance of post timing.

# When TREE Fund Fans are Online

# Facebook Analysis
## Estimated Earned Media Value (EMV)

Many people struggle to adequately determine the return on investment of social media since it is a medium with multiple components that are not directly measurable. However, many online marketers will evaluate the earned media value (EMV) of their social-meida marketing. EMV uses averages across online platforms to put a relative cost to the organic marketing that happens on socail-media accounts.

EMV for Facebook is based on the research done by AdStage, a software and research company focused on optimizing paid marketing across social-media channels.

The values estimated here are a reflection of the current efforts on Facebook as a way to show the value of the content, not a suggestion to use paid advertising on Faceook.
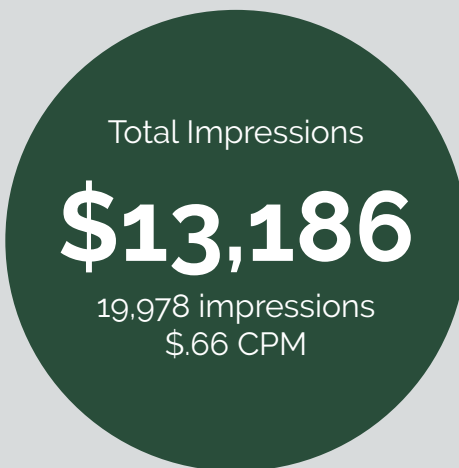
**Terminology Defined:**

**Cost per impressions (CPM)** - average cost across Facebook for a promoted advertisement focused on increasing impressions. Currently, CPM is estimated at $.66 across the platform.

**Cost per click (CPC)** - the average cost across Facebook for a click on a promoted post. Currently estimated at $1.35 per click on a link.

**Cost per follow (CPF)** - the average cost across Facebook for a new account follower. Currently estimated at $.64 per follower on a sponsored account.

## EMV  for @TREE_Fund

Organic Reach

**$8,607**

13,042 users reached
$.66 CPM

Total Impressions

**$13,186**

19,978 impressions
$.66 CPM

Account Followers

**$20.48**

32 new followers
$.64 CPF

# EMV Continued

## Terminology Defined:

**Cost per engagement (CPE)** - the average cost across Facebook for an engagement on a promoted post. Currently estimated at $1.35 per engagement.

**Cost per retweet (CPR)** - the average cost across Facebook for a click on promoted post. Currently estimated at $1.50 per click on a link.

**Earned media value (EMV)** - an estimate of the media value of the page content based on averages for paid advertisements on the platform.

## Observations

The TREE Fund page and content is performing well when examining the estimated earned media value.

Consider using advertising on the platform when promoting grant or scholarship applications or when pushing registration for an event. Facebook offers sophisticated advertising tools through the Ads Manager platform. Design each of the campaigns with specific conversion goals in mind.

Conversions are the specific actions the target audience should take. Conversions could include clicking through to a link, registering for an event, liking the TREE Fund page, or sharing a post.

## EMV for @TREE_Fund

Engagements
**$1,055**
782 engagements
$1.35 CPE

Post Clicks
**$35.10**
573 clicks
$1.50 CPR

Total EMV
**$17,771**
First Quarter 2018

# Facebook Analysis
## Industry Comparison

When compared to other pages in similar industries or mentioned in TREE Fund posts, the TREE Fund page showed less weekly engagement than other larger pages. In terms of page engagements, TREE Fund was most closely related to the National Association of State Foresters.

Look to pages with larger fan bases and high engagement for content inspiration and opportunities to target content towards these pages, tag these in posts, or sharing content from these pages to the TREE Fund page.

## Comparison of TREE Fund's Page to Similar Pages

| Page | | Total Page Likes | From Last Week | Posts This Week | Engagement This Week |
|------|------|------|------|------|------|
| 1 | TreeHugger | 611.9K | ▼0.1% | 78 | 23.3K |
| 2 | Arbor Day Foundation | 226.2K | ▲3.5% | 22 | 3.8K |
| 3 | International Society of ... | 20.6K | 0% | 11 | 177 |
| 4 | Tree Care Industry Asso... | 17K | ▲0.7% | 22 | 1.7K |
| 5 | National Association of ... | 7.1K | 0% | 9 | 74 |
| YOU 6 | TREE Fund | 2K | ▲0.3% | 8 | 68 |

# Facebook Analysis
## Summary of Findings & Recommendations

### Account Growth & Engagement

Facebook like growth was slow in the first quarter of 2018 adding 32 page likes for a 1.63% growth totaling 1,991 likes. Forty eight posts were sent out over the first quarter with an engagement rate of 4.88%.

### Observations

Page growth is slow, when compared to the TREE Fund Twitter account, but steady page growth is an indicator of page health.

### Recommendations

Cross-promote the TREE Fund Facebook page when hosting webinars, in e-newsletters, and at in-person events to continue to grow the page. Consider running a Facebook advertising campaign to promote the page, a specific event, or post, as a way to increase engagement and page likes. Remember to target specific audiences that fit the TREE Fund mission.

Work to keep page growth steady and strive for an engagement rate between 7% - 10%.

### KPI's to Track
- Page likes
- Engagement rate
- Engaged users
- Users reached

**Key performance indicator (KPI) -** a measurable value that demonstrates how effectively a company is achieving key business objectives. KPI's can be used to track the performance and growth of TREE Fund social-media platforms.

### Content Type & Engagement

Third party information that was informational or educational was shared most often on Facebook, comprising 16 (33.3%) of the 48 posts. The majority of posts types were photos, followed by links, status updates, and videos. Facebook event posts were the most engaging, followed by partner or organizational promotions, and seasonal or holiday posts.

Eight instances of negative feedback through hiding a post were used, but no other negative feedback types occurred.

### Observations

Comparing engagement across content areas was difficult given the wide breadth of topics covered. Most of the content is focused on the efforts of other organizations or information from external research and websites. Event marketing through Facebook is successful for the TREE Fund.

### Recommendations

Focus content areas on the topics highlighted in the organizational strategic plan. Be strategic when featuring content from other organizations and individuals. Optimize other's content in ways to promote partnership. Increase use of photos and videos, as these are favored by the Facebook algorithm.

### KPI's to Track
- Post content types & engagement
- CTA and engagement
- Negative feedback

# Facebook Analysis
## Summary of Findings & Recommendations

**Key performance indicator (KPI) -** a measurable value that demonstrates how effectively a company is achieving key business objectives. KPI's can be used to track the performance and growth of TREE Fund social-media platforms.

## Audience Demographics & Interests

Facebook provides limited insights about audience members and is providing less information as the company faces continued issues with data and privacy.

A majority of followers on TREE Fund Facebook page are male (63%) and reside in the United States. Most are between the ages of 25-44 (38%).

### Observations
Page likes come from a variety of cities in the United States and beyond suggesting an international following.

### Recommendations
While men between the ages of 25-44 are TREE Fund's largest group of followers, optimize on the opportunity to market to women and build them as a key part of the TREE Fund audience.

### KPI's to Track
- Regional followers
- Gender
- Age

## Resources & Next Steps

The Facebook Business pages and blog are the best place to find up-to-date information on platform changes, best practices, and how-to guides.

Facebook Business
https://www.facebook.com/business

Facebook News
https://www.facebook.com/business/news?ref=fbb_v3_footer

Facebook Algorithm Changes
https://media.fb.com/2018/01/11/news-feed-fyi-bringing-people-closer-together/#more-6991

Facebook Media Resources
https://www.facebook.com/facebookmedia/

Tracking Facebook conversions to TREE Fund's website will be incredibly helpful in assessing the effectiveness of content, calls-to-action, audience behavior, events, and charitable giving.

Facebook Pixel
https://www.facebook.com/business/learn/facebook-ads-pixel

Facebook Ads Manager
https://www.facebook.com/business/learn/facebook-ads-reporting-ads-manager

# Engage With Us

**Research and Education Committee Report**
**Prepared by: George Hudler, Chair**
**Date Submitted: 28 August 2018**

Meetings: (Please include dates, those who participated, topics and actions)

No Committee meetings have taken place since last Trustee Meeting on May 21, 2018.

**Final and Interim project reports:**
Hudler reviewed and approved a (long overdue; Hudler's fault) layman's research project summary from Liang on genomics of redbay laurel; a modification of an education project awarded to Columbus State Community College, reducing a once-planned week-long program to an intensive one-day program, and an interim research project report from Susan Day on role of trees in improving storm water retention. Also approved final report from Gary Watson on establishment and stability of large trees transplanted bare root. Final report for Bryant Scharenbroch's project "Soil Management Toolbox for Urban Trees" approved.

**Objectives for the next 3 months:** Calls for proposals for the Jack Kimmel International Grants program (two awards at $10,000) and the John Z. Duling program (one award at $25,000) are out now with proposals due October 1, 2018. The Research subcommittee will begin review shortly thereafter with plans to make final decisions in mid-November. The subcommittee will also be "meeting" via e-mail correspondence and maybe a conference call to plan for the upcoming research grants program review following the December Board of Trustees meeting in North Carolina. Few members of our committee are actually invited to attend the meeting but all will be invited to comment on a summary statement that Hudler will present near the opening of the meeting (and maybe as a written document prior to the meeting itself?).

**Next Meeting Date:** Barring any unforeseen developments from the field, the committee will meet again in mid-November to discuss proposal reviews.

**TREE FUND**
Cultivating Innovation

Council of Representative Report

Allan West

Tree Fund representative to the ISA Council of Representatives

September 5, 2018

Meetings: There has been just one meeting of the Council of representatives since our TREE Fund meeting in May. There have been no conference calls. The CoR annual meeting was held August 8, 2018 in Columbus, Ohio from 1 pm to 8 pm. Thirty-one members of CoR, out of 61, were present plus some ISA Directors and staff. David James, Chair of the Executive Committee, conducted the meeting with each Executive Committee member leading specific subjects. The following topics were covered:

1. Thirty+ minutes overview by Executive Committee and address by ISA President, Paul Reiss, Incoming President Pedro Mendes Castro and ISA Executive Director Caitlyn Pollihan. Focus was pending move of ISA Headquarters in 2019 to the Atlanta, Georgia area. All details had not been worked out at this time but details will be forth coming.

2. Safety Incident reporting by Tim Walsh, Safety Manager at Davey Tree Expert Company. It stated that CoR members can be involved in making sure any incident data related to tree care working, injuries and fatalities, are reported to the Safety Committee. Also CoR can be helpful in sharing regulations, standards and best practices relevant to them in their location.

3. Ninety+ minutes slide presentation with comments by CoR present. Three slides were allowed per unit. TREE Fund shared the following:
   - Tour de Trees member planting a tree (Education and Fund Raising)
   - Scientists collecting data from roots of a planted tree (Research)
   - Poster of one of Webinar sponsored by TREE Fund (Tech Transfer of Research Funding)

4. Forty+ minutes panel discussion on marketing chaired by Meagan Hanna. Exchange of ideas among CoR members.

5.  Thirty-five+ minutes on a proposed policy change on Leadership of CoR. Cor Executive group concerned that each year it is difficult to get CoR member to step up and take on leadership of the Council. They proposed adding five positions to the 61+ Council specifically to fill the officer positions. These would be elected by ISA membership. I spoke in opposition to this for several reasons. Adding five more positions to an already large organization, the leadership would not be elected by the Council members, and it is possible for some units to get two votes on an issue.

I argued that it would be better for the ISA Board members and staff to convince components it was in their best interest to support an occasional CoR member to become a CoR Executive Committee member.

The CoR Executive Committee, following discussion, indicated they would forward to the ISA Governance Committee for the ISA Board to consider.

6.  Discussion on some minor revisions to CoR policy. After presentation and a discussion it was found to mainly be grammatical, but there was a need for some additional clarification. Any vote for changes was postponed until later and then done via mail.

7.  Panel Discussion on Membership Challenges lead by Executive Committee member, Jim Vaughan. (List of points raised can be provided.)

8.  Panel Discussion on Education for the Industry and Public lead by Lee Huss. A number of ideas raised, list of those can be provided.

9.  Election of Officer to CoR Executive Committee -- Two were re-elected for a two year term, Lee Huss and Jim Vaughan, Mike Watson was elected to the third vacant position.

# 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