

APPENDIX F: IMPLEMENTATION TABLE

The following implementation table outlines the strategies and actions necessary to achieve the goals and objectives of the Urban Forest Master Plan. Each strategy is associated with a set of specific actions designed to address key urban forestry challenges and opportunities in Fairfax. For each strategy, the lead and support positions are identified, ensuring clear responsibility for execution and accountability.

In the event that an Urban Forestry Division is not created, key roles have been designated to existing staff within relevant departments. The Urban Forest Manager and Stewardship Coordinator, located within the Community Planning and Development (CPD), may take on lead roles for some of the strategies and actions. Other departments and divisions, including Public Works, Parks & Recreation, Sustainability, and GIS/IT, will provide necessary leadership roles as well as support across the strategies.

If an Urban Forestry Division is created, the lead roles for each strategy will default to this new division. The Urban Forestry Division would assume centralized responsibility for managing urban forest activities, coordinating the implementation of strategies, and integrating efforts across departments. This will ensure greater efficiency, consistency, and long-term sustainability in urban forest management.

The table provides a streamlined look at all the strategies, the corresponding actions, and the personnel required to drive these efforts forward. This structured approach ensures alignment of staff, resources, and timelines, contributing to the successful achievement of Fairfax's urban forest goals.

Table 7: Key of departments taking lead or support roles in implementation

LEAD/SUPPORT KEY	
All City Departments	
CD&P	Community Development & Planning*
City Council	
City Managers Office	
Code	Code Enforcement
Communications	
Emergency Management	
ESC	Environmental Sustainability Committee
Finance	
GIS/IT	
P&R	Parks & Recreation
PW	Public Works
Stormwater	
Sustainability	
UF	Urban Forestry**

*Includes all staff in the department except for Urban Forest Manager and Stewardship Coordinator.

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OBJECTIVE	STRATEGY	ACTION	TIMELINE	LEAD/SUPPORT
Protect	1.1 Develop and implement forested natural areas assessment and action plan	1.1.a: Conduct a forest assessment to evaluate composition, structure, condition, and ecological function using tools such as field sampling, GIS, and LiDAR.	1-5 Years	Lead: UF, P&R Support: CD&P, GIS/IT
		1.1.b: Develop a forested natural areas action plan that supports native species and reduces non-native invasive pressures (integrate findings from non-native invasive species assessment to guide priorities).	1-5 Years	
		1.1.c: Develop a forest management program to address the impact of fragmentation (development), non-native invasive species, pests and diseases, and climate change.	5-10 Years	
		1.1.d: Align with Washington Metropolitan Council of Governances' regional tree action plan.	5-10 Years	
		1.1.e: Update assessments to inform funding needs, staffing, and volunteer programs, for non-native invasive species control and forest stewardship.	10-20 Years	
	1.2 Conserve, connect, and expand tree canopy through strategic conservation and land use policies	1.2.a: Conduct an analysis of forested parcels (both public and private) to assess their risk of development and prioritize those for conservation through acquisition or conservation easements.	1-5 Years	Lead: UF Support: CD&P, P&R, GIS/IT
		1.2.b: Establish and implement site-specific conservation tools to protect priority areas identified in 1.2.a.	1-5 Years	
		1.2.c: Integrate tree conservation into land use policy and development processes.	1-5 Years	
		1.2.d: Identify barriers to accessing green spaces (e.g., walkability) and factors minimizing forest quality (e.g., non-native invasive species, utilities) that reduce tree benefits and improve public perception.	1-5 Years	
		1.2.e: Conduct a 3-30-300 analysis using tree canopy data, residential views, and proximity to green spaces.	1-5 Years	
		1.2.f: Monitor and evaluate effectiveness of early conservation actions using tree canopy change analysis and community feedback.	5-10 Years	
		1.2.g: Expand the physical connectivity of the urban forest through public and private investments in tree-based corridors.	5-10 Years	
		1.2.h: Establish a permanent Conservation Fund and Program to support acquisition, stewardship, and private incentives.	10-20 Years	

OBJECTIVE	STRATEGY	ACTION	TIMELINE	LEAD/SUPPORT
Protect	1.3 Create a pest and disease response plan	1.3.a: Identify priority pests/diseases likely to impact local tree species.	1-5 Years	Lead: UF Support: P&R
		1.3.b: Compile best management practices (BMPs) and early detection protocols.	1-5 Years	
		1.3.c: Develop response and assistance protocols for the public and private property owners.	1-5 Years	
		1.3.d: Establish internal communication and response procedures.	1-5 Years	
		1.3.e: Incorporate risk mapping to track vulnerable tree populations.	1-5 Years	
		1.3.f: Integrate preventative strategies in urban forest management policies, programs, and public communications.	1-5 Years	
		1.3.g: Discourage planting of overplanted species and encourage the planting of diverse native species.	1-5 Years	
		1.3.h: Monitor and update Priority Pest & Disease List from 1.3a.	5-10 Years	
		1.3.i: Implement a recurring pest and disease monitoring program integrated with existing inventory and inspection workflows.	5-10 Years	
	1.4 Develop and implement a disaster response plan for urban forestry	1.4.a: Coordinate with Emergency Management Division and Public Works.	1-5 Years	Lead: Emergency Management Support: PW
		1.4.b: Develop a triage process for post-disaster response.	1-5 Years	
		1.4.c: Establish pre-approved contracts for debris removal and emergency tree services.	1-5 Years	
		1.4.d: Establish public communication protocols.	1-5 Years	
		1.4.e: Create and implement a standardized post-storm tree canopy damage assessment protocol.	1-5 Years	
		1.4.f: Develop and deliver regular training for staff and contractors.	1-5 Years	
		1.4.g: Conduct after-action reviews following major storm events and assess canopy loss and damage.	1-5 Years	
		1.4.h: Include urban forestry storm response as an area of focus for next round of updates to Disaster Plans.	1-5 Years	
		1.4.i: Regularly review and update the disaster response plan based on lessons learned and changing risk profiles.	5-10 Years	

OBJECTIVE	STRATEGY	ACTION	TIMELINE	LEAD/SUPPORT
Regulate	2.1 Strengthen tree policies across public and private land	2.1.a: Adopt Virginian Code § 10.1-1127.1 to protect public street, specimen, heritage, and memorial trees.	1-5 Years	Lead: UF Support: CD&P, Code
		2.1.b: Apply ISA Tree Risk Assessment Qualification (TRAQ) methodology in all public and private tree preservation and removal decisions where applicable. Note: Post construction impact and conditions may necessitate another risk assessment.	1-5 Years	
		2.1.c: Review zoning regulations to assess their effectiveness and revise to strengthen protections, improve enforcement, and address emerging threats.	1-5 Years	
		2.1.d: Strengthen enforcement mechanisms and penalties.	1-5 Years	
		2.1.e: Update the City code to clarify roles, responsibilities, and public nuisance provisions related to trees.	1-5 Years	
		2.1.f: Strengthen development bonding for tree establishment and care requirements to ensure successful establishment and survival.	1-5 Years	
		2.1.g: Review allowable regulations for non-native invasive plant control impacting tree preservation and health (e.g., running bamboo ordinance).	5-10 Years	
		2.1.h: Evaluate long-term effectiveness of tree protection ordinances and adjust as needed.	10-20 Years	
	2.2 Embed trees as essential green infrastructure across city policy and planning	2.2.a: Reference existing supplemental tree documents in city code and design manuals.	1-5 Years	Lead: UF Support: Stormwater, Sustainability
		2.2.b: Incorporate tree data and Urban Forest Master Plan Goals into city plans and capital improvement projects, recognizing trees as green infrastructure.	1-5 Years	
		2.2.c: Promote awareness and enforcement of resource protection areas and the Chesapeake Bay Act.	1-5 Years	
		2.2.d: Communicate the value of trees as essential green infrastructure.	5-10 Years	
		2.2.e: Participate in Virginia DEQ's Chesapeake Bay Act Program Compliance Reviews.	5-10 Years	
		2.2.f: Embed urban forestry data into city climate and sustainability frameworks.	5-10 Years	
		2.2.g: Assess the progress of integrating green infrastructure and quantify the benefits of urban forestry in meeting city climate goals.	10-20 Years	

OBJECTIVE	STRATEGY	ACTION	TIMELINE	LEAD/SUPPORT
Regulate	2.3 Improve tree-related decision-making in capital improvements and public projects	2.3.a: Develop and implement decision support tool for urban forestry metrics.	1-5 Years	Lead: UF Support: CD&P, PW
		2.3.b: Incorporate tree preservation into capital project reviews.	1-5 Years	
		2.3.c: Integrate decision support into post-project audits.	1-5 Years	
		2.3.d: Expand tool capabilities to include performance dashboards and scenario planning features, supporting long-term monitoring of tree preservation efforts.	5-10 Years	
		2.3.e: Refine tree preservation criteria and the decision-support tool based on lessons learned from post-project audits and long-term monitoring.	5-10 Years	
		2.3.f: Evaluate long-term tree survivorship from completed capital projects to inform standards.	10-20 Years	
	2.4 Advance community awareness and engagement in urban tree policy	2.4.a: Conduct outreach and education on urban forestry policy.	1-5 Years	Lead: UF Support: Communications
		2.4.b: Host public engagement efforts to gather input on tree protection policy updates.	1-5 Years	
		2.4.c: Promote community-facing urban forestry programs that support and reinforce tree policies.	1-5 Years	
		2.4.d: Develop a centralized, ADA-accessible tree resource hub on the City's website.	1-5 Years	
		2.4.e: Publish guidance for how residents can request tree removals, report tree issues, or request trees be planted.	1-5 Years	
		2.4.f: Include an FAQ section and easy-to-navigate links to relevant ordinances, urban forestry goals, and volunteer opportunities.	1-5 Years	
		2.4.g: Develop infographics or videos focused on interpreting key policies, service timelines, and how resident input is used.	1-5 Years	
		2.4.h: Standardize urban forestry review information into city project outreach materials to improve public expectations and awareness of tree/urban forest impacts throughout the planning process.	1-5 Years	
		2.4.i: Standardize and use consistent urban forestry terminology across city communications and documents to improve public understanding.	1-5 Years	
		2.4.j: Integrate community science tools where residents can submit geotagged observations, to supplement city monitoring.	5-10 Years	
		2.4.k: Conduct periodic reviews (e.g., every 3–5 years) of the city's tree communications strategy to ensure it meets evolving community needs and incorporates the latest technology.	5-10 Years	
		2.4.l: Empower the Environmental Sustainability Committee (or Tree Board, if formed) to serve as a public resource for interpreting and disseminating tree policies, including the intent, limitations, and authorities granted under state law.	5-10 Years	

OBJECTIVE	STRATEGY	ACTION	TIMELINE	LEAD/SUPPORT
Grow	3.1 Develop a public tree planting program	3.1.a: Pursue dedicated funding and resources for public tree planting and establishment.	1-5 Years	Lead: PW, P&R Support: UF
		3.1.b: Scale annual tree planting efforts to replace annual tree removals to ensure no net canopy loss.	1-5 Years	
		3.1.c: Prioritize sites available for planting now and within low-canopied neighborhoods for immediate impact.	1-5 Years	
		3.1.d: Develop planting strategies targeted for replanting sites following non-native invasive species management.	1-5 Years	
		3.1.e: Integrate a variety of communication strategies into the planting season's planning process to engage and notify nearby neighborhoods of upcoming planting projects.	1-5 Years	
		3.1.f: Create a planting plan to fill vacant planting spaces over 10 years.	5-10 Years	
		3.1.g: Develop a Green Streets program in collaboration with Stormwater Management.	5-10 Years	
	3.2 Establish a young tree care program	3.2.a: Develop young tree establishment work plans that include watering, mulching, stake removal, and training pruning for the first five years after planting.	1-5 Years	Lead: PW, P&R Support: UF
		3.2.b: Build a local tree workforce in partnership with workforce development programs, schools, and volunteers to offset staff capacity and to provide accessible opportunities for learning young tree maintenance.	1-5 Years	
		3.2.c: Incorporate non-native invasive species removal to improve long-term success and utilize deer exclusions when necessary.	1-5 Years	
		3.2.d: Utilize a variety of public educational strategies to engage residents on best practices for young tree care, such as "right-tree, right-place" and proper mulching.	1-5 Years	
		3.2.e: Monitor and project additional capacity needs based on new tree planting program in strategy 3.1.	5-10 Years	

OBJECTIVE	STRATEGY	ACTION	TIMELINE	LEAD/SUPPORT
Grow	3.3 Diversify the urban forest's tree species and age composition	3.3.a: Incorporate new species that are recommended for future climate conditions, making considerations for drought and flood tolerance, warmer and more extreme temperatures, and pest/disease tolerance.	1-5 Years	Lead: UF Support: PW, P&R
		3.3.b: Build species-level biodiversity of the public tree inventory and track the use of cultivars and varieties.	1-5 Years	
		3.3.c: Update tree species lists and guidance documents for land development every 3-5 years with updated recommendations including information on non-native invasive species alternatives.	1-5 Years	
		3.3.d: Coordinate urban forest diversification efforts with MWCOC's regional tree action plan for a regional resiliency effort.	1-5 Years	
		3.3.e: Partner with local non-profits, universities, and volunteers to trial climate-resilient and pest-tolerant tree species, collect local seed for forest conservation areas, and monitor native trees that show resistance to pest and disease outbreaks identified in Strategy 1.3.	5-10 Years	
		3.3.f: Actively monitor the age composition and integrate a tree succession strategy to avoid overreliance on mature or aging cohorts.	5-10 Years	
		3.3.g: Categorize tree species by their functional benefits—such as shade provision, stormwater interception, or air quality improvement—as well as risk factors (allergens, VOC's) and use these categories to guide species selection based on planting location and intended cost-saving outcomes.	5-10 Years	
		3.3.h: Expand use of locally sourced and grown plants.	10-20 Years	
	3.4 Expand tree canopy through capital improvement projects	3.4.a: Identify key urban forestry review steps throughout capital projects to ensure design and engineering remain compatible with street trees.	1-5 Years	Lead: PW Support: UF, CD&P
		3.4.b: Establish tree replacement and mitigation guidelines for capital improvement projects to ensure net canopy gain.	1-5 Years	
		3.4.c: Collaborate with Transportation, Stormwater, and Capital Projects teams to incorporate trees into street and infrastructure design from concept through construction.	1-5 Years	

OBJECTIVE	STRATEGY	ACTION	TIMELINE	LEAD/SUPPORT
Manage	4.1 Scale internal capacity through a centralized Urban Forestry Division	4.1.a: Consult the 2024 Operations Review to ensure existing staff roles and department responsibilities, and opportunities for consolidation are still relevant.	1-5 Years	Lead: PW, P&R, UF Support: City Manager's Office
		4.1.b: Align staff responsibilities within the new Urban Forestry Division to improve operational efficiency, clarify roles, and support interdisciplinary coordination.	1-5 Years	
		4.1.c: Address resource gaps through staffing additions, equipment solutions, and certification processes.	1-5 Years	
		4.1.d: Designate an urban forest manager to lead the Urban Forestry Division, ensuring centralized leadership and oversight of all urban forestry activities.	1-5 Years	
		4.1.e: Acquire additional full-time staff for core operations including tree planting, site preparation, pruning, and tree establishment care.	1-5 Years	
		4.1.f: Include non-native invasive species management as a core program function.	1-5 Years	
		4.1.g: Support staff development through training and certification programs.	1-5 Years	
		4.1.h: Partner with local workforce development to expand awareness of urban forestry career pathways.	1-5 Years	
		4.1.i: Establish seasonal and internship positions to supplement operational capacity.	1-5 Years	
		4.1.j: Develop an apprenticeship program to onboard and develop new employees.	5-10 Years	
		4.1.k: Evaluate and refine organizational structure, supervisory capacity, and crew configurations.	5-10 Years	
		4.1.l: Conduct a long-term workforce needs assessment to align staffing with goals and demands.	10-20 Years	
		4.1.m: Establish leadership development pathways to retain talent and ensure succession planning.	10-20 Years	

OBJECTIVE	STRATEGY	ACTION	TIMELINE	LEAD/SUPPORT
Manage	4.2 Operationalize the new Urban Forestry Division through standardized work plans, and tracking systems	4.2.a: Implement task-based annual work plans for crews.	1-5 Years	Lead: PW, P&R Support: UF, GIS/IT
		4.2.b: Deploy tree inventory management and asset management systems for real time tracking public service requests, maintenance activities, and field operations.	1-5 Years	
		4.2.c: Assess equipment and facility space needs to support the current and future scale of urban forestry operations.	1-5 Years	
		4.2.d: Develop procurement guidelines aligned with industry best practices.	1-5 Years	
		4.2.e: Conduct operational reviews to improve field productivity, update technology needs, and ensure real time data entry and inventory updates are embedded in all planning processes.	1-5 Years	
		4.2.f: Conduct operational reviews to improve field productivity and update technology needs	5-10 Years	
		4.2.g: Ensure the tree inventory remains accurate by updating it every 10 years.	5-10 Years	
		4.2.h: Use automation, remote sensing, and AI to update the tree inventory continuously for real-time data accuracy.	10-20 Years	
	4.3 Secure sustainable funding to support operations of the Urban Forestry Division	4.3.a: Evaluate existing funding sources and identify opportunities for diversification.	1-5 Years	Lead: UF, Finance Support: PW, P&R, City Council
		4.3.b: Create a Tree Fund for planting, maintenance, non-native invasive species management, and community engagement.	1-5 Years	
		4.3.c: Increase the city's tree maintenance budget over time to reflect growing canopy and maturing trees.	1-5 Years	
		4.3.d: Pursue grants and other external funding opportunities.	1-5 Years	
		4.3.e: Develop a long-term urban forestry financial plan that forecasts costs and aligns funding sources with planned program growth, canopy expansion, and climate adaptation goals.	5-10 Years	
		4.3.f: Explore innovative financing models such as carbon credits.	5-10 Years	
		4.3.g: Establish clear reporting mechanisms to demonstrate how urban forestry funds are used, linking expenditures to measurable outcomes.	5-10 Years	
		4.3.h: Develop a funding endowment or reserve for long-term operational resilience.	10-20 Years	
		4.3.i: Align urban forestry financial planning with capital improvement and climate adaptation budgets.	10-20 Years	

OBJECTIVE	STRATEGY	ACTION	TIMELINE	LEAD/SUPPORT
Manage	4.4 Build a culture of shared ownership of how departmental roles influence urban forest outcomes	4.4.a: Provide training for non-urban forestry staff on how their daily work and decisions affect tree canopy.	1-5 Years	Lead: UF Support: All City Departments
		4.4.b: Develop practical resources for cross departmental coordination on tree-related issues.	1-5 Years	
		4.4.c: Update departmental Standard Operating Procedures (SOPs) and project review processes to incorporate urban forestry goals, tree preservation standards, and canopy objectives.	1-5 Years	
		4.4.d: Establish an urban forest liaison role (new or existing) responsible for facilitating interdepartmental communication, troubleshooting conflicts, and ensuring alignment across teams.	1-5 Years	
		4.4.e: Develop an interdepartmental working group that meets regularly to align citywide projects, share lessons learned, and track progress.	5-10 Years	
		4.4.f: Embed urban forestry goals into departmental performance metrics.	5-10 Years	
		4.4.g: Host periodic cross-departmental workshops to strengthen collaboration and build a citywide culture of stewardship.	5-10 Years	
		4.4.h: Evaluate interdepartmental collaboration through regular performance reviews.	10-20 Years	
	4.5 Integrate non-native invasive species management into routine operations and asset management	4.5.a: Incorporate non-native invasive species management into the city's tree and asset management system as a routine task, with prioritized treatment areas and routine monitoring.	1-5 Years	Lead: UF, P&R Support: PW, GIS/IT
		4.5.b: Develop treatment zones and assign target species based on initial citywide assessments (2024).	1-5 Years	
		4.5.c: Establish multi-year management cycles tailored to species biology and infestation severity.	1-5 Years	
		4.5.d: Schedule non-native invasive species control work alongside inspections, pruning, and planting.	1-5 Years	
		4.5.e: Track treatments and control progress through detailed field observations or GIS-based systems.	1-5 Years	
		4.5.f: Engage volunteers and stewardship groups through coordinated non-native invasive species workdays.	1-5 Years	
		4.5.g: Develop a budget cycle that incorporates treatment area (acreage), severity, number of treatments, monitoring, and aftercare (planting). This budget cycle will align with annual operational planning and funding requests, ensuring sufficient resources for NNI management.	1-5 Years	
		4.5.h: Refine treatment cycle lengths and thresholds for success (e.g., <10% cover) based on monitoring data and staff capacity.	5-10 Years	
		4.5.i: Integrate non-native invasive species management progress into annual public reporting.	5-10 Years	
		4.5.j: Update the NNI assessment every 3–5 years to capture new species introductions and changes in site conditions.	5-10 Years	

OBJECTIVE	STRATEGY	ACTION	TIMELINE	LEAD/SUPPORT
Engage	5.1 Engage residents in stewardship of the urban forest	5.1.a: Support the Stewardship Coordinator to manage a volunteer program and serve as a liaison between the community and city staff.	1-5 Years	Lead: UF Support: P&R
		5.1.b: Expand volunteer opportunities for residents in community science, tree care, seed collection, non-native invasive species removal, and neighborhood greening.	1-5 Years	
		5.1.c: Partner with schools, youth organizations, summer camps, and universities to cultivate the next generation of urban forest stewards, linking activities to climate resilience, sustainability, and green career pathways.	1-5 Years	
		5.1.d: Establish systems to recognize volunteer contributions.	1-5 Years	
		5.1.e: Track and report program outcomes (e.g., volunteer hours, trees planted, non-native invasive plants removed, native plantings installed).	1-5 Years	
		5.1.f: Identify and develop opportunities for educational experiences such as signage, nature center/trails, and naturalist programming.	1-5 Years	
		5.1.g: Expand the volunteer program to train local leaders who coordinate neighborhood-based efforts on private and public properties.	5-10 Years	
		5.1.h: Build partnerships with corporate and business sponsors to support volunteer initiatives.	5-10 Years	
		5.1.i: Develop a mentorship or leadership pathway within the volunteer program.	5-10 Years	
		5.1.j: Create a volunteer management database or platform for scheduling, communications, and tracking.	5-10 Years	
		5.1.k: Establish a partnership with a local tree stewardship nonprofit to help implement projects funded by the city's newly established Tree Fund.	5-10 Years	
		5.1.l: Institutionalize community-led stewardship projects as part of the city's planting and maintenance schedule.	10-20 Years	
	5.2 Strengthen city board and commission involvement in urban forest management	5.2.a: Collaborate with city boards and commissions, including the Environmental Sustainability Committee, to advance urban forestry goals and objectives.	1-5 Years	Lead: UF Support: ESC, Sustainability
		5.2.b: Engage boards and commissions in initiatives that align urban forestry with climate resilience, public health, livability, and equitable investment.	1-5 Years	
		5.2.c: Define roles and responsibilities of city staff and boards/commissions in advancing urban forest management.	1-5 Years	
		5.2.d: Establish a Tree Board subcommittee within the Environmental Sustainability Committee (ESC) to support the implementation of the Urban Forest Master Plan (UFMP), bringing together expertise from various boards and commissions.	1-5 Years	
		5.2.e: Coordinate with the boards and commissions to produce an annual "State of the Urban Forest" report (see Strategy 5.4).	5-10 Years	
		5.2.f: Formalize relationships between city departments and relevant boards/commissions through work plans and reporting cycles.	5-10 Years	

OBJECTIVE	STRATEGY	ACTION	TIMELINE	LEAD/SUPPORT
Engage	5.3 Support private property tree planting and stewardship	5.3.a: Develop and distribute multilingual educational materials on tree planting and care, placement, energy savings, stormwater benefits, and non-native invasive species control.	1-5 Years	Lead: UF Support: ESC, Sustainability, CD&P
		5.3.b: Promote the residential tree giveaway with interactive tools, such as the Arbor Day Foundation's Community Canopy tool.	1-5 Years	
		5.3.c: Partner with schools, community organizations, HOAs, and utilities to distribute trees for planting and promote participation in tree-related incentive programs.	1-5 Years	
		5.3.d: Use tree canopy and demographic data to identify and prioritize equity neighborhoods for targeted campaigns.	1-5 Years	
		5.3.e: Strengthen incentives for non-native invasive species removal and native planting.	1-5 Years	
		5.3.f: Educate the public on tree policy options for private land.	1-5 Years	
		5.3.g: Develop partnerships for a homeowner and community group support program offering technical assistance (virtual or on-site) for proper tree selection, placement, and maintenance.	5-10 Years	
		5.3.h: Track participation in private-property programs by geography, income level, and demographic groups and compare against tree canopy data to assess gaps in canopy equity.	5-10 Years	
		5.3.i: Develop a voluntary heritage tree program that allows for the enrollment of culturally, historically, or ecologically significant trees.	5-10 Years	
		5.3.j: Develop a grant partnership program for community groups for activities such as tree planting and non-native invasive removal.	5-10 Years	
		5.3.k: Assess changes in private canopy coverage over time and link to participation rates by area.	10-20 Years	
	5.4 Report urban forestry outcomes to build transparency and trust	5.4.a: Report to the public annually or biannually on tree removals, plantings, maintenance activities, and performance goals.	1-5 Years	Lead: UF Support: PW, P&R, Sustainability
		5.4.b: Use visual and accessible formats to present progress.	1-5 Years	
		5.4.c: Link reporting with public engagement cycles.	1-5 Years	
		5.4.d: Coordinate with ESC Tree Board on annual Urban Forest report (see Strategy 5.2).	1-5 Years	
		5.4.e: Highlight cross-department and community partnerships.	1-5 Years	
		5.4.f: Conduct program evaluations to assess public understanding, trust, and satisfaction with urban forestry reporting.	5-10 Years	
		5.4.g: Expand reporting efforts to include climate-related impacts and connect urban forestry progress to larger citywide sustainability and resilience goals.	5-10 Years	