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National Association of Landscape Professionals

Chief Executive Officer



NATIONAL
ASSOCIATION OF
**LANDSCAPE
PROFESSIONALS**

2019

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The Organization

Organization	National Association of Landscape Professionals
Mission	Advocate for lawn and landscape industry growth and the benefits we provide to our communities. NALP accomplishes this through its five pillars: Advocate Relentlessly, Educate Industry Professionals, Expand the Workforce, Promote the Industry and Set the Highest Standards.
Revenues	\$7 million 501(c)(6) organization + \$4 million 501 (c)(3) charitable foundation
Employees	26
Organization Location	Fairfax, VA
Website	https://www.landscapeprofessionals.org/
Staff	https://www.landscapeprofessionals.org/LP/About/Contact_Staff/LP/About/contact.aspx?hkey=e1255d06-5e6e-4993-a245-b0f9cfce4adf
Organization Overview	<p>The National Association of Landscape Professionals (NALP) is the national trade association representing nearly 100,000 landscape industry professionals in the United States, Canada and overseas. NALP is a \$7 million 501 (c)(6) organization, with a \$4 million 501 (c)(3) charitable foundation.</p> <p>Headquartered in Fairfax, Virginia, NALP supports the \$93 billion professional landscape industry with a staff of 26. Industry companies, including NALP's 4,000 members, specialize in lawn care, landscape design and installation, landscape maintenance, tree care, irrigation and water management, and interior plantscaping. Members also include students, consultants, industry suppliers, and state associations. Industry practitioners are proud to be stewards of the environment, creating and maintaining the spaces where Americans live, work, and play.</p> <p>NALP is committed to helping members achieve success through education and training and increasing professionalism through certification and accreditation.</p> <ul style="list-style-type: none"> • <u>Certification/Accreditation:</u> NALP offers a variety of accreditation and certification programs including Landscape Industry Certified for individuals and the Landscape Industry Accredited Company designation for excellence at the company level. NALP also offers a Safe Company Program to help members build a stronger safety culture and reduce injuries and hazards. • <u>Awards:</u> NALP honors outstanding landscape projects through national Awards of Excellence and recognize landscape and lawn care professionals through leadership awards. Companies that are making a difference are also recognized through Community Partnership and Environmental Stewardship Awards. Other awards include Advocacy, Lifetime Leadership, Safety Recognition, Woman Entrepreneur of the Year and Young Entrepreneur of the Year.

- **Education:** In partnership with Cornell University's SC Johnson School of Business, NALP's Leadership Academy provides industry pros with the skills, industry specific insight and know-how needed to be effective leaders in today's changing market.
- **Careers:** NALP supports industry careers at every level: educating students about the industry, working with college students and faculty, attracting new people to the profession and helping landscape companies find the best employees.
- **Peer Groups/Mentorship:** NALP Peer Groups bring together CEOs and executives who want to share their business challenges, look for solutions and hold each other accountable. NALP's Trailblazers Mentoring Program offers members the opportunity to learn from experienced industry professionals who have built and run successful landscape and lawn care companies. Other programs include Buddy Up! and other opportunities for young professionals to network and engage industry leaders.
- **Conferences/Events:** NALP conferences and events provide the best education for landscape and lawn care professionals. NALP annual events include Renewal & Remembrance, the largest service event in the industry, Legislative Days and LANDSCAPES, the "must-attend" education and networking event for landscape and lawn care professionals including latest equipment exhibitions at GIE+EXPO. Other events include National Collegiate Landscape Competition and NALP's Leaders Forum.
- **Advocacy:** NALP aims to protect and advocate for the landscape and lawn care industry, enabling members to create and maintain the managed landscapes that keep our nation green, healthy and beautiful. NALP tracks legislation, participates in government advisory boards and committees, and provides input on legislation and regulations that affect the industry at federal, state and local levels. The NALP PAC provides members with an easy-to-use tool that packs a punch in making their voices heard on Capitol Hill.
- **Foundation:** The National Association of Landscape Professionals Foundation is dedicated to advancing professional careers in the landscape industry. The Foundation carries out its mission through public education to promote landscape industry careers by supporting efforts to recruit professionals into the industry and by granting scholarships to help students get the education they need to excel.

History

The Professional Landcare Network (PLANET) was formed in 2015 following the merger of the Associated Landscape Contractors of America (ALCA), the global trade association for landscape maintenance, installation, and design/build contractors and interiorscapers founded in 1961, and the Professional Lawn Care Association of America (PLCAA), the global trade association for residential and commercial lawn care professionals founded in 1979. In 2015, PLANET was rebranded as the National Association of Landscape Professionals (NALP).

The Position

Position Title	Chief Executive Officer
Location	Fairfax, VA
Reports To	Board of Directors
Position Summary	<p>Reporting to the Board of Directors, the Chief Executive Officer (CEO) will serve as NALP’s lead staff member. This role has significant strategic and externally focused responsibilities, including serving as chief spokesperson and public face of the organization and the lawn and landscape industry.</p> <p>NALP seeks an executive with exceptional interpersonal skills as well as business, member service and financial acumen. S/he will arrive ready to help NALP tackle the trends, challenges and opportunities facing the lawn and landscape industry. These areas include, but are not limited to: workforce development and labor challenges; state and local regulation of pesticides and fertilizers; noise pollution and emissions; negative public perception of the industry and its products by the public; attacks by environmental and NGO organizations; traditional or disruptive technology influences; educational, training and certification programs; membership recruitment; growth of the NALP brand and the professionalism of its membership; forging partnerships with lawn and landscape industry state associations; and maintaining the relevance of the association, the industry and its membership.</p> <p>The successful CEO candidate will help formulate and drive NALP’s strategic agenda and priorities. S/he must have:</p> <ul style="list-style-type: none"> • Prior success in leading a relevant organization to meaningful and successful growth as CEO, Executive Director, Owner, or other relevant senior accountable position, including a track record of membership growth of an industry association, or customer and profit growth of a relevant commercial enterprise. • Demonstrated track record in implementing and executing strategic initiatives and overcoming business challenges. • Demonstrated track record of building a highly capable team that executes. • Demonstrated effectiveness in communicating to key audiences on areas important to the organization, including experience in public affairs, public advocacy/lobbying, media relations and external communications. <p>Qualified candidates will likely possess a minimum of 5 years of relevant experience in executive leadership positions and will have managed at minimum \$5 million per year in annual revenue. Relocation to the Washington, DC metropolitan area is required.</p>
Responsibilities	<p>In partnership with the Board of Directors, NALP’s CEO will provide strategic leadership, a visionary future focus, and an energetic and transparent approach to decision-making and goal-setting. S/he will also lead the execution of policies established by the NALP Board of Directors to advance the interests of NALP and the lawn and landscape industry, in general.</p> <p>Additional essential duties and responsibilities include the following:</p>

- Provide executive management over all fiscal and organizational matters and leadership for the staff in the planning and execution of NALP policies and programs. This includes: managing the day-to-day NALP operations, ensuring that the organization operates within the Board approved budget; and reviewing and approving staffing decisions, information technology and administrative policies.
- Provide overall leadership to NALP, setting clear strategies and targets for the organization and ensuring proper and timely execution. Develop and articulate a strategy and motivate and engage staff to achieve organizational goals. Ensure clarity of objectives for performance measurement, team development and succession planning.
- Inspire a culture of fast-paced activism and urgency that promotes superior member service, professionalism, individual integrity and industry stature.
- Possess knowledge of current challenges facing membership organizations and the broader lawn and landscape community. Anticipate the political, social and economic issues that will affect the lawn and landscape industry going forward and recommend appropriate action and/or response as may be necessary to federal, state and local government, the membership, industry competitors and the public.
- Act as a spokesperson and advocate for NALP at industry forums and enhance the industry's profile. Engage in public outreach activities to foster a positive public image of the industry, and engage in other activities for the education, information and assistance of its members.
- Solicit input from staff and member constituencies, foster dialogue and collaboratively make decisions regarding NALP's current and future and goals, including: membership growth; revenue growth; industry growth; regulatory standards; and industry professionalism.
- Develop well-managed plans and processes that ensure the continued growth, retention and engagement of membership, in addition to revenue growth and the development of concepts and structures that will enhance NALP's ability to generate additional revenues. Guide conversations surrounding NALP's growth priorities with regard to its portfolio of services.
- Set a tone of trust, partnership and inclusion with the Board and staff by being visible and accessible and ensuring that NALP functions well across all levels. Implement models of best practice in governance.
- Raise visibility and awareness for the value of the lawn and landscape industry, ensuring that NALP is "at the head of the table" in regulatory and policy discussions at the local, state and federal level and through the effective engagement of NALP in coalition efforts to advance member and industry interests.
- Further develop and increase the impact of NALP's government affairs program. The lawn and landscape industry faces serious threats from regulatory and policy discussions at local, state and federal levels. The right leader must engage members to be active in advocacy and build strategic relationships with landscape industry state associations and other stakeholders in order to protect and promote industry interests.
- Clearly illuminate and advocate for the value-add of NALP membership to all members of the association.

The Person

Pivotal Experience & Expertise

The successful candidate will have the following experience and expertise:

- **Strategic Leadership:** Proven track record of strategy, vision creation and implementation to achieve organizational/industry goals. Proactively identifies and addresses issues and opportunities.
- **Business, Service and Financial Acumen:** Commercial orientation with the ability to provide effective business operations, superior member service and financial stewardship. Execution oriented, results driven and creates a culture of accountability. Highly disciplined in project management.
- **External Representative:** Demonstrates exceptional public speaking and presentation skills with the ability to represent and speak on behalf of an organization or industry across multiple forums with credibility.
- **Advocacy:** A persuasive advocate and problem solver. Possesses the network, relationships and access to policy makers, influencers and organizations to drive and expand an impactful legislative and regulatory advocacy program.
- **Collaboration, Negotiation and Conflict Resolution:** Highly effective and respected leader with demonstrable experience creating cohesive relationships among, negotiating with and resolving conflict among senior internal and external stakeholders.
- **Management:** Ability to motivate, engage and lead high performing teams to achieve organizational goals. Develop metrics to ensure accountability and processes for team development.

Leadership Capabilities

The successful candidate will have the following leadership capabilities:

- The ideal candidate will be a visionary, highly intelligent, deeply committed and talented leader who listens aggressively and leads collaboratively. S/he will be an innovative leader who demonstrates sound business acumen and entrepreneurial spirit.
- This individual must be a highly collegial and passionate leader with an exceptional ability to ask questions, listen and reach consensus.
- The CEO must be an effective problem solver with well-developed and finely honed strategic, business development and negotiating skills as well as the ability to be a persuasive advocate on behalf of the lawn and landscape industry.
- The CEO must exhibit a high level of executive presence (gravitas) and possess superb communication skills.
- The ideal candidate will be a servant leader who provides excellent customer service to both internal and external stakeholders.
- This individual must be a forward thinker who inspires a culture of accountability, service and innovation.

Culture Fit & Impact

- The CEO must possess self-awareness, lead with enthusiasm and dynamism and demonstrate exceptional personal integrity and diplomacy in setting high standards for personal and professional behavior.
- Excellent communicator, both written and verbal.
- Inspiring presence; able to motivate and engage; leads by example.
- Good coach and listener; team builder.
- Strong negotiator, yet collaborative and diplomatic. Decisive but likes to gain consensus.
- Creative, intelligent and thoughtful in approach; intuitive with a history of good judgment; entrepreneurial; visionary.
- Ability, when appropriate, to push back and advocate effectively at a senior level and influence at all levels of industry.
- High level of energy, dedication, and an unrelenting commitment and drive to accomplish objectives.
- Customer and service-oriented.
- Unquestionable ethics and integrity.