



# PROFESSIONAL CAPACITY AND TRAINING

## 2019 URBAN FOREST AUDIT SYSTEM RANKING

		<u>2019</u>		
	<b>Low</b>	1 of 5	1 of 5	<b>Good</b>
	<b>Moderate</b>	3 of 5	0 of 5	<b>Optimal</b>
<b>-- Capacity and Training: 81% --</b>				

### SETTING THE STAGE

**STRENGTHS:** City staff have the appropriate urban forestry-related training and certifications in both procedural and practical applications.

**OPPORTUNITIES:** Additional staffing to support Plan implementation, community outreach and education needs. Funding and creation of an in-house arborist crew for priority right-of-way (ROW) and City-owned property tree maintenance. Training on updated procedures and processes and technical support as needed for City Departments and Work Groups.

### WHY IT MATTERS



- **Quality:** The complexity of urban environments requires knowledgeable, adept practitioners to ensure appropriate care, maintenance, and resiliency. Trained staff reduces risk and future costs of maintenance and improves quality in service and reduces threat of public hazard.
- **Efficiency:** Adequate staffing levels meet the needs of the community more efficiently and effectively. Staff with an understanding and training in processes affecting the urban forest are able to coordinate efforts to achieve common goals.
- **Safety:** Safe practice of arboriculture and urban forestry is critical for City staff, contractors, and the public to reduce the potential risk of public hazards.

- Service: This chapter evaluates potential staffing levels for increased tree maintenance responsibilities in public areas to achieve targets of improved urban forest health through proper and routine tree maintenance.

**GOAL 2:** The City has the capacity and expertise to provide optimal levels of service for equitable urban forest management.

## SHORT-TERM STRATEGIES



- 2A) Reach and maintain staffing levels that meet the needs of the community and provide improved care for the urban forest.
- 2B) Clarify and distinguish roles pertaining to urban forest management for efficient service.
- 2C) Acquire and maintain appropriate industry certifications and qualifications. Provide training and educational opportunities to support the goal of excellent urban forest management and care.

## MID-TERM STRATEGIES

- 2D) Acquire the resources for enhanced proactive public tree planting and maintenance.


## LONG-TERM STRATEGIES



- 2E) Secure staffing levels to achieve a sustainable pruning rotation for trees on public property.

# TARGETS

Strategy Outcomes	TARGETS		Strategy /Action
<b>Capacity</b>	<p><b>2022</b></p> <p>Community satisfaction with Urban Forestry level of service is <b>increased</b> by <b>5%</b> every 2 years.</p>	<p><b>2025</b></p> <p>The City of Tacoma has <b>adequate</b> urban forest management <b>staffing levels</b> to achieve a sufficient <b>level of service</b> to the community.</p>	<p>2D.2 2C.1</p> <p>2A.3 2A.4 2B.7 2E.9</p>
<b>Training</b>	<p><b>2025</b></p> <p>All <b>Work Groups</b> with urban forestry workflows are <b>trained</b> on <b>SOPs</b> and have access to technical <b>resources</b> to do their jobs effectively.</p> <p><b>2025</b></p> <p>City staff are properly <b>trained</b> and <b>certified</b> to provide <b>optimal</b> levels of urban forest management and <b>service</b> to the community.</p>		<p>2B.7 2C.5</p> <p>2C.6 2C.8</p>

Urban forest management and maintenance is improved with additional staffing and resources, public safety and equity are enhanced while risk is avoided and reduced. 

Approximately 4,000 public street trees in targeted corridors are maintained and managed by the City, elevating Citywide tree canopy equality.

City staff are properly trained and certified to provide optimal levels of urban forest management and service to the community.

In-house training and public events will provide information and guidance regarding proper tree planting and care practices.



## ACTIONS FOR CAPACITY AND TRAINING

#	ACTIONS	LEAD/YEAR	CO-BENEFITS
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.	<b>ES</b> , all Departments and partners listed below  <b>TARGET YEAR:</b> ANNUAL	  High Med Low
2D.2	Evaluate updated urban forest level of service as related to tree planting and protection requirements.	<b>ES, PWD, PDS</b>  <b>TARGET YEAR:</b> 2020	  High Med Low
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).	<b>ES, PWD, PDS</b>  <b>TARGET YEAR:</b> 2020-21	  High Med Low
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.	<b>ES, PWD, PDS</b>  <b>TARGET YEAR:</b> 2021	  High Med Low
2C.5	Conduct 10 Department-specific trainings and as-needed internal staff trainings regarding urban forest management standard operating procedures and workflows.	<b>ES, PWD, PDS, NCS, CED, IT, MPT, TPU</b>  <b>TARGET YEAR:</b> 2021	  High Med Low
2C.6	All designated urban forestry staff attain and maintain industry certifications such as ISA Certified Arborist accreditation and other industry qualifications.	<b>ES, PWD, MPT, TPU</b>  <b>TARGET YEAR:</b> 2021	  High Med Low

# ACTIONS FOR CAPACITY AND TRAINING

#	ACTIONS	LEAD/YEAR	CO-BENEFITS
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.	<b>ES, PWD, PDS, NCS,</b> CED, MPT, TPU	<div style="display: flex; justify-content: space-between;"> <div style="display: flex; flex-direction: column;"> <div style="display: flex; align-items: center;"> <div style="width: 10px; height: 10px; background-color: #4F81BD; margin-right: 5px;"></div> <div style="width: 10px; height: 10px; background-color: #4F81BD; margin-right: 5px;"></div> <div style="width: 10px; height: 10px; background-color: #4F81BD; margin-right: 5px;"></div> <div style="width: 10px; height: 10px; background-color: #4F81BD; margin-right: 5px;"></div> </div> <div style="font-size: 8px; margin-left: 5px;">             High Med Low           </div> </div> <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="font-size: 12px; margin-right: 5px;">▲</div> <div style="font-size: 12px; margin-right: 5px;">▲</div> <div style="font-size: 12px; margin-right: 5px;">▲</div> <div style="font-size: 12px; margin-right: 5px;">▲</div> <div style="margin-left: 10px;">             ▲ High ▲ Med ▲ Low           </div> </div> </div>
		<b>TARGET YEAR: 2022</b>	
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.	<b>ES, CMO</b>	<div style="display: flex; justify-content: space-between;"> <div style="display: flex; flex-direction: column;"> <div style="display: flex; align-items: center;"> <div style="width: 10px; height: 10px; background-color: #4F81BD; margin-right: 5px;"></div> <div style="width: 10px; height: 10px; background-color: #4F81BD; margin-right: 5px;"></div> <div style="width: 10px; height: 10px; background-color: #4F81BD; margin-right: 5px;"></div> <div style="width: 10px; height: 10px; background-color: #4F81BD; margin-right: 5px;"></div> </div> <div style="font-size: 8px; margin-left: 5px;">             High Med Low           </div> </div> <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="font-size: 12px; margin-right: 5px;">▲</div> <div style="font-size: 12px; margin-right: 5px;">▲</div> <div style="font-size: 12px; margin-right: 5px;">▲</div> <div style="font-size: 12px; margin-right: 5px;">▲</div> <div style="margin-left: 10px;">             ▲ High ▲ Med ▲ Low           </div> </div> </div>
		<b>TARGET YEAR: 2022</b>	
2E.9	Designate 9 FTEs by 2025, including existing staff and/or new hires, for management and care of 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.	<b>ES, PWD, PDS, STC</b>	<div style="display: flex; justify-content: space-between;"> <div style="display: flex; flex-direction: column;"> <div style="display: flex; align-items: center;"> <div style="width: 10px; height: 10px; background-color: #4F81BD; margin-right: 5px;"></div> <div style="width: 10px; height: 10px; background-color: #4F81BD; margin-right: 5px;"></div> <div style="width: 10px; height: 10px; background-color: #4F81BD; margin-right: 5px;"></div> <div style="width: 10px; height: 10px; background-color: #4F81BD; margin-right: 5px;"></div> </div> <div style="font-size: 8px; margin-left: 5px;">             High Med Low           </div> </div> <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="font-size: 12px; margin-right: 5px;">▲</div> <div style="font-size: 12px; margin-right: 5px;">▲</div> <div style="font-size: 12px; margin-right: 5px;">▲</div> <div style="font-size: 12px; margin-right: 5px;">▲</div> <div style="margin-left: 10px;">             ▲ High ▲ Med ▲ Low           </div> </div> </div>
		<b>TARGET YEAR: 2025</b>	

Leads (**bold** = primary): 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, OACV = Office of Arts and Cultural Vitality, OEHR = Office of Equity and Human Rights, PDS = Planning and Development Services, PWD = Public Works Department, STC = Sustainable Tacoma Commission, TPU = Tacoma Public Utilities.

**Co-Benefits:** = Community, = Equity, = Human Health, = Environment

# ONE TACOMA, ONE CANOPY

*Our urban forest needs you*



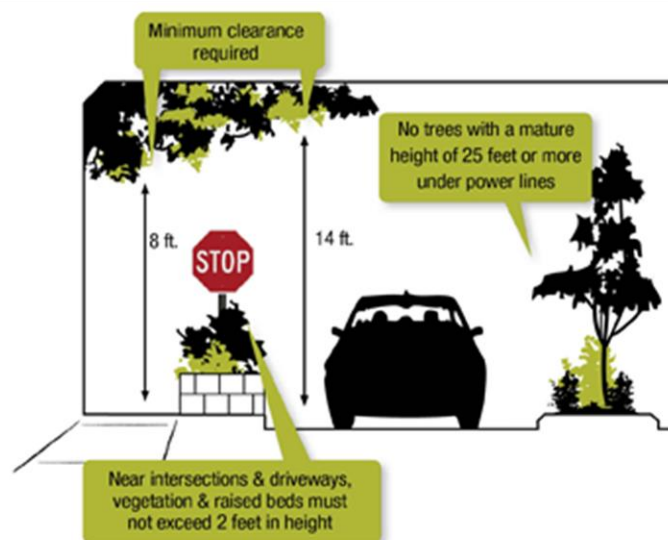
*Attend tree-related events and workshops. Join the listserv to stay up-to-date ([cityoftacoma.org/environews](http://cityoftacoma.org/environews)).*



*Volunteer for a local tree-related organization. Want to learn more about trees? Become an ISA Certified Arborist!*



*Visit [cityoftacoma.org/urbanforestry](http://cityoftacoma.org/urbanforestry) to learn more about proper tree management, planting, and the tree permit process.*



Questions about these resources? [trees@cityoftacoma.org](mailto:trees@cityoftacoma.org)