

URBAN FOREST ACTION PLAN TIMETABLE

Theme	#	Action
CE	6B.3	Every quarter, share informative urban forestry and tree-related content to a social media, City website, and other communication platforms.
CE	6C.2	Conduct biannual community surveys (starting in 2021) to gauge public viewpoints and receive feedback on Plan implementation/program success. Survey responses should inform future urban forest decision making.
MP	1D.1	Monitor tree loss and gain through annual tree removal and planting permit reporting.
MP	1E.2	Plant 2,000 trees through City projects annually and support 8,500 annual tree plantings through partnerships and public incentive programs. Improve tracking and reporting of partnership plantings to better represent on-the-ground efforts to achieve planting targets.
CT	2C.1	Conduct annual urban forestry events, or partner-events—especially involving youth—relating to tree planting and pruning to increase capacity for the care of public trees led by citizen tree stewards.
FA	3A.1	Continue to track and annually report urban forestry activities of all partners to apply to budget change requests and continue support of Arbor Day Tree City USA Designation.
IP	4A.1	Conduct a comprehensive <u>inventory of public trees planted and maintained by the City</u> , keeping the data current, and continue the cycle aligned with tree maintenance cycles (600 trees per year) and City tree planting projects (2,000 trees per year).
IP	4A.2	Beginning in 2020, track tree maintenance, removals, and plantings in a tree inventory software program. Annually prioritize maintenance and risk-tree removals in established corridors/areas and create work orders using this program.
IP	4B.3	Develop a strategic urban forest management plan for one priority neighborhood or area per year similar to the 2020 Tacoma Mall Strategic Urban Forest Management Plan (in progress) and the 2010 Neighborhood Business Districts Urban Forest Management Plan. Address best practices, species diversity, and tree pest and disease resiliency.
IP	4C.4	Continue to align tree planting and canopy goals with the watershed assessment, green stormwater infrastructure plans, and subarea planning efforts by providing technical assistance for the goals of stormwater management and improved water quality.
IP	4E.5	Utilize partners to provide at least one annual workshop or event and provide resources to private landholders to support sustainable urban forest management and planting practices with an emphasis in priority areas as identified in Appendix A and D.
RM	5A.1	In 2021, <u>assess potential tree-related risks</u> for all 4,000 public street trees the City is starting to maintain. Then conduct annual routine inventories in line with maintenance schedules with intent to document, monitor, prepare, and mitigate current and future risks to the urban forest (i.e. tree structure issues, exotic pests and diseases, climate change impacts).
RM	5C.2	Work with environmental non-profit organizations and other partners to provide resources and annual training regarding tree pest and disease management as well as invasive species management. Provide resources to private landholders on an as-needed basis.
CE	6A.1	Support and sustain partnerships with local and regional participatory organizations. Encourage and support horizontal volunteer collaboration between organizations. Increase the number of community volunteers annually from 275 recorded in 2018.

Target Year	Lead	Rank (Effort, Priority) (3 = highest)	Rank Total (E + P)	Co-Benefits	Composite Score
Quarterly	ES, CMO	1,2	3 of 6	6 of 12	9 of 18
Biannual	ES	1,2	3 of 6	6 of 12	9 of 18
Annual	ES, PDS	1,3	4 of 6	4 of 12	8 of 18
Annual	ENPs	3,3	6 of 6	12 of 12	18 of 18
Annual	ES	2,1	3 of 6	10 of 12	13 of 18
Annual	PWD	1,3	4 of 6	5 of 12	9 of 18
Annual	ES, PWD	3,2	5 of 6	8 of 12	13 of 18
Annual	PWD	1,3	4 of 6	8 of 12	12 of 18
Annual	ES	2,2	4 of 6	10 of 12	14 of 18
Annual	ES	1,2	3 of 6	6 of 12	9 of 18
Annual	ENPs	1,2	3 of 6	9 of 12	12 of 18
Annual	ES, PWD	3,2	5 of 6	8 of 12	13 of 18
Annual	ENPs	1,1	2 of 6	11 of 12	13 of 18
Annual	ES	2,3	5 of 6	10 of 12	15 of 18

CED = Community and Economic Development Department, CG = Civic Groups, CMO = City Manager’s Office, ENP = Environmental Non-Profits, ES = Environmental Services Department, IT = Information Technology Department, LPC = Landmarks Preservation Commission, MPT = Metro Parks Tacoma, NCS = Neighborhood and Community Services Department, PDS = Planning and Development Services, PWD = Public Works Department, TPU = Tacoma Public Utilities.

Rank: Effort & Priority on a scale of 1-3 for each, **Rank Total:** Sum of Effort & Priority counts (6 max), **Co-Benefits:** Sum of counts (12 max), **Composite Score:** Sum of Rank and Co-Benefits (18 max)

Theme #	Action
MP 1B.3	Establish policy, protocols, and standards for priority City tree maintenance within low-income and underserved areas. Evaluate partnership opportunities and a potential cost-share program for hazard tree removals in priority areas (Appendix A and D).
MP 1E.4	Implement <u>policy and procedures</u> recommended in the Tree Risk Management Plan.
CT 2D.2	Evaluate updated urban forest level of service as related to tree planting and protection requirements.
CT 2A.3	Strengthen arborist crew needs assessment. Develop a business case in 2020 to propose 2021-2022 biennium budget enhancement request for an arborist crew (see Appendix C).
FA 3A.2	Implement Action 2A.3 and “develop a business case in 2020 to propose 2021-2022 biennium budget enhancement request for an arborist crew” and include a request for annual urban forest management funding (including City partners) that incrementally aligns more closely with Western U.S. rates. Recommended incremental increase in urban forest management expenditures per capita is \$8.00 (\$1,658,240)—increased from \$7.77 (\$1,610,565) to meet the levels of service required for implementation of this Plan.
IP 4A.6	In 2020, integrate the tree inventory software program with other City asset management programs and data to align project planning, construction, and maintenance efforts with urban forest management strategies. Fully functional and effective planning will be achieved by 2022.
IP 4C.7	Urban Forestry Program staff represented in the five-year update to the 2015 One Tacoma Comprehensive Plan to align updates with this Plan.
MP 1A.5	Use the Code Recommendation Prospectus (Appendix F) to establish an Urban Forestry Title to Tacoma Municipal Code (TMC) that aligns urban forestry policy with One Tacoma, updates antiquated language and inconsistencies, and requires the use of industry best practices and standards.
MP 1D.6	Implement the Trees and Sidewalks Operations Plan (Plan Phase 3) to eliminate improper tree removals and reduce future hardscape conflicts.
CT 2A.4	Prepare a business case detailing staff needs for a City Arborist to support implementation of the Plan, and more specifically, address the technical needs of PWD, ES, and PDS.
CT 2C.5	Conduct 10 Department-specific trainings and as-needed internal staff trainings regarding urban forest management standard operating procedures and workflows.
CT 2C.6	All designated urban forestry staff attain and maintain industry certifications such as ISA Certified Arborist accreditation and other industry qualifications.
FA 3B.3	Finalize the priority street tree maintenance corridors that were recommended through the lens of environmental justice and equitable ecosystem services (Appendix D).
FA 3B.4	Using guidance from Action 3A.2, implement a City street tree maintenance program and start street tree maintenance in identified corridors and neighborhoods (approximately 4,000 total trees).
FA 3C.5	Beginning in 2021, implement the sustained funding source findings (Phase 3 Plan). Develop or strengthen open channels of communication with non-conventional urban forest partners, including healthcare and transportation partners.
RM 5A.3	Use the elevated urban forest management staffing levels (see Action 2D.2) and 2025 (see Action 2A.3) for the <u>assessment</u> of potential tree risks in priority areas (outlined in 5A.1).
RM 5D.4	Implement the Tree Risk Management Plan that <u>relates to planning</u> for structural tree risks, exotic tree pest and disease threats, and disasters.
RM 5B.5	<u>Mitigate high-risk trees</u> in the City’s newly acquired maintenance areas (public trees) by incrementally (25% by 2021, 50% by 2025, 75% by 2028) addressing high-risk trees annually with the appropriate maintenance activity.
CE 6A.4	Encourage youth participation in Arbor Day and Green Tacoma Day events. Encourage and provide technical support to enable tree-related curriculum and plantings at schools. Pilot high school project by 2021, all 10 high schools by 2030.
CE 6D.5	Establish a young adult job training, urban forest stewardship program to facilitate the planting and/or care of 10,500 trees annually.
CE 6B.6	Prepare a minimum of 4 new audience-specific (business owner, developer, resident) urban forest and/or tree-related outreach and education materials based on research from this Plan .
CE 6C.7	Update role of Landmarks Preservation Commission as necessary to implement Heritage Tree Program Action described in the Management Policy section of this Plan.

Target Year	Lead	Rank (Effort, Priority) (3 = highest)	Rank Total (E + P)	Co-Benefits	Composite Score
2020	ES	3,3	6 of 6	9 of 12	15 of 18
2020	PWD	2,2	4 of 6	5 of 12	9 of 18
2020	ES, PWD, PDS	2,3	5 of 6	5 of 12	10 of 18
2020	ES, PWD	3,3	6 of 6	11 of 12	17 of 18
2020	ES, PWD	3,3	6 of 6	11 of 12	17 of 18
2020	IT, ES	1,2	3 of 6	5 of 12	8 of 18
2020	ES	1,2	3 of 6	6 of 12	9 of 18
2021	ES, PDS	3,3	6 of 6	7 of 12	13 of 18
2021	ES, PWD	2,3	5 of 6	9 of 12	14 of 18
2021	ES, PWD, PDS	3,3	6 of 6	7 of 12	13 of 18
2021	ES	1,2	3 of 6	7 of 12	10 of 18
2021	ES, PWD, MPT, TPU	1,1	2 of 6	6 of 12	8 of 18
2021	ES, PWD	1,3	4 of 6	9 of 12	13 of 18
2021	PWD	3,3	6 of 6	11 of 12	17 of 18
2021	ES	2,2	4 of 6	6 of 12	10 of 18
2021	ES, PWD	3,3	6 of 6	9 of 12	15 of 18
2021	ES, PWD	3,3	6 of 6	10 of 12	16 of 18
2021	PWD	3,3	6 of 6	9 of 12	15 of 18
2021	ES	1,2	3 of 6	8 of 12	11 of 18
2021	ES	2,3	5 of 6	9 of 12	14 of 18
2021	ES, CMO	1,3	4 of 6	9 of 12	13 of 18
2021	LPC, ES	2,3	5 of 6	7 of 12	12 of 18

Theme #	Action
MP	1C.7 Update TMC with a Heritage Tree Ordinance.
MP	1D.8 Develop standard operating procedures and permitting processes for urban forest management by 2022 that are aligned with TMC.
CT	2B.7 Using the information gathered from the Work Group interviews (Phase 1 Plan), utilize the continuous improvement framework to fix the broken pieces of operational workflows in urban forest management.
CT	2C.8 Develop annual education and training budget by 2022 for urban forestry staff that includes attendance for 2 primary staff at industry conferences per year. Staff stay up-to-date on current and potential exotic tree pest and disease threats.
FA	3A.6 Develop a business case in 2022 to propose 2023-2024 biennium budget enhancement request for urban forest management to increase from the 2022 amount to the recommended \$8.76 per capita (\$1,815,773) (see 3A.2).
FA	3D.7 In coordination with the Management Policy actions, establish and sustain efforts with Neighborhood Business Districts, Neighborhood Council District, neighborhood organizations, and civic groups in all Tacoma neighborhoods by 2022 to implement young tree maintenance for the care of 10,500 trees planted annually.
FA	3D.8 Starting in 2022, prune approximately 600 established public trees per year along target road corridors to preserve existing mature canopy and train young trees to reduce potential risk.
MP	1B.9 Establish protocols for tree debris management, wood utilization, and wood waste diversion for routine tree maintenance, removals, and storm response.
MP	1D.10 Align tree protection and design standards with a no-net-loss policy by 2023 to achieve tree canopy goals.
MP	1F.11 Align neighborhood and priority area planting plans (Action 4B.3) <u>with urban forest policy</u> to address species, locations, timing, climate resiliency, reduced maintenance, higher pest and disease resistance, and equity.
IP	4C.8 <u>Beginning in 2020</u> , provide this Plan and supporting documents and data to relevant urban forestry and planning partners to strategically plan and prioritize street tree plantings and establish a master street tree plan by 2023 that addresses species and age diversity and balance equity and accessibility of the urban forest (App. A and D).
RM	5A.6 Use Citywide tree inventory data and best available science <u>for long-term planning</u> and management of existing and future tree pests and diseases impacting Tacoma's urban forest (training obtained from Action 2C.8). Use results from 5D.4 to inform decisions on this Action.
CE	6F.8 Identify appropriate parks, rights-of-way, and other public spaces in Tacoma that feasibly can support healthy and safe fruit trees to support gleaning initiatives. Initiate feasibility study in supportive low-income neighborhoods in 2023, progressing to other supportive neighborhoods by 2025. Consider the use of vacant City lots and brown-fields for community-oriented orchards in supportive neighborhoods.
MP	1D.12 Update post-planting tree care requirements for City projects and developers. Use the Capacity and Training actions to achieve adequate staffing levels for evaluating projects and performance bonds.
CT	2E.9 Designate 9 FTEs by 2025, including existing staff and/or new hires, for Tacoma's urban forest. The intent of this cross-department team is to be an in-house resource for City Work Groups around urban forest management.
FA	3A.9 Quantify the ecosystem benefits and appropriate appraisal values of public trees to enable completion of cost-benefit analysis. Align this with Action with 4A.1, rotational 5-year public tree inventory.
IP	4E.9 Use the tree inventory data in private development as part of permit inspections for compliance.
CE	6E.9 Establish non-conventional partnerships that serve single and/or multiple Tacoma neighborhoods. All 8 neighborhoods should be supported.
CE	6A.10 Hold <u>biannual</u> tree-related stewardship events with neighborhood associations, councils, working groups, and districts in each of the 8 Tacoma neighborhoods. Use meetings to grow Grit City Tree and Tree Coupon programs and increase volunteer participation.
CE	6A.11 Recognize exemplary urban forest stewards and volunteers representing youth, residents and business owners. Consider a tree donation or tree fund framework for costs associated with this program.
CE	6A.12 Encourage and support sustainable urban forest planning and practices on all academic institutions through approval of an institution-specific Urban Forest Management Plan or adoption of this Plans relevant strategies and actions. Academic institutions should have a tree inventory by 2027 and be actively contributing to Tacoma's 30% tree canopy goal.
IP	4D.10 Conduct a high-resolution tree canopy assessment Citywide and by planning boundaries to track canopy gains and losses and to inform future tree plantings and preservation.

Target Year	Lead	Rank (Effort, Priority)		Co-Benefits	Composite Score
		(3 = highest)	Rank Total (E + P)		
2022	ES, PDS	2,3	5 of 6	7 of 12	12 of 18
2022	ES, PDS, NCS, PWD	2,3	5 of 6	6 of 12	11 of 18
2022	ES, PWD, PDS, NCS	2,3	5 of 6	9 of 12	14 of 18
2022	ES, CMO	1,1	2 of 6	6 of 12	8 of 18
2022	ES, PWD	3,2	5 of 6	11 of 12	16 of 18
2022	NCS	3,2	5 of 6	11 of 12	16 of 18
2022	PWD	3,3	6 of 6	10 of 12	16 of 18
2023	PWD	1,1	2 of 6	6 of 12	8 of 18
2023	ES, PDS	3,2	5 of 6	9 of 12	14 of 18
2023	ES, ENPs	2,2	4 of 6	9 of 12	13 of 18
2023	ES	2,2	4 of 6	10 of 12	14 of 18
2023	PWD, ES, ENPs	3,2	5 of 6	8 of 12	13 of 18
2023	ES	2,2	4 of 6	10 of 12	14 of 18
2024	ES	3,2	5 of 6	5 of 12	10 of 18
2025	ES, PWD, PDS	3,2	5 of 6	12 of 12	17 of 18
2025	ES	1,2	3 of 6	6 of 12	9 of 18
2025	PDS	1,3	4 of 6	9 of 12	13 of 18
2025	ES, ENPs, PWD, CGs	2,3	5 of 6	10 of 12	15 of 18
2025	NCS, ENPs, CGs	2,3	5 of 6	10 of 12	15 of 18
2025	ENPs, CGs	1,1	2 of 6	6 of 12	8 of 18
2027	ENPs	2,2	4 of 6	5 of 12	9 of 18
2030	ES, IT	1,2	3 of 6	7 of 12	10 of 18