Goal Priorities and Strategies
Draft Summary

Each caucus determined which 3 of the thirteen goals it felt was most important for their region and developed strategies to accomplish that goal. The following is a ranking of the goals as compiled from the first 5 caucuses followed by an unedited list of strategies for each goal. The goals and strategies are grouped with the top group being goals that three or more caucuses felt important, the second group two or more caucuses and the third group one caucus and the fourth group no caucus felt important for their region.

Three or More Caucuses

Goal # 1 -Cities, counties, school districts and all local governmental organizations have staffing, financial resources, strategic plan, commitment, skills and knowledge needed to ensure that their urban forests are healthy and sustainable.

Combined Strategies

1. Increase the funding resources for local government. Explore the following:
a. Landscape assessment districts which provide a special funding base to tree maintenance.
b. Utility 2.8% fund. Require more of this to go to trees.
c. Include tree planting and maintenance components in highway capital improvement projects.
d. Redo Prop. 70 funding so that all aspects of urban forestry can be funded via a new Parks Bond act (possibly in the year 2000).

2. Make better use of existing funding sources.
a. Require less trimming so that there is less tree growth and thus less trimming in the future.
b. Select trees that take less initial and long term investments.

3. Change the limitations that restrict funding to tree planting so that all other tree needs are covered.

Improve funding through Special Districts, Improved Grantsmanship, more CDF Flexibility, Ability by City, and Establish Constituency lobby for $

Improve local tree policy by:
¥ Incorporating trees into the general plan
¥ Incorporating tree policy/model ordinances and review existing laws
¥ Using design standard review for new development and reconstruction in existing areas
¥ Reviewing and improving bid specs - accept highest value bidder rather than low bid

¥ Allowing offsite mitigation

1. Develop an information exchange/clearinghouse: Create regular communications and meetings. Use these meetings to create common strategies and plans. (Somewhat similar to CA ReLeaf's monthly news packet.)

2. State-funded incentives are used to convene local leadership forums (and trainings and strategic planning sessions). Cities who want the money must have a "green plan" created by a stakeholder process. This should be an incentive to get the groups together. The state funding could be matching funds to get others to help finance the process as well.

3. Create a set of "standards" and Òbest practicesÓ e.g. sharp tools, training, early care, rtrp-planting areas, etc. for cities. Then something like the Tree USA program could be used to reward cities with more money which could be used to increase training, education, grant writing, etc.

Goal # 2 - Urban areas and regions have community-based urban forest organizations which are effective agents for improving their urban forests.

Combined strategies

 consider including a watershed approach as the regional focus. Bring in property owners within watershed. The Upper Truckee watershed could be a good place to start given the progress that has been made there with the different agencies.
 Is the Tahoe Basin too big to be one watershed?
 Make sure there is a role for the Resource Conservation Districts.
 The Tahoe Forest Health Consensus Group is not a separate non-profit organization but can provide a basis for discussion on issues such as watershed-based urban forest groups.
 The Re-green group/process could be revitalized to help meet the need for Tahoe based urban forest groups. Right now it seeks voluntary compliance. It could be the catalyst for eventual enforcement. Its mission is narrow right now but could be expanded.
 The Shade Tree Council has a role to play.

Create a watershed based effort.
 Incorporate the USFS science-based watershed assessment program.
 Identify the needs and strategy to pursue a watershed effort.
 Quantify costs and benefits.
 Include the new tools such as improvements in technology and GIS.
 Develop more comprehensive projects which accomplish multiple goals and objectives.
 Increase collaboration among the agencies and stakeholders. Include second line managers, in field workers and local public stakeholders.

Create a united front on strategy
Focus on funding priorities and the allocation of additional funds.
Separate short-term goals from long-term goals. Some of the actions may
take 10-30 years to enact and gain results.
Spread risks among agencies.

Improve Management Leadership
 Now they are cooperating. Move them to collaboration.
 Need a common mission and decision making process.
 Change the chain of command structure so that local managers can make
more decisions without going outside of the basin to superiors who do not
know the local issues.
 Gain agreements among agencies and stakeholders on common goals and
strategies.
 The upcoming FACA committee will bring collaborators together in a legal
structure that should improve communication and common action.
 The prioritization of strategies and objectives should be done on a
sub-watershed level.

Develop sub-watershed based processes for improving the urban forests.
 Develop sub-watershed urban forest groups.
 Improve meetings. Better agendas and facilitation.
 Bring research and data generation to the sub watershed levels.
 Gain support of agency management for the sub watershed focus.
 Improve managements involvement. Consider changing the line officer
charter.

> ¥ Provide Seed Money to fund tree groups and provide government leadership
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> ¥ Youth, environment , other non profits act as Ò tree groupsÓ, environment
> academy, use CCC
>
> ¥ Public Service groups/programs coordinate w/tree or vegetation
> management issues
>
> ¥ Create marketing cooperatives
>   Partnerships w/organizations/private sector ie cooperative extension,
>   master gardener

Two Caucuses

Goal # 3 - Commercial tree-care providers nursery operators, landscape architects, and
other professionals meet the highest standards of tree propagation, selection,
education, care, planting and maintenance.

1. Find means to educate all tree workers on the best management practices of urban forest practices. Consider regulating the tree care industry to have certified arborists in every project and on every job. Consider subsidizing trainings for workers in the industry.

2. Find means to improve the quality of trees coming from nurseries to cities and the public. Consider certifying nurseries that meet high standards. Consider rating nurseries. Educate the public to be better consumers so that they force the nurseries to sell a better product.

3. Develop strategies to expand ISA's role in the upgrading of the quality of tree care providers. Consider requiring cities, park districts, schools, utilities and other entities to hire ISA certified arborists.

4. Change (state planting) regulations to allow planting of smaller, younger trees instead of the higher gallon trees.

1. To insure quality standards for plant materials require nurseries to be certified as urban forest nurseries. Trees for grants could only be purchased through these nurseries and government agency contracts could only be awarded to certified nurseries. To be certified nurseries would not only have to abandon old practices that encourage circling roots, tipping, etc, but would also have to provide point of sale education information on correct planting, pruning, defensible space for fire protection, etc

2. Implement new/updated curriculum for landscape architects, designers, and students

3. Require an escrow disclosure - tree reports/evaluations (similar to geological evaluations)

4. Encourage the interaction of Tree Vendors, Landscape Architects, Arborists, Nurseries, and Decision Makers through conferences, workshops, web sites, etc.

Goal # 10 -Local government policies, regulations and ordinances are developed and enforced with full input from tree care professionals, citizens, community groups, and business leaders and meet the needs of their urban forests.

 Combined Strategies
a. explore pollution reduction credits for community forests.
b. develop a generic "environmental resource" General Plan Amendment that communities could add to and strengthen the foundation for future zoning ordinances and regulations. Such an amendment could force developers to address the urban forest issues in their project EIRs. research how well   different policies and regulations work. (For example, many local ordinances   require tree planting in parking lots. The six foot diameter hole for the tree is   meant to support a

35 foot diameter tree, yet it is not normal for the tree to do   this).
c. improve how stakeholders can be involved in the creation of better policies and regulations. When property owners buy into the policies, they will be more successful.
d. zoning laws need to be easily enforceable. Key steps include making them to easy to read, specific and yet flexible too.
e. create a master list of model laws and policies that have worked in different areas and an analysis of why.
f. consider changing the focus from more regulatory to more educational. It will help to have the regulated entities truly understand why the regulations   and policies are required. Clear and easy to understand working becomes   important. the public will do better if it has a list of options from which it can   choose in order to fulfill the requirements. This provides greater flexibility.
        policies and regulations should anticipate future problems and plan for them as opposed to being created in reaction to bad things happening (e.g. the lost of hundreds of ancient oaks for a vineyard as recently occurred in Santa Barbara county.)
g. get the public to police the regulations so that they provide an early warning system to problems that could occur in a neighborhood. the sooner a   regulation is enforced and the offence is brought to public attention, the   sooner the public will self-police so that this violation doesn't occur in the future.
h. regulations and policies should better support public/private partnerships and the synergy that this can produce.
i. involve the stakeholders in a project before landscape designs are proposed so that the developer doesn't have a deep financial investment before the   public provides help in determining the goals and objectives of the project.
j. standards that back up policies and regulations need to be more easy to understand   and truly applicable to the region and issues involved.

1. Provide technical support and workshops to cities in the writing of regulations and policies.
2. Provide model written examples of different regulations and policies.
3 Establish advisory committees and tree commissions in cities that don't have them.
4. Provide model management and strategic plans, and other examples of tools.
5. Facilitate regional cooperation and integration to improve regulations and eliminate overlap and duplication.
6. Regulate tree care providers to ensure ISA certified arborists are involved in more of the work.
7. Standardize trimming procedures and provide funds for enforcement.
8. Include components in the General Plans. Provide examples of model sections.
9. Provide the research upon which good regulations are based. Research the impacts of existing regulations in different community in which they are already in place.

One Caucus

Goal # 4 - Homeowners, renters and property owners are important contributors to a healthy urban forests through the proper placement, planting and maintenance of trees on their own properties, through their support of city policies and taxes, and through their support of local non-profit organizations

real estate agents could be powerful educational forces.
education of tenants and landowners is critical to long term success. Consider a "hall of shame" to teach people what bad tree care practice includes.
pursue the creation of a stewardship ethic.
tax breaks or water and garbage fee reductions for good tree care and landscaping would have a powerful positive influence on individual action.
early and tough enforcement in a neighborhood goes a long way to educating the public on what the regulations state.
include more landscape maintenance agreements that create a positive   foundation for   future action. For example, some agreements have the city planting the tree and   taking care of it via a bill back method of ensuring that negligent   landowners pay the city for their work in maintaining the landscaping.

Goal # 5 - State and federal resources, including research, staff, education, policies, regulations, and grants are sufficient, well thought out and stable so that local institutions can more effectively accomplish their mission.

Goal # 7 - Parks and all zoned open space are models for sustainable, appropriate, and visionary tree care and development.

a. regional and native vegetation should have a higher priority in the landscaped design decisions. Models for how this is best done should be circulated.
b. all the ecosystem benefits and services of open space should be identified and quantified. (e.g. the "clean air shadow" downwind of parks.
c. certain developer fees should be traded for maintenance funds for existing and future parks. Mitigation banks can be developed via offsite open space   mitigation funds.
d. attitudes need to change about what is a park and whether natural open space can be replace expensive to maintain lawns etc.
e. open space and park management plans should include stewardship components so   that volunteers and neighbors can truly make a difference in the long-term health of the land with lower public costs.

Goal # 9 - Research, both public and private, fully meets the needs of and is accessible to commercial tree-care providers, all government entities, community groups and residents.

use the ISA research trust as a good model.

Goal # 11 - Urban forest leaders, including professionals, city staff, concerned citizens and business owners have a clear, effective and recurring means to communicate, share information and develop common strategies.

1. Have a "big picture" presentation to introduce the players in the urban forestry movement (at next state-wide type meeting.)

2. Utilize electronic communication vehicles effectively "right message on right medium."

3. Well organized large, multi-stakeholder meetings - with facilitators, and money to support the convening of people. Provide money as an incentive to attend. Those groups that create strategic plans are eligible for grants.

4. Provide technical and financial support to convene local leadership for strategic planning meetings.

5. See if UC Co-op extension to play the convener and/or facilitator function.

Among the groups that could be invited to a local leadership training include:
    State - CDF, Air Resources Board, Dept. of Conservation, Conservation Corps
        CalTrans
    Feds - USFS, USFWS, USDA - Ag Extension
    Local govt - City public works, planning dept., County staff, water districts
        Fire Dept.
    Parks and open space - board members, staff, advisory boards
    Utilities - electrical, gas, water, tv, sewage, etc.
    Industry - nursery, arborists, landscape architects, tree growers,
    Local NPOs - CA Releaf and other city/county groups
    Local other community groups - neighborhood assn's, churches, youth groups
    State tree groups - CUFC, CUFAC, ISA,
    State environmental groups - Sierra Club, NRDC, earth justice groups
    Farm and ranch organizations. Owners and leaders
    Waste management agencies.

   ¥ Locally organized stakeholder groups - convene to meet regularly - w/$
   channelled through this group

   ¥ Information exchange clearinghouse - electronic where appropriate - via
   newsletters like CaReleaf monthly mailing

   ¥ Technical and financial support to local leadership groups who come together
   to create joint agenda - own goals for local area.

Goal #13 - Urban areas and regions have businesses and related associations which are supportive agents, partners, and stewards for improving the quality and quantity of their urban forests.

No Caucus

Goal # 6 - Public and private water, power, gas, telephone, cable TV and other utilities have the policies, funding and infrastructure to effectively support the advancement of sustainable and ecologically sound urban forests

Goal # 8 - Existing native and created forests in and around urban areas are protected, enhanced and integrated into the long-term plans of the local community and county.

Goal #12 - The means are in place to fully utilize urban forest products including wood, lumber and compost in an ecologically sound, highest and best use manner that best meets the needs and goals of the local community and environment.