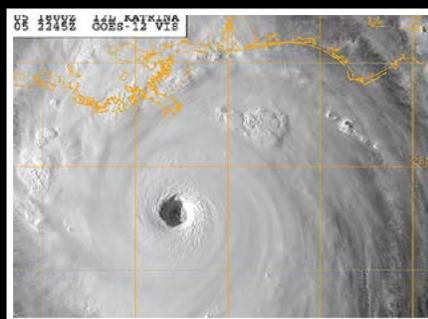




URBAN FORESTRY INCIDENT COMMAND ENGAGEMENT MODEL



**GAIN BUDGETARY AND OTHER "WHOLE COMMUNITY"
SUPPORT FOR YOUR TREE RESPONSIBILITY PROGRAM
THROUGH INCIDENT COMMAND SYSTEM**



CONTENTS

INTRODUCTION

- Who Should Care for the Urban Forest?
- What are Urban Forests?
- What are the Benefits and Values of Trees in Your Community?
- Environmental Services
- Human Health and Wellness
- Better Communities
- Economic Value

YOUR FIRST STEP



- Learn the language of ICS and NIMS
- Know what you have and what you need
- Who can you contact if you need help

YOUR SECOND STEP



- Packaging messages as steps to understanding
- Urban Forestry messages which get and hold the attention of Emergency Managers
- Example Messages
- Additional topics important to Emergency Managers
- How to create your own messages
- Who can you contact if you need help

YOUR THIRD STEP



- Make contact
- Set up the meeting
- Go to the meeting!
- Finally, document, celebrate, and duplicate your collaborative results
- Who can you contact if you need help

WHERE DID THIS MODEL COME FROM?

The UFICEM has been created through a collaborative effort with many individuals and organizations involved with Urban Forestry, Emergency Management and other disciplines in the public, private, and nonprofit sectors. Learn more about the history of how this model has evolved and who has provided insight and support.

ACKNOWLEDGMENTS

We wish to thank our sponsors, contributors, reviewers, and others.



INTRODUCTION

Gaining budgetary and other support from Policy Makers for tree and emergency related responsibilities is a “hard sell” even during good economic times. Before we delve into “How” you can engage Emergency Management professionals and other stakeholders, we’re going to equip you with facts on “Why” your tree responsibilities are valuable and what is at stake for everybody in your community. The remainder of this Introduction has been authored by Kathleen Wolf, Ph.D. College of the Environment, University of Washington.



WHO SHOULD CARE FOR THE URBAN FOREST?

Trees are important assets to property owners and the community - in big cities, small towns, and rural areas. And, like any other asset they need active care and management. If not properly maintained the health of trees can diminish and potentially become the source of risk and liability. The worst case scenario is that if there is an emergency situation, poorly planned and maintained trees can become threats to life and property. Because of this an urban forestry program, including an urban forestry management plan, makes a meaningful difference in protecting and enhancing lives, property, natural resource value, and community quality of life. If you are a Certified Arborist or an “Accidental Urban Forester” (a professional with tree related responsibilities), you need adequate staff, materials and budget to maintain a healthy, vibrant urban forest. If you are a professional with tree related or emergency management related responsibilities, or even a Certified Arborist, you need adequate budget, staff, and materials to maintain a healthy, vibrant urban forest.

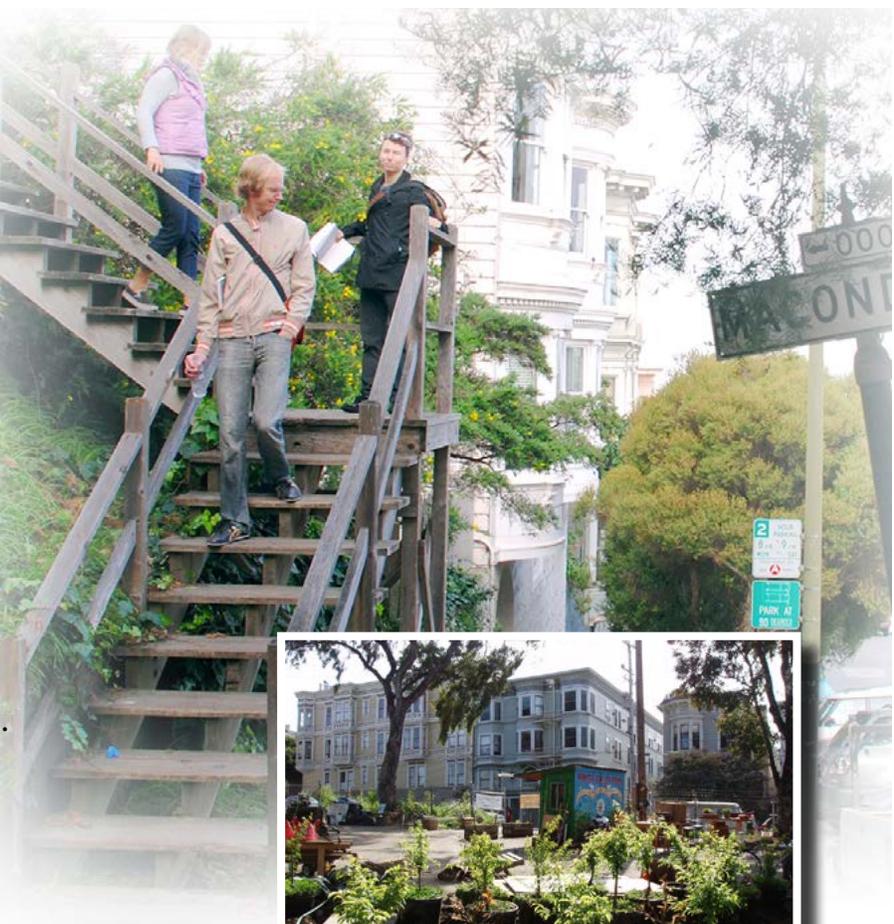


A collaborative strategy that includes tree professionals and community stakeholders (such as elected officials, the management and staff of other governmental entities and departments, representatives from utility companies, and local business owners) can support an urban forest that is sustainable and resilient.



WHAT ARE URBAN FORESTS?

“Urban Forests” are trees for people! Different people have different ways of thinking about the urban forest. Some people think of parcels or patches that contain native trees and vegetation. Some think about street trees. In this report, and for many professionals, the urban forest includes all trees in the city, on public and private property, and within the many land uses one finds in cities and towns - homeowners’ yards, school campuses, tree-lined streets, government properties, parks, and green spaces. In total these trees are an urban ecosystem that is aesthetically pleasing, contributes to quality of life, supports community development, and provides a wealth of benefits and values to cities and towns. Routine management is essential, and special care and practices are needed when trees are damaged following storms or other catastrophic events.



WHAT ARE THE BENEFITS AND VALUES OF TREES IN YOUR COMMUNITY?

Many people enjoy having trees in their communities or around their homes. They may intuitively understand the pleasure that a beautiful large tree, or full canopy over a street can bring to individuals and households. Yet these emotions and even stories of childhood love of trees are not enough to support the investment needed to sustain the urban forest. In the past 40 years a great number of scientists and labs have measured the benefits and values of urban trees. The research evidence is extensive and shows why local urban forest programs and budgets are so necessary.



ENVIRONMENTAL SERVICES

The earliest research about tree benefits, dating back to the 1970s, has been about environmental services. Multiple studies across multiple regions in the U.S. show that having a quality urban forest contributes to better air quality and improved stormwater management. Strategically placed trees can reduce building energy use in hot climates, and reduce urban heat island effect which helps with improved air quality. These studies are the reason that some cities are using tree planting programs to meet the performance standards of clean air and water regulations.

HUMAN HEALTH AND WELLNESS

More recent studies have found that having nearby nature, including trees, may be more important than trips to 'big nature' beyond the city for human health and well-being. Simply being able to see trees, parks, and gardens while in the city has been scientifically linked to faster healing in hospitals, reduced mental and physical stress, better student performance in school, and better attention to tasks while at work. Public health officials and healing centers, such as hospitals, are now starting to plan for urban nature as an important contribution to disease prevention and health promotion.



BETTER COMMUNITIES

The urban forest creates environments that support quality of life and better human habitat. Tree-lined streets are more walkable, leading to more active and healthy lifestyles. Rather than being accident risks, carefully planned roadside tree plantings can reduce both the number of traffic accidents, and severity of injury for car and pedestrian or cyclist crashes. Some studies indicate that well-managed vegetation in neighborhoods may reduce both personal and property crime. Finally, having a well-managed tree canopy may create business districts that attract shoppers, and commercial centers that attract the best talent and workers.

ECONOMIC VALUE

When thinking of trees and economics, most people will think of timber harvest, lumber, plywood, and other forest products. But the highest economic values of trees in cities are from living, thriving trees! Valuation studies for urban forest benefits are the most recent field of research. If we think about all the benefits described above, the return-on-investment potential becomes obvious. Research confirms cost savings for trees as green infrastructure, including reduced investments in air and water quality 'gray' infrastructure. Recent monetizations of health benefits show cost savings across the human life cycle from children to elders. Finally, numerous studies show increased property values associated with having nearby trees and parks, and these values can be converted to local government revenues to support tree programs.



GETTING SUPPORT



HOW CAN YOU GET THE SUPPORT YOU NEED FROM POLICY MAKERS AND COLLEAGUES?

Policy makers are more likely to support budget and program efforts where there is a “dollars and sense” case which proactively positions them as enhancing the quality and safety of life, protection of property and natural resources, improving the community and economy, and being savvy allocators of taxpayer dollars. Professionals with tree responsibilities have an opportunity to engage with emergency management and other professionals to build an allied case for policy makers through the combination of urban forestry and emergency management good practices. With proactive engagement, professionals with tree and emergency management responsibilities can invest budget dollars more effectively to prevent, prepare, and mitigate risk of storm harm to life, property, natural resources, economy, and community. Subsequent response costs due to “tree down” incidents which impact life, damage property, continuity of transportation and utility availability, and which disrupt economy can be reduced or avoided. The embarrassing question of “Why wasn’t our government prepared?” can be avoided or rebutted with confidence. The Urban Forestry Incident Command Engagement Model can help professionals with tree responsibilities to “Prepare!, Package!, and Present!” messages in plain simple language which engage emergency management and other professionals who use Incident Command System (ICS) and the National Incident Management Systems (NIMS) .

WHAT IS INCIDENT COMMAND SYSTEM (ICS)?

Originally developed by wildfire responders in the late 1960’s, the Incident Command System (ICS) is used to manage natural disasters such as wind, rainwildfires, floods, hurricanes, earthquakes, and other events. In the local community, its most common usage will be before, during, and after a storm event such as wind, rain, fire, snow, ice, hurricane and any accompanying flood, landslide, mudslide or other cascading impact that results in a large scale disruption of services. In addition to threatening lives these storms may do extensive damage to homes, buildings, roadways, utility lines, and trees themselves. Today the use of ICS, which is part of the larger National Incident Management System (NIMS), is now a mandatory standard for municipalities to receive U.S. Federal Emergency Management Agency (FEMA) funding or reimbursement.

Together, you and Smart Trees Pacific can help your community protect and enhance lives, property, and valued natural resources in your community. Here’s how!

THREE STEPS TO GET SUPPORT.

Follow this three step model to gain support for your tree related responsibilities.

PREPARE!

- Learn the language and concepts of ICS and NIMS.
- Understand what you’ve got to offer, and where you need support.

PACKAGE!

- Package messages about what you have to offer which address Emergency Managers’ ICS needs.

PRESENT!

- Take the time to seek out already supportive partners with who can help check and refine your messages. Identify Emergency Managers and other stakeholders, and have collaborative conversations which deliver your messages.



YOUR FIRST STEP!

Prepare

When professionals with tree responsibilities can tell a compelling story about the value of trees through the eyes of an Emergency Manager, urban forestry management programs can gain greater support of the

“Whole Community”. Emergency Managers face problems which can be mitigated or prevented by collaborating with people who know something about urban forestry. But, how do you get and hold the attention of an Emergency Manager? Our three part roadmap can help you to “Prepare!” yourself, “Package!” explanations on what you have to offer, so that you can “Present!” compelling explanations in simple language, then document, celebrate as you share your collaborative successes.



LEARN THE LANGUAGE OF ICS AND NIMS.

However, Emergency Managers, like other professionals in every profession, have a language all their own. “Incident Command System” (ICS), which is a part of the larger National Incident Management System (NIMS) is one of these languages. Unless professionals with tree responsibilities become familiar with the language and concepts of ICS and NIMS, gaining the support of Emergency Managers will be challenging. Also, knowing ICS and NIMS, helps to ensure you and your personnel have the minimum knowledge, skills and experience to execute incident management and storm response.



First, professionals with tree responsibilities can quickly learn the language and concepts of ICS and NIMS in just a few hours. So that you can get certified credit for what you learn, sign up for a Federal Emergency Management Agency (FEMA) Student Identification (SID) Number. It only takes 5 minutes. Go to FEMA.gov at <https://cdp.dhs.gov/femasid/>.

Take the online, interactive FEMA IS-100.B: Introduction to Incident Command System, ICS-100 course. There are six lessons which in total take between 1 to 3 hours. Pass a 25-question, final, online exam at the end of the course, and you will receive a certificate via email within 24 hours. The certificate proves you know the basic language of ICS. Here is a shortened link: <http://goo.gl/SGPaFR>



Prepare

KNOW WHAT YOU HAVE AND WHAT YOU NEED!

Even when a professional with tree responsibilities can speak the language of ICS and NIMS, if you do not have a sound baseline of what the tree responsibilities are and what an Urban Forestry Program has to offer,

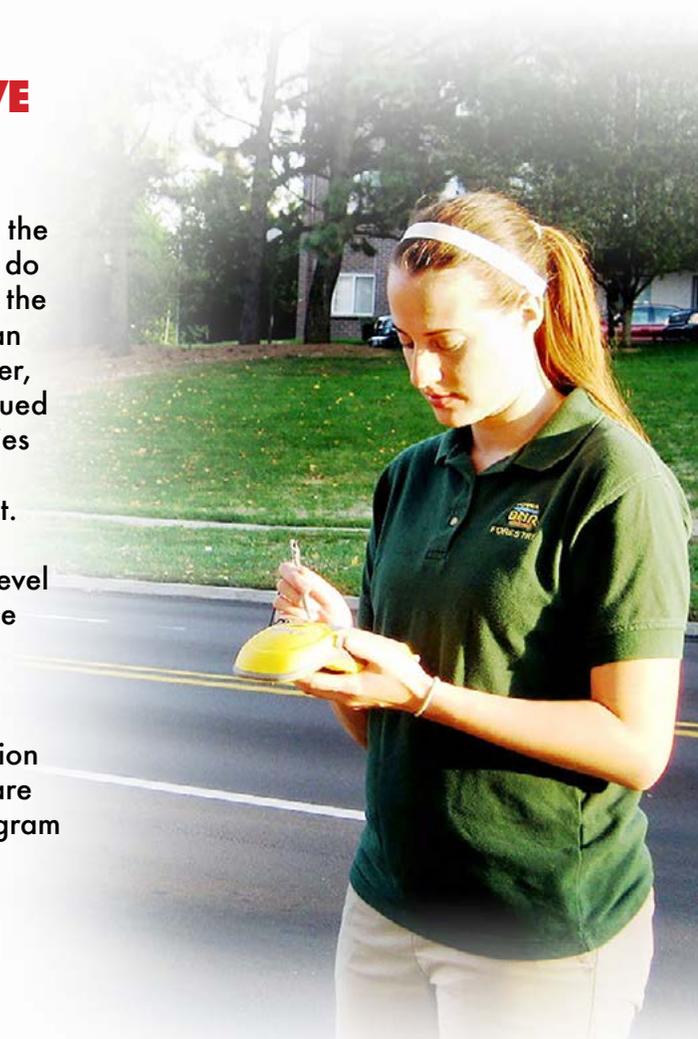
it may not be enough to engage in a conversation which is valued by Emergency Managers. Professionals with tree responsibilities have to "get their trees in a row" and understand what there is to offer, and where the Urban Forestry Program needs support.

Second, persons with tree responsibilities can perform a high-level assessment to baseline an Urban Forestry Program in short time using an assessment tool. Knowing "what you have" and "what you need" is valuable when you package and present your messages to your Emergency Management colleagues. You will then be well prepared to have a productive conversation when you "get your seat at the table". You will be able to share how you can help your Emergency Manager achieve their program goals while at the same time helping you to achieve your Urban Forestry Program goals.

Complete, as best you can, a baseline assessment of your Urban Forestry Program. Here is a link to an "Urban Forestry Program Self-Assessment Tool" developed by the University of Wisconsin Stevens Point and adapted by Smart Trees Pacific: <https://goo.gl/17KLFA>

This tool will help you to determine what your Urban Forestry Program has in place. Then, you can compare the answers to your self-assessment to national averages.

This comparison can help you identify gaps which help you "build the case" for where your tree related responsibilities can use more resources.



An Urban Forestry Program Self-Assessment Tool

Adapted from
Municipal Tree Care and Management in the United States
A 2014 Urban & Community Forestry Census of Tree Activities
Short Form Version

 College of Natural Resources
University of Wisconsin-Stevens Point

 TREE FUND

 1964-2014
50 YEARS

 UAS

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A Division of The Davey Tree Expert Company

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Tree by Tree • Street by Street
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Compare your baseline answers to national averages.

Such as those from the University of Wisconsin at Stevens Point 2014 Municipal Urban Forestry Census to see how your situation compares to national benchmarks. Contact Richard Hauer, Ph.D. at Richard.Hauer@uwsp.edu for access to this baseline

Compare your baseline answers to good practices.

After you have a baseline assessment of your Urban Forestry Program, compare your baseline against this collection of four, good practice documents from the American Public Works Association available from:

<http://www2.apwa.net/about/coopagreements/urbanforestry/>

You can even “Click, Listen and Learn” rather than just read.

Visit and Join the American Public Works Association at <http://www.apwa.net> for more details.

Note where your program is strong, and where you could use some support. Then, your next step is to “Package” your messages about what you have to offer and what support you need.



WHO CAN YOU CONTACT IF YOU NEED HELP

If you need help preparing yourself, please contact:

Smart Trees Pacific at <http://www.smarttreespacific.org/contact/>

Teresa-Trueman Madriaga at truemad@gmail.com

XLUR8 Educational and Research Foundation at UFICEM@XLUR8.ORG



YOUR SECOND STEP!



Professionals with tree responsibilities who can “speak the language of ICS and NIMS”, and have an assessment of their Urban Forestry Program strengths and needs, are ready to “Package” explanations which can get and hold the attention of an Emergency Manager. As a part of their jobs, Emergency Managers are attempting to engage the “Whole Community” towards a “Culture of Preparedness” for effective emergency management and incident response. And, when you can demonstrate how you can support an Emergency Manager’s needs, the collaboration may lead to budgetary and support for the Urban Forestry Program.



PACKAGING MESSAGES AS STEPS TO UNDERSTANDING

Blank Stares: Have you seen these before when people don’t get the point? Blank stares happen when listeners lose confidence that they can grasp or understand what is being said. When the speaker knows a subject (such as Urban Forestry) well, it can be difficult for the speaker to imagine NOT knowing it. We might speak while making assumptions that listeners already know enough to understand what we are talking about. This situation can be referred to as “The Curse of Knowledge” and is a common cause of failure in making explanations. Successfully packaged messages which “connect the dots” can engage the listener by providing steps to understanding. Here’s a five and a half minute video which explains overcoming “The Curse of Knowledge”:

<https://www.youtube.com/watch?v=NZ5SgT77gKg>

URBAN FORESTRY MESSAGES WHICH GET AND HOLD THE ATTENTION OF EMERGENCY MANAGERS

First, look at the examples of messages which have been packaged to get and hold the attention of Emergency Managers. These topics have been shared with Smart Trees Pacific by experienced Emergency Managers, and offer opportunities for professionals with tree responsibilities to gain an invitation to collaboration. In each case, think about how components of your Urban Forestry Program may address an Emergency Manager’s needs for protecting Life, Property, and Natural Resources through “Prevention”, “Protection”, “Mitigation”, “Response”, “Recovery”, and involvement of the “Whole Community” towards a “Culture of Preparedness” and “Resilience”.

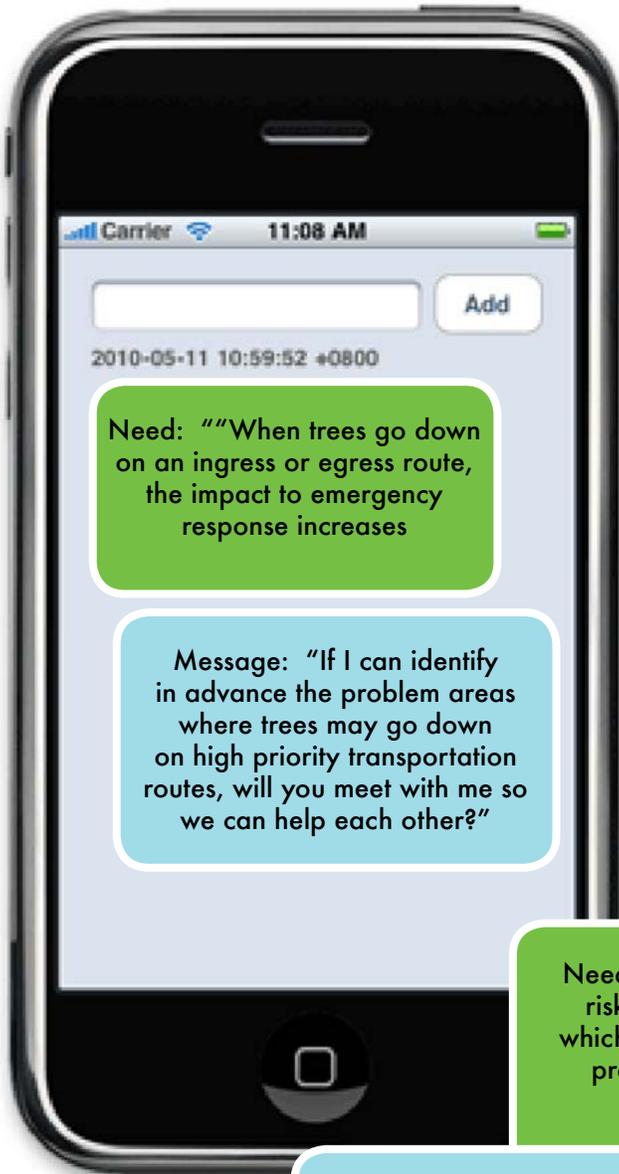


EXAMPLE MESSAGES

Make your messages brief and to the point or your will lose your emergency management professional's attention.

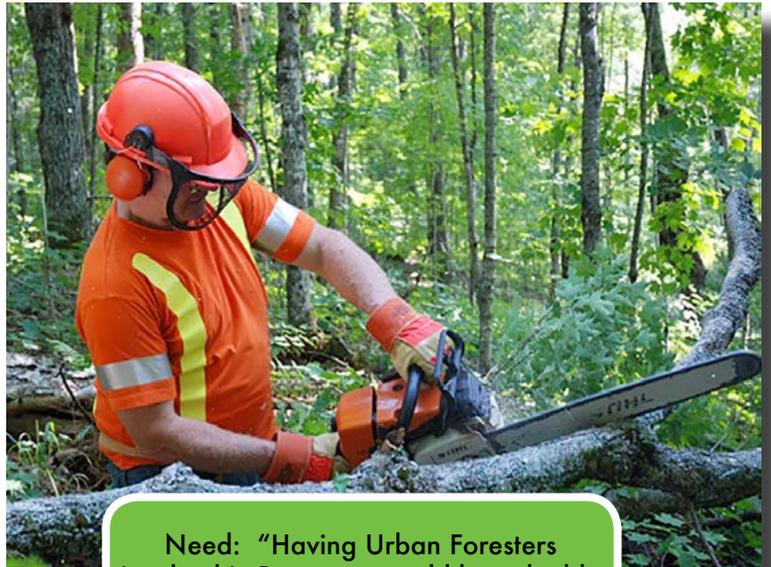
On this page and the next page are some examples of identified emergency manager needs and brief messages which address these needs.

The goal is to get the emergency manager to meet with you to present your ideas.



Need: "When trees go down on an ingress or egress route, the impact to emergency response increases"

Message: "If I can identify in advance the problem areas where trees may go down on high priority transportation routes, will you meet with me so we can help each other?"



Need: "Having Urban Foresters involved in Recovery would be valuable so that as infrastructure grows back, the same risks are avoided."

Message: "If I can help avoid future risks from wrong trees planted in the wrong place, will you meet with me so we can help each other?"

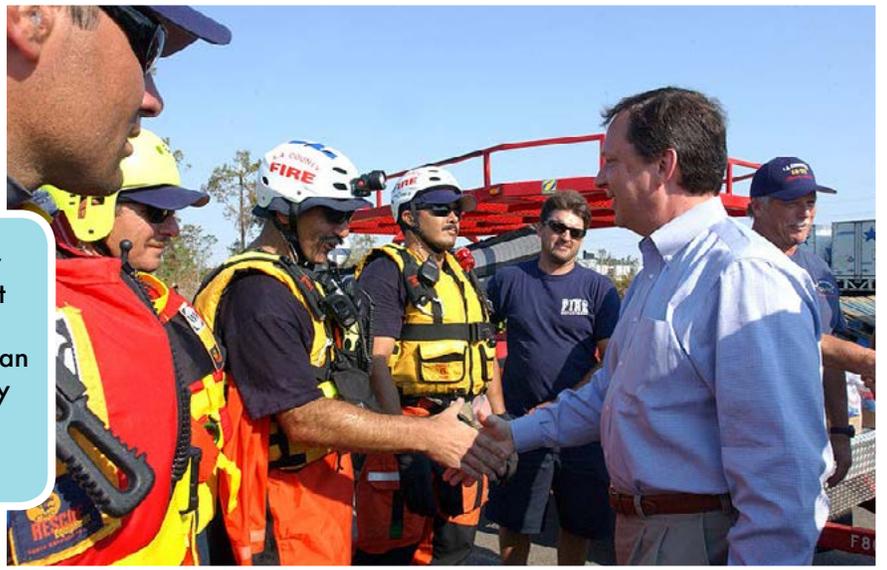
Need: "What can be done about risky trees on private property which may fall onto people, public property, onto a public road, or across power lines?"

Message: "I know there are private property trees which, during a storm, can pose a public problem to life, property, transportation, and utilities. Will you meet with me so that we can help each other avoid these storm related impacts?"



Need: "What types of resources (e.g. people, equipment and supplies) do you have in your Urban Forestry Program which might support a storm event?"

Message: "I've got an inventory of all the resources which support my tree related responsibilities. Will you meet with me so that we can help each other in advance of any kind of storm event occurring?"



Need: "Do you have any maps where our problem areas might be?"

Message: "I have maps of where problem areas might be if a major storm hits. Will you meet with me so we can help each other?"

REACH OUT WHEN YOU NEED A HAND

Need: "Are there ways we can collaborate with neighboring communities, utilities, and private companies to make sure we have resources/assets after a storm?"

Message: "I've recently been using a method of engaging "whole community" stakeholders to gain support for my storm related emergency management tree responsibilities. Can we meet to help each other to gain more support for our mutual public safety efforts?"

Need: "How can we improve the Safety of our emergency responders?"

Message: "As I perform my tree related responsibilities, "Safety" of workers and the public are my number one concern. Can we meet to help each other to protect the safety of our emergency response workers and the public before we encounter a storm event?"

Need: "How might we coordinate the repositioning of resources in advance of a storm for the purpose of making response quicker?"

Message: "I've got assets which can help emergency response before, during, and after storm related events. Would you meet with me so that we can help each other before the next big storm hits?"



HOW TO CREATE YOUR OWN MESSAGES

Second, our database of example messages is by no means complete. Nor might our example messages fit your specific situation or address what you know might be a sure to get attention message with your Emergency Management colleague. Here are some simple guidelines on how you can effectively create your own message packages:



- A “Package” is by nature a container which can only hold so much stuff.
- Keep your messages short. Try not to go beyond three paragraphs.
- People love to see good things when they open a package. Start your message off with one or more sentences which are statements of “Agreement”. These are statements which are generally recognized and accepted as fact by your audience.
- Connect the dots for your audience. Use sentences which create “Context”. “Context” statements move agreed upon statements to a place where there is a foundation for explanation of new concepts, and why it matters to the audience.
- Everybody loves a good story, well told. Where possible, use “Story” narrative which illustrates how your audience can experience a change in perspective with positive feelings.
- Once you’ve set up the foundation of Agreement, Context, and Story, you can add “Descriptions”: A few short sentences of direct information about “How” your concept achieves a good outcome for your audience.
- Tie it up with a bow! Adding a “Conclusion” sentence (or two) wraps up the package with a summary and a next step for the audience to take.



WHO CAN YOU CONTACT IF YOU NEED HELP

Smart Trees Pacific at <http://www.smarttreespacific.org/contact/>
Teresa-Trueman Madriaga at truemad@gmail.com
XLUR8 Educational and Research Foundation at UFICEM@XLUR8.ORG



YOUR THIRD STEP!

Present

Identify Emergency Managers and other stakeholders, then reach out and have collaborative conversations which deliver your messages. Once you have packaged your messages which address Emergency Managers' needs, present your messages and get your invitation to a seat at the table. Many times, Emergency Managers may not even be aware that people with tree related responsibilities have something valuable to offer. Here is how you do it!



MAKE CONTACT.

- The best thing to do is to find a group of Emergency Managers, Fire Commissioner, Law Enforcement, and other Emergency Management Committee members at your local, municipal level. Groups like these usually meet once a month. It's more effective to try to get "face to group" than to go "face to face". You can then follow up with individuals who "get" what you have to offer.
- Ideally, walk over to their office. If you can't do that, then pick up the phone. Use email and letters as a last resort.
- Be direct. Don't beat around the bush. Let them know you want to help them. Do this in 5-10 minutes maximum. Then let the conversation open up.
- Ask a municipal communications colleague to help you.
- Seek out any Debris Management Planning workgroups as another stakeholder group who may be interested in giving you a "seat at the table". Ask for an invitation to their next meeting.
- Call Emergency Managers at the county and state level and tell them that you want to be invited to some of their meetings.
- Contact the Directors of County and State Emergency Operations Centers (EOC) and ask for "face to group" or "face to face" meetings.
- If you need help preparing yourself, please contact: Smart Trees Pacific at <http://www.smarttreespacific.org/contact/> Teresa-Trueman Madriaga at truemad@gmail.com XLUR8 Educational and Research Foundation at UFICEM@XLUR8.ORG.

SET UP THE MEETING.

- Offer an agenda.
- Will you be a meeting attendee, or will you be leading the meeting? Find out if they want your agenda to be part of their meeting. Or, if they want you to lead a meeting specifically on what you have to offer and what you need.
- Include some of your sample messages as "conversation starters". Distribute these in advance.
- Remember, when you message, keep your attitude one of "Here's how I can help you, if I can get some of your help too."



GO TO A MEETING.

- Know who is going to be at the meeting. Do some homework on what you have to offer might be important to each person in the room.
- Ask a municipal communications colleague to go with you
- Be prepared with a simple presentation of 5-10 minutes maximum. Be direct and get to the point on how you can help.
- Telling a story from personal experience is a good way to present a message.
"I was in the storm of '07, and it took days to clear things out and get back up and running. I don't want anybody in our city to ever have to experience that pain again."
- Ask questions about the sample message which you shared in advance of the meeting. Again, when you message, keep your attitude one of "Here's how I can help you, if I can get some of your help too."
- And/Or, share important information about priority areas, high impact activities, opportunities for pre-storm mitigation, and other issues which might help the Emergency Manager in being proactive.
- Listen and take notes about what the Emergency Managers liked.
- Where there is interest from the Emergency Manager, provide additional clarification about Urban Forestry concepts, but don't overwhelm. Keep your explanations to plain, simple language. Keep your clarifications short. If you don't know something, be honest. Say something like, "I don't have the answer for you right now, but I will get you the answer." Then get the answer after the meeting.
- Determine where you and the Emergency Manager have opportunities for mutual support through further collaboration.
- At the end of the meeting summarize the most important points, and obtain agreement on any action items.
- Set a date and time for a follow up meeting so that you can build and maintain momentum. Don't be forgotten!



FINALLY, DOCUMENT, CELEBRATE, AND COMMUNICATE YOUR COLLABORATIVE RESULTS.

- Follow up after the meeting with written notes via email or other method.
- Follow through with any action items which you have taken responsibility to complete. Let people know when you are done, even if this is before your next scheduled follow up meeting.
- Acknowledge and applaud the successful completion of actions by your colleagues.
- Keep the momentum going! Reach out to more of your Emergency Management stakeholders.
- Consider how your successful collaboration with your Emergency Manager may be tailored or duplicated to obtain more support from other sources



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XLUR8 Educational and Research Foundation at UFICEM@XLUR8.ORG



WHERE DID THIS MODEL COME FROM?

The “Urban Forestry Incident Command Engagement Model” (UFICEM) and the project to create it, is founded upon the work, results, and recommendations of the Urban Forestry Emergency Operations Planning Guide for Storm Response (UFEOP) project completed in 2012. The UFEOP was created from the analysis of the data and information from 517 surveys, 70 interviews, and a meeting of 11 Urban Forestry and Utility industry experts. More information and history on the UFEOP, which was funded partially by a U.S. Forest Service National Urban and Community Forestry Advisory Council (NUCFAC) grant, is available at <http://goo.gl/53DjX2>

In 2013, Smart Trees Pacific was awarded a U.S. Forest Service Region 5 grant to pursue the recommendations stated in the Conclusion of the UFEOP. During Smart Trees Pacific’s most recent research, our learnings indicate public and private sector expert suggestions that a “best management practice” (BMP) or other standard may not be an ideal objective. Instead, experts, suggested that a model of communication and collaboration would achieve more relevant, effective, and meaningful “whole community” change among “people with tree related responsibilities” through knowledge of Incident Command System (ICS) and the National Incident Management System (NIMS). Subsequently, we realigned the objective towards creating and delivering an “Urban Forestry Incident Command Engagement Model” (UFICEM). The UFEOP project and UFICEM projects have been driven by a growing awareness of the devastation which continues to happen to lives, property and natural resources such as the urban forest, after storm related natural disasters including, but not limited to wind, rain, snow, ice, fire or hurricane events.

Since 2013, Smart Trees Pacific has extended our collaboration through over 70 interviews, reviews, and other conversations including detailed feedback from 34 participants at a full-day “Storm Resilient Communities Summit” (SRCS).

The project team is grateful to the many governmental entities, organizations, groups, and individuals who have contributed time, talent, and other resources in the creation of the UFICEM. We acknowledge and thank all contributors.

This project’s innovative concepts, formats, and processes have been developed and produced by Teresa Trueman-Madriaga and Alan E. Yue, CBCP, PMP, PMI-ACP, CISSP.

ADDITIONAL RESOURCES ARE AVAILABLE AT:

<http://www.smarttreespacific.org>

<http://www.fhuf.org>

<http://wiki.fhuf.org>

<http://uficem.fhuf.org>

Email to: UFICEM@XLUR8.ORG



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For their financial support of the Storm Resilient Communities Summit which provided community stakeholders with an opportunity to provide real time face-to-face input and feedback during a facilitated conversation, we wish to thank Dana Karcher of Davey Resource Group, a division of The Davey Tree Expert Company.



The persons and affiliated organizations named does not represent their endorsement of this document or contents. The project leaders Teresa Trueman-Madriaga and Alan E. Yue are solely responsible for the document and contents. Smart Trees Pacific and XLUR8 Educational and Research Foundation acknowledge and thank the following individuals for their time and talent through interviews, reviews, Storm Resilient Communities Summit participation, and probono professional services contributions.

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Joe Bonkowski
Director of Forestry for the Borough of Queens
NYC Parks, City of New York, NY

Colleen Carroll, Ed.D.
Director, NatureTalks
Kealia, Kauai, Hawaii

Daniela M. Casetta, PMP, PMI-ACP
Technology Consultant
XLUR8 Educational and Research Foundation
Buenos Aires, Argentina

Stephen R. Cieslewicz
President
CN Utility Consulting
Sebastopol, CA

Faye Cousin, MPA
Emergency Management Coordinator 1
Los Angeles Department of Emergency Management
City of Los Angeles, CA

Steven C. Davis
President
All Hands Consulting
Columbia, MD

Alejandro de la Viña
Technology Consultant
XLUR8 Educational and Research Foundation
Buenos Aires, Argentina

Bruce Galardi
Brand Consultant
XLUR8 Educational and Research Foundation
Denver, CO

Bob Garcia
Emergency Operations Coordinator
Bureau of Street Services
City of Los Angeles, CA

Michael Godbold
NPQS Fire Officer IV, and President
Situational Awareness Command, LLC
Garden City, GA

George Gonzalez
President
Land and Tree Consulting
San Pedro, CA

Chris Guenther
Lead Arborist
Department of Public Works
City of Escondido, CA

Jennifer Gulick, M.A., CA-MS, CF
Senior Consulting Urban Forester
Davey Resource Group
A Division of The Davey Tree Expert Company
Cincinnati, OH

Richard Hauer, Ph.D
Professor of Urban Forestry
College of Natural Resources
University of Wisconsin - Stevens Point
Stevens Point, WI

Scott Holmquist
Senior Public Safety Specialist
Emergency Preparedness & Public Partnership
Pacific Gas & Electric Company
San Francisco, CA

Cora Jackson-Fossett
Public Information Director at City of Los Angeles (retired)
Director-at-Large - Management and Leadership,
American Public Works Association
Los Angeles, CA

Elizabeth Jauregui
Operations Manager
City Plants
Los Angeles, CA

Perry F. Jones, MS
Senior Consultant
Ripcord Solutions
Los Angeles, CA

Dana Karcher
Market Manager
Davey Resources Group
A Division of The Davey Tree Expert Company
Bakersfield, CA

Billy G. Kelly
System Arborist
4-County Electric Power Association
Starkville, MS

Geoffrey Kempter
Manager
Asplundh
Grand Rapids, MI

Athens Koliass, MPM, PMP, PMI-ACP
Managing Partner
Order4Orgs, LLC
San Francisco, CA

Brenda Kyle
Outreach Coordinator
Amigos De Los Rios
Altadena, CA

Bryn Lindblad, MS
Climate Program Manager
Climate Resolve
Los Angeles, CA

Alex Lopez
Program Director
Los Angeles Conservation Corps
Los Angeles, CA

Donald R. LuMaye
Director - Line Work Methods
Wisconsin Public Service Corporation
Green Bay, WI

Sandra Macias
Urban and Community Forestry Program Manager,
United States Forest Service (Retired)
Valejo, CA

Gordon Mann, RCA #48
Owner
Mann Made Resources
Auburn, CA

Jack McCabe
Vice President, Utility Operations
Davey Resource Group
A Division of The Davey Tree Expert Company
Kent, OH

John Melvin
Forester II, State Urban Forester
California Department of Forestry & Fire Protection (CAL FIRE)
Sacramento, CA

Jose Mercado
Executive Director
Hispanic Arborist Association
Los Angeles, CA

Sel Mercado
Member, Board of Directors
Hispanic Arborist Association
Los Angeles, CA

Susan Nelson, ISA-CA
Urban Forestry Administrator
City of Santa Clarita, CA

Wayne Noll
City Forester
Department of Recreation and Parks
City of Rockville, MD

Rachel O'Leary
Program and Policy Coordinator
City Plants
Los Angeles, CA



ACKNOWLEDGMENTS

Rachel O'Leary
Program and Policy Coordinator
City Plants
Los Angeles, CA

Michael Palat,
Certified Arborist / Utility and Municipal Specialist
#6541AUM,
Tree Risk Assessment Qualified
Area Manager
West Coast Arborists, Inc.
San Diego, CA

Sagar Patel, MPA
Emergency Management Intern
Department of Emergency Management
City of Los Angeles, CA

Sue Perry
Managing Partner, Order4Orgs, LLC
Manteca, CA

Ward Peterson
Manager, Utility & Urban Resources
Davey Resources Group
A Division of The Davey Tree Expert Company
Cleveland, OH

Dave Phillips
Superintendent
Green Horizons Landscape and Maintenance
San Diego, CA

Barbara Priest, PMP
Principal, BPriest, LLC
Brinnon, WA

Mike Reed,
Certified Arborist WE8619A,
Certified Tree Worker CTW1855L
President
Professional Tree Care Association of San Diego
San Diego, CA

Sharmila Rampersaud
Associate Counsel
NYC Parks, City of New York, NY

Michelle Riebeling
Emergency Management Coordinator 1
Los Angeles Department of Emergency Management
City of Los Angeles, CA

Sherri Robbins
Member, Board of Directors
Amigos De Los Rios
Altadena, CA

Claire Robinson, MBA
Founder and Managing Director
Amigos De Los Rios
Altadena, CA

Tom Russo, ISA CA/MS
Deputy Chief of Operations - Staten Island
NYC Parks, City of New York, NY

Bo Savage
Deputy Director of Operations
Los Angeles Conservation Corps
Los Angeles, CA

Cindy Serrano
Assistant Emergency Services Manager
Officer of Emergency Services
County of San Bernardino, CA

Lynette Short
Regional Urban Forester - San Diego, Orange, Imperial
Urban and Community Forestry Program
California Department of Forestry of Fire Protection (CAL FIRE)
San Diego, Orange, and Imperial Counties, CA

Steven M. Sigler, PhD
Hawaii Emergency Management Agency
State of Hawaii
Honolulu, HI

Elizabeth Skrzat, MPA
Policy Director
City Plants
Los Angeles, CA

Abigail Srader
Regional Urban Forester - Inland Empire
Urban and Community Forestry Program
California Department of Forestry of Fire Protection (CAL FIRE)
San Bernardino, Riverside, Mono, and Inyo Counties, CA

Andrew R. Stenbeck
Arcadia District Manager, Northeast Region
Department of Natural Resources, State of Washington
Deer Park, WA

Robert Tate, PhD
Owner
Robert Tate Associates
Cohasset, CA

Matthew P. Wells
Urban Forester
Public Works Department
City of Santa Monica, CA

Glen Williams
Landscape and Forestry Services Manager
City of Burbank, CA



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All inquiries should be addressed via the Smart Trees Pacific website at: <http://www.smarttreespacific.org/contact/> or by postal mail to: Smart Trees Pacific 92-963 Hunekai Place Kapolei, HI 96707 USA. Alternatively, inquiries can be addressed to Teresa Trueman-Madriaga at truemad@gmail.com or UFICEM@xlur8.org

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IF MONEY GREW ON TREES ...



**POLICY MAKERS WOULD
MAKE URBAN FORESTRY
BUDGETS A PRIORITY**

BUT "MONEY" DOES GROW ON TREES

**SO, HOW DO WE INFORM OUR
POLICY MAKERS TO BUY IN?**