

Position Profile

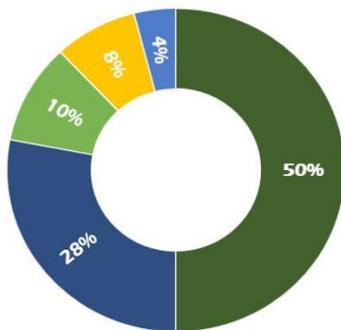
***On behalf of our client, Tree Trust,
CohenTaylor Executive Search Services
is conducting a retained executive search for its***

Executive Director



Tree Trust Fast Facts

- Located in St. Louis Park, Minnesota.
- In 2016, Tree Trust celebrated 40 years of transforming lives and landscapes in Minnesota.
- 56,000 participants since its inception.
- Over 475,000 trees and shrubs planted and distributed.
- 13-member Board of Directors.
- Staff of 45 year-round employees; 20-30 seasonal employees and 400-500 seasonal participants.
- In 2016, Tree Trust received assistance from 650 volunteers and 265 donors.
- Annual Revenue \$5.1 million (2017).



Use of Funds

- Administration (10%)
- Fundraising (4%)
- JobPrep Programs (50%)
- Community Forestry (8%)
- Landscape Services (28%)



Mission:

To improve the community environment by investing in people.

By Transforming Lives and Landscapes, our programs:

- Provide meaningful opportunities for greening our local community.
- Give youth the chance to gain work experience, boost their self-confidence and find positive direction.
- Teach practical job skills to youth and young adults to help reshape their lives.
- Help volunteers connect with their community and the outdoors.

The Organization:

Tree Trust was created in 1976 to address two problems in our communities: the devastation of the urban tree canopy due to Dutch elm disease and the high unemployment and poverty rates for youth and adults at the time. We began combating these issues by hiring unemployed individuals and training them to plant trees and reforest the Twin Cities. Since then, we have expanded to offer integrated JobPrep programs, community forestry and environmental education programs.

Each of our five JobPrep programs are suited to meet the various needs of the young people we serve. Our programs serve participants who live in Hennepin, Dakota, and Washington counties, and St. Paul. Programs include YouthBuild, Youth and Young Adult Services, Young Adult Conservation Corps, the Summer Youth Employment Program, and the Community Support Program. The participants in Tree Trust's JobPrep program overcome numerous and often compounding barriers to achieve success.

In 2004, Tree Trust formed a social enterprise, creating Landscape Services, their for-profit professional landscape and ecological

contracting department that serves public, residential, and commercial clients throughout the greater Twin Cities metro area. This social enterprise was established to diversify Tree Trust's funding sources. Net profits generated by Landscape Services directly support Tree Trust's JobPrep and Community Forestry programs.

Programs:

JobPrep (Employment Training)

Our integrated JobPrep programs help young people chart a positive direction for their future. With guidance from trained staff, participants have the opportunity to obtain work experience, employment training, college and career coaching, and other support services to help navigate their journey to self-sufficiency. Programs include Youth and Young Adult Services, the Young Adult Conservation Corps, Youth Build, and the Summer Youth Employment program.



Community Forestry

The Tree Trust Community Forestry department organizes efforts to increase the urban tree canopy through community and school plantings, municipal tree distributions and other special forestry initiatives. By emphasizing proper planting techniques and continued maintenance, these events lay the groundwork for enlightened environmental stewardship.

Landscape Services:

Tree Trust is a unique organization, comprised of both non-profit and for-profit divisions. Landscape Services is a vital earned income component of Tree Trust making up 30% of today's current business with a goal of achieving double digit growth yearly in the future.



Services

Tree Trust Landscape Services is a professional tree care and landscape company. We provide a full line of tree care services including plant health care (PHC). We provide landscape services that include landscape and ecological contracting for residential, commercial, and municipal clients in the south Twin Cities metro area.

Services include: Tree Care: tree pruning, tree removal, plant health care, emerald ash borer (EAB) treatment, root and soil care, stump grinding, emergency storm response, and tree planting.

The Role:

Tree Trust is seeking a visionary and strategic leader for the position of Executive Director. The Executive Director will lead with passion and ambition to promote the organization throughout the community, providing the vision and leadership necessary to redirect the business model and guide Tree Trust into the future.

This is an incredible opportunity to assume leadership of a nonprofit organization that has an experienced, dedicated and passionate leadership team and staff that is committed to the overall success of the

organization. Reporting to the Tree Trust Board of Directors, the Executive Director is responsible for establishing a strategic plan focused on stabilization and growth.

Direct Reports Include:

- Director of Landscapes Services & Operations
- Director of Project Development & IT
- Director of Development & Communications
- Director of Employment Programs
- Director of Finance
- Director of Community Forestry
- Human Resources Professional

Key Relationships/Clientele:

Board of Directors, Tree Trust Staff, Public & Private Funders, Program Participants & Parents/Guardians, Worksite Partners

Specifically, responsibilities of this organization include:

Leadership and Team Management

- Create a culture of accountability and ensure proper performance management consistent with other non-profit, social enterprise organizations.
- Develop and implement both short and long-term goals and objectives to deliver on the organization's mission and overall strategic plan.
- Create a well-functioning team environment. Develop effective departmental systems of communication and accountability, motivating staff, building a shared vision and method of working together, and creating an atmosphere of productivity and success.
- Work with Human Resources to implement a professional development program to help in the growth, development and education of staff.

Board Governance

- Develop and execute, along with the Board, a strategy and vision for the organization. Hold the Board accountable to deliver the strategic plan.
- Develop the appropriate staffing structure to support board meetings, committees, and other governance activity.
- Report information required for Board to be able to act with appropriate fiduciary responsibility.

Fundraising and Communication

- Diversify funding sources and increase profit making ventures.
- With staff and Board, plan and execute a strategic, long-term sustainable approach to raising financial support from corporate, foundation, strategic partners, and individual sources.
- Maintain existing donor relationships and actively seek out new and innovative ideas to continue developing relationships with appropriate community leaders and non-profits.
- Develop communication strategies that both inform and build relationships with members and related constituencies and enhance the Tree Trust brand.

Program Leadership, Development and Administration

- Provide leadership for Tree Trust Programs by establishing programmatic goals and support to the program directors.
- Work with the Directors to ensure effective field operations of the employment training programs; monitor the employment training program activities against performance benchmarks.

- Effectively manage government funding contracts providing oversight on budget and program implementation and keeping all parties focused on impact, success, and deliverables.
- Develop program evaluation framework with community partners and staff to assess participants' learning and quantify program strengths and aspects to be improved.
- Ensure the highest level of participant achievement and engagement is obtained through identifying and meeting quality metrics and benchmarks.
- Oversee the design, marketing, promotion, delivery, and quality of programs, projects, and services.
- Supervise systems for program data collection management, complying with all laws and regulations.
- Generate program metrics for Board of Directors, partners, donors and funders.

Financial Stewardship

- Monitor and steward budgets of approximately \$4,500,000 from a variety of sources including but not limited to donations, grants, individual contributions, State & Federal program funding, and other sources dedicated to the mission of Tree Trust.
- Work with Finance, Development, and the Program Directors to develop annual program budgets and operating plan.
- Monitor and approve all budgeted program expenditures, ensuring that all programs operate within the approved budget.



The Ideal Candidate:

The ideal candidate is a strategic and visionary leader with a passion for Tree Trust's mission of improving the community environment by investing in people. The Executive Director will serve as an effective advocate for the mission, therefore strong communication skills and an ability to cultivate both public and private sector partnerships is key. A true servant-leader, the Executive Director is a forward-thinker with the foresight and stewardship to build upon the historic foundation of the organization.

As a long-standing nonprofit in the Twin Cities, with a successful social enterprise component, the new leader will bring an entrepreneurial edge to drive the creativity and innovation needed to enhance and redirect their current business model. The ideal candidate will bring knowledge of fundraising strategies and donor relations that are unique to the nonprofit sector. This leader should be passionate about employment training and/or the environment, with a proven ability to diversify funding sources and increase profit-making ventures.

Experience in leading Board relations will be key, with the skills required to engage and motivate the board and community volunteers. The ideal candidate will bring a demonstrated ability to seek out differing viewpoints to find the right path required to move forward for the benefit of all stakeholders.

In addition, the ideal candidate will:

- Grow landscape services to provide earned income.
- Grow community forestry through fee-to-service to provide earned income.
- Lead with a servant leadership style where employees feel engaged and supported
- Have the ability to delegate wisely and foster autonomy and innovation while ensuring accountability despite complexity
- Think strategically with a clear vision for the future of Tree Trust, growing and building new programs, understanding funding and program service trends, and strategic planning and assessment
- Have direct experience in creating public/private partnerships to fund a nonprofit organization
- Bring demonstrated experience maintaining and fostering relationships with multiple stakeholder groups
- Be a skilled and effective communicator with a track record of managing, supporting and developing people
- Hold a bachelor's degree, with a master's degree preferred
- Bring experience leading multiple programs in a nonprofit environment
- Demonstrated knowledge of specific funding sources including WIOA (Workforce Innovation and Opportunity Act), MYP (MN Youth Program), DOL (Department of Labor) and DEED (Department of Employment and Economic Development) funding sources preferred.

**For more information or to send your credentials, please email info@cohentaylor.com
All inquiries will remain confidential.**