

Assessment of the USDA Forest Service Urban & Community Forestry Program

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EXECUTIVE SUMMARY

In response to its legislative mandate, the National Urban and Community Forestry Advisory Council (NUCFAC) requested a review of urban and community forestry programs and organizations and the USDA Forest Service's Community Forestry Program. The project team of HortScience, Inc. and The Aslan Group were directed to undertake this review and assessment. As detailed in the NUCFAC's Request for Proposals, the project would have two parts:

1. Inventory of urban forestry programs.

A database of urban forestry programs at the national, state and local level was developed. This database includes information on each organization/program (e.g., name, location, contact, website if applicable) and its current status (e.g., funding, minority involvement, staffing). In addition, each organization was surveyed as to its views on current and future challenges facing delivery of urban forestry programs in the U.S. Our goal was to provide a comprehensive inventory of current programs. The survey allowed the project team to analyze geographic and programmatic themes and variations of urban forestry programs. A database, minus sensitive organizational information, was placed on the *TreeLink* website (www.treelink.org) for use as a networking and informational tool.

2. Assessment of the USDA Forest Service National Urban and Community Forestry program.

The project team analyzed the current status of the Forest Service's Urban & Community Forestry program as well as the historical patterns of funding and programming. This was accomplished through file/data research and surveying of agency's Regional U&CF Coordinators and State Urban Forestry Coordinators. Additionally, seven national non-governmental organizations were interviewed with respect to the value of Forest Service funding and program support. As part of the surveys, we asked respondents to discuss:

- Programs, staffing, and funding in relation to their urban and community forestry programs.
- Funding from federal and non-federal sources.
- Primary program challenges and the impact of Forest Service support over the short- and long-term.
- Recommendations for improvements to the Forest Service program and delivery.

Six hundred eighty (642) organizations completed the on-line survey and form the core of the nation's urban and community forestry network. Each of the 50 states as well as the District of Columbia, Puerto Rico, the Virgin Islands, Guam, Samoa and Micronesia were represented in the network. Respondents included government agencies at the city, county, state and national level, for-profit corporations and non-profit organizations operating at each of the levels, universities and other educational institutions. The number of programs and organizations has increased dramatically since the expansion of the Forest Service U&CF program in 1990.

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EXECUTIVE SUMMARY, continued

Urban and community forestry organizations identified education as the primary activity. Tree planting and related care and management were also important. There were no large differences in activity over the geographic regions of northeast (Forest Service NE Area), south (Region 8 and the International Institute of Tropical Forestry) and west (Regions 1, 2, 3, 4, 5, 6 and 10). Staffing and long-range planning were identified as the most important obstacles currently faced by the urban and community forestry network. When asked about obstacles that had been overcome for now, respondents noted technical and planning expertise, and volunteer involvement most frequently.

The USDA Forest Service Urban & Community Forestry program operates under the legislative authority provided by the 1978 Cooperative Forest Assistance Act, amended in 1990. The legislation provides the basis of the program's purposes and general methods of operation. The agency has prepared more detailed description of the program in the U&CF Program Standards (1997, revised 1999). Based on our review, the U&CF Program has responded to the legislative mandate, operates within the Act's authority and follows its Program Standards.

The USDA Forest Service U&CF program has been critical to the development of the urban and community forestry network. State and local organizations identify funding support and technical assistance as critical to their success. Statistical analysis of the network identified the U&CF program and the International Society of Arboriculture as the two most important members. Research and technology transfer have demonstrated the ecological, environmental and social values associated with urban forests. Investments at the national level have enhanced awareness of the importance of the nation's urban forests.

The Forest Service Urban & Community Forestry program faces significant challenges in the areas of: 1) overall accounting procedures particularly those associated with documenting the partner match of federal funds, 2) accountability associated with program requirements and reporting, 3) reaching non-traditional and underserved groups, 4) integrating U&CF with other Forest Service programs notably Forest Service Research and NUCFAC, and 5) providing national leadership in the field.

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Table of Contents

Introduction & Project Overview	1
The USDA Forest Service Urban & Community Forestry Program	5
Urban & Community Forestry Inventory	19
The Practitioner's Perspective	30
The Urban & Community Forestry Network	36
Successes and Challenges	48

Appendices

(not included in draft)

List of survey participants
Inventory survey questionnaire
Interview script – State urban forest coordinators
Interview script – USDA Forest Service U&CF Regional Coordinators
Interview script – National non-government organizations

Introduction and Project Overview

The National Urban & Community Forestry Advisory Council (NUCFAC) is required by Section 9 of the Cooperative Forest Assistance Act to conduct a review of the USDA Forest Service's Urban & Community Forestry (U&CF) program. In September 2001, the Council recommended that the Forest Service award a Challenge Cost-Share grant to HortScience, Inc. and The Aslan Group to undertake such a review. In addition, the grant also included development of an inventory of urban and community forestry organizations and programs.

This report describes the methods used in undertaking the review as well as the results and analysis of the findings.

Methods

The inventory of urban and community programs and organizations and national U&CF program assessment were divided into three phases: an inventory phase, assessment phase, and finally, an analysis phase.

Inventory phase

The inventory phase of the project employed an internet-based survey/questionnaire to identify organizations and programs (see appendices). The objectives of the inventory were to identify:

- Non-governmental organizations participating in urban and community forestry activities at the local, state, regional, and national levels.
- Local, state and federal governmental organizations participating in urban and community forestry activities.
- Agencies, educational institutions, and private organizations participating in urban and community forestry activities.
- Urban & Community Forestry program needs, challenges, and opportunities within the inventoried groups.

The project team employed an internet-based survey to identify organizations and programs for the inventory. A draft survey was developed based upon input from the NUCFAC and direct guidance from a subcommittee of Council members. Following development of the initial draft, the project team presented drafts to the NUCFAC subcommittee, NUCFAC as a whole, representatives of the USDA Forest Service UC&F program, and the National Association of State Foresters Urban and Community Forestry Committee.

While developing the survey, the project team collected e-mail and postal mailing lists for use to contact organizations that would then be invited to complete and submit the survey. Potential survey respondents were sent e-mail and/or post card requests to fill out the survey. E-mail and postal mailing lists were provided by:

- NUCFAC (contact list, which was very extensive)
- National Arbor Day Foundation (Tree City USA list)
- Society of Municipal Arborists (member mailing list)
- TreeLink (also posted a web site banner ad inviting participation)
- USDA Forest Service (mailing and technology transfer contact lists)
- State urban and community forestry organizations (e-mail distribution lists from several programs)
- Information gathered via a web search for urban forestry organizations.

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In addition, over 2,000 post card invitations were sent via the United States Postal Service. Follow up invitations were also sent via e-mail and the postal service. A hard copy of the survey was mailed to organizations that wished to fill out a paper copy. All responses were logged electronically on the Web site.

The on-line survey was employed to collect data for the inventory and assessment. The e-mail invitations, post cards, posting on TreeLink, and reminders encouraged completion of the survey. The inventory was available for completion for 13 months. Over 700 surveys were completed.

Following completion of the inventory, responses were downloaded into Microsoft Access for analysis. A portion of the survey was posted on TreeLink for use as a national urban forestry database.

Assessment phase

The assessment phase of the project first involved an analysis of the inventory survey responses. Following the analysis, the survey team undertook a review of USDA Forest Service Urban & Community Forestry (U&CF) program documents and websites including the following:

- **Documents and publications**

- USDA Forest Service. 1996. PMAS (Performance Measurement Accountability System) Desk Guide. State & Private Forestry Cooperative Forestry. Washington D.C.
- USDA Forest Service. 1997. Program Standards. Urban & Community Forestry. Washington D.C.
- USDA Forest Service. 1999. Program Standards. Urban & Community Forestry. Washington D.C.
- National Urban & Community Forestry Advisory Council. 2000. Annual Report. USDA Forest Service. State & Private Forestry. Washington D.C.
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- National Urban & Community Forestry Advisory Council. 2002. Annual Report. USDA Forest Service. State & Private Forestry. Washington D.C.
- National Urban & Community Forestry Advisory Council. 2003. Annual Report. USDA Forest Service. State & Private Forestry. Washington D.C.
- USDA Forest Service. 2002. FY 2001 Accomplishment Report for Urban & Community Forestry. FS-749. Washington D.C.
- USDA Forest Service. 2002. Performance Measurement Accountability System (PMAS) for FY2000 and FY2001. Cooperative Forestry. Washington D.C.

In addition to the above, the Washington and Regional offices shared electronic files of unpublished funding and budget documents and spreadsheets as well as recent PMAS information.

- **Selected websites**

- www.fs.fed.us/spf
- www.spfnic.fs.fed.us
- www.treelink.org
- www.treelink.org/nucfac/

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The project team performed phone interviews of the state U&CF coordinators, Regional U&CF Coordinators, and representatives of national non-governmental organizations (see appendices for interview questions) including the following:

- American Forests. Washington D.C.
- Alliance for Community Trees.
- International Society of Arboriculture. Champaign IL.
- National Arbor Day Foundation. Nebraska City NE.
- National Association of State Foresters. Washington D.C.
- USDA Natural Resource Conservation Service. Washington D.C.
- USDA Forest Service. State & Private Forestry. Washington office. Mark Buscaino, Marilyn Chilton, Fred Deneke, Tony Dorrell (retired), Peggy Harwood, Joel Holtrip, Teresa McWhirt, Debbie Pressman, Al West (retired).
- USDA Forest Service. State & Private Forestry. U&CF Regional Coordinators. Magaly Figueroa, Susan Ford, John Hinz, Barbara Hollenbeck, Sandy Macias, Ed Macie, Phillip Rodbell.
- USDA National Information Center for State and Private Forestry. Gina Childs and Peter Bedker.

Analysis phase

Data from the inventory and interviews were analyzed as the final phase of the project. The information gathered from the inventory and assessment was analyzed through a variety of computer programs. A two-day analysis meeting of the project team was designed to determine program strengths, weaknesses, and opportunities.

Results from the three phases have been presented to the USDA Forest Service U&CF staff, NUCFAC, the U&CF committee of the NASF and as part of the 2003 National Urban Forest Conference.

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- Pepper Provenzano. TreeLink. www.treelink.org

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The USDA Forest Service Urban & Community Forestry program

Urban & Community Forestry (U&CF) is a program of the State & Private Forestry (S&PF) section of the USDA Forest Service. The S&PF website (www.fs.fed.us/spf/, accessed January 19, 2004) described the U&CF program as one that “promotes the creation of healthier, more livable urban environments across the Nation. We maintain, restore, and improve the health of urban trees, forests, greenspaces and sustainable forest ecosystems.” The U&CF mission statement (www.fs.fed.us/ucf/, accessed January 19, 2004) is:

The USDA Forest Service and State Forestry Agencies, in partnership with national and local organizations provide a comprehensive approach to the stewardship of urban trees and forest resources. This approach helps ensure the vitality of communities by engaging people where they live, work, and play. The Program provides financial and technical assistance to plan, protect, establish, and manage trees, forests, and related resources. The outcome is to restore and sustain the health and quality of the natural and human environments in urban areas.

The U&CF website further defines its program mission as “Provide technical and financial assistance to help improve the livability of cities and communities through managing urban forest resources to promote a healthy ecosystem.” Specific objectives include:

- Provide technical and financial assistance.
- Strengthen FS and State leadership in the care of urban and community forest resources.
- Increase transfer of technical information.
- Increase awareness and education about the importance of healthy urban forest resources.
- Promote volunteerism and citizen participation.
- Ensure urban greening efforts are biologically sound and sustainable.

An overall description of the program, its visions, goals, authorities and implementation is contained in the November 1997 Urban & Community Forestry **Program Standards** publication (revised in 1999). The document also describes the roles and responsibilities of the Washington and Regional offices and sets the standards for participation by the states.

At the current time, the U&CF program’s action plan is focused on the vitality of communities through 1) increased agency capacity, 2) expanded partnerships and services, 3) expanded resources and funding, and 4) advanced research and technology transfer (http://www.fs.fed.us/ucf/action_plan.htm). Within each of the components are objectives and action items involving the Washington and Regional offices, state foresters, and the agency’s Urban National Forest Coalition.

Authority

The U&CF program gains its authority from Section 9 of the 1978 Cooperative Forestry Assistance Act. The Act provides the general authority for the U&CF program and describes its purpose to “provide financial, technical and related assistance to State Foresters...for the purpose of encouraging states to provide information and technical assistance to units of local government and others.” The general authority further extends to “cooperate with interested members of the public, including non-profit private organizations.” The Act also established National Urban and Community Forestry Advisory Council (NUCFAC) and the Challenge Cost-Share Grant program.

In order to receive financial support for the programs detailed in the Cooperative Forestry Assistance Act, each state must match federal funds with its own resources. For example, if the federal allocation to a state was \$500,000, the state must match that amount. This is true for each of the programs (not just U&CF) within the Act.

Section 12 of the legislation authorizes consolidated payments of federal assistance to the states, allowing for funds for urban forestry to be combined with those from programs such as Forest Stewardship and fire prevention. Because states have a variety of programs supported by federal funds, consolidated payment approach facilitates accounting procedures. The states provide information on how they have matched the total federal allocation. They are not required, however, to match federal allocations for individual programs.

Administration

The U&CF program is managed by the National Program Leader located in the USDA FS Washington office (WO). The Deputy Chief for State & Private Forestry oversees the U&CF program and supervises the Program Leader. Each of 10 Regions (see Table xx) has a staff person responsible for U&CF. These Regional Coordinators (RC) vary in title and responsibilities, and may have program responsibilities other than urban and community forestry. For example, RCs have job titles that include Regional Urban Forester, Program Manager, Cooperative Forestry Management Specialist, and Branch Chief. **U&CF Program Standards** identify the RCs as responsible for monitoring state programs and their effectiveness.

USDA Forest Service regions were designed for the administration of the National Forest System. It is for this reason that regions vary from a single state (R-10, Alaska) to 22 states (NE Area) (see Table 1). Regional population and U&CF funding allocations vary as widely. While the agency’s regional designations may have a logical basis from a land management standpoint, they bear no real relevance to the State and Private Forestry programs including U&CF. The differences in regional size, population and number of states are inequities that naturally impact program delivery. This problem is most acutely felt in the west, where 22 states and territories are divided into seven Regions.

U&CF Regional Coordinators administer programs and funding for states and territories within the individual regions. To that end, their primary contact is with a state’s natural resource agency through the State Urban Forester Coordinators (SUFCS) and the State Foresters. In addition, RCs interact with universities, Resource Conservation Districts, government agencies, non-government organizations and corporations.

The National Program Leader does not supervise the RCs. The Cooperative Forestry Director, under supervision of the Regional Forester does. As such, the National Program Leader provides program direction to the RCs largely through the Cooperative Forestry Directors, but has no supervisory authority.

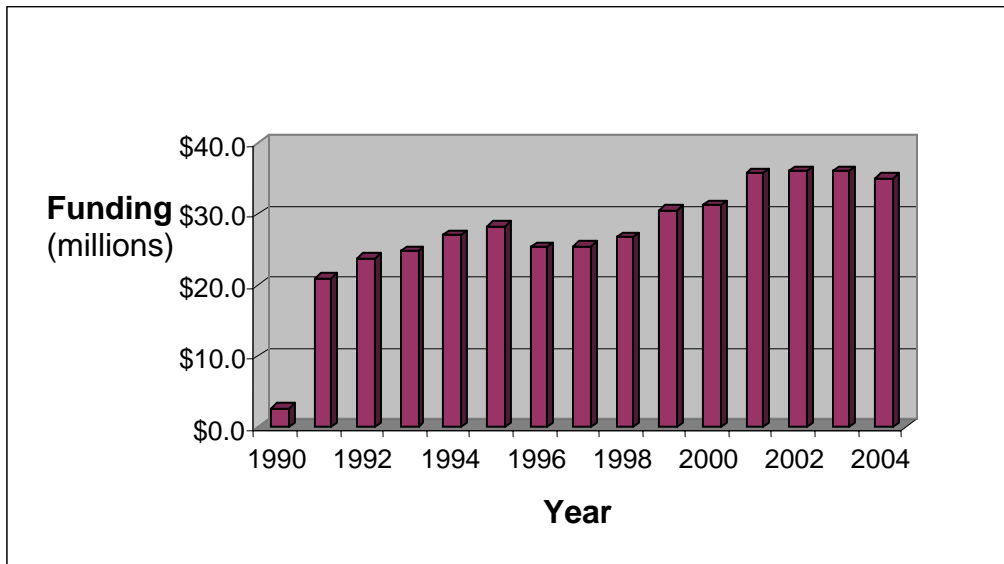
The Program Standards established four standards for state participation as requirements for receiving federal funding. The standards are:

1. Establishment of a state advisory council.
2. Full-time staff position as state urban and community forestry program coordinator, commonly called the state urban forest coordinator (SUFC).
3. Full-time staff position as volunteer/partnership coordination.
4. Creation of a state urban and community forestry strategic plan.

Funding

From 1978 to 1990, the annual funding level for U&CF was in the area of \$3 million. In 1991, funding was increased several-fold (Figure 1). Over the past 12 years, annual allocations have ranged between \$20 and \$36 million.

Figure 1. Federal U&CF funding since 1990. Source: USDA Forest Service. Urban & Community Forestry. Washington D.C.



Federal U&CF funds are distributed in the following manner:

1. The allocation is received by the USDA FS Washington office (WO). The WO retains funds for the following:
 - Staff and operations
 - National Urban & Community Forestry Advisory Council (NUCFAC)
 - National-level programs and investments.
 - Congressional earmarks.

2. The remaining funds are distributed to the USDA Forest Service regional offices (ROs). The formula for allocating funds to the regions has been two-tiered. Each state has received base funding. Above the base, remaining funds have been allocated according to several criteria. In recent years, eight factors have been considered:

- Population
- Projected population change
- Acres built-up area
- Number of communities with population greater than 100
- Number of communities with population between 500 & 49,999
- Number of housing starts
- Funds awarded & paid for completed U&CF grants to communities
- Number of Tree City USA communities (as % of total communities)

Regional offices retain funds for the following:

- Staff and operations
- Regional-level programs, projects and grants.

3. Regional offices allocate remaining funds to the states based on a formula developed in concert with the State Foresters within the region. Historically, regional allocations to states have provided a base level of support to all states, as well as an allocation based on population (both current and projected) and indicators of development. In all cases, states must match the federal allocation with their own funds.
4. The state natural resource agency receives funds from the Regional Offices. Use of the funds is decided by the state resource agency. Funds are used to:
 - Staff and operations of the urban and community forestry program.
 - Provide matching grants to local non-profit organizations and public agencies.

Fiscal year 2003 was representative of the historic pattern of funding flow (Table 1). Approximately \$36 million was appropriated to the U&CF by Congress. \$3.3 million was later removed from this total. The WO retained just over \$9 million: \$3.3 for investments directed by the Secretary of Agriculture, Chief of the Forest Service and National Program Leader, \$1.1 million for staff and operations, \$1 million for NUCFAC, \$1.5 million for national investments and \$2.7 for Congressional earmarks. National investments for FY2003 included the National Arbor Day Foundation's TreeCity USA program, the TreeLink website, and the National Urban Forest Conference. Congressional earmarks for this period included the Northeastern Pennsylvania Urban Forestry Program and Chicago Wilderness Project.

The WO sent \$28.9 million to the 10 regions, each of which retained some portion of the funds for staff, operations and projects. For example, the Southern Region provided approximately \$100,000 to support training partnerships with historically black colleges and universities. The Northeast (NE) Area supported an ecosystem analysis of the Washington D.C. area.

Table 1. USDA Forest Service Regions, Population and U&CF Allocation (FY2003) sent to States. Source: USDA Forest Service. Urban & Community Forestry. Washington D.C.

Region	Geographic coverage	Population	U&CF Allocation
1	Idaho, Montana, North Dakota	2,838,348	\$740,000
2	Colorado, Kansas, Nebraska, South Dakota, Wyoming	9,949,568	\$1,917,500
3	Arizona, New Mexico	6,949,678	\$589,000
4	Nevada, Utah	4,231,426	\$629,000
5	American Samoa, California, Fed. States Micronesia, Guam, Hawaii, Commonwealth of the N. Mariana Islands, Republic of Palau	35,566,402	\$2,316,804
6	Oregon, Washington	9,315,520	\$888,000
8	Alabama, Arkansas, Florida Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia	91,776,331	\$9,579,563
10	Alaska	626,932	\$220,000
NE Area	Connecticut, Delaware, District of Columbia, Illinois, Indiana, Iowa, Maine, Maryland, Massachusetts, Michigan, Minnesota, Missouri, New Hampshire, New Jersey, New York, Ohio, Pennsylvania, Rhode Island, Vermont, West Virginia, Wisconsin, Virginia	120,650,918	\$7,667,050
IITF**	Puerto Rico, U.S. Virgin Islands	4,024,600	\$290,000
Total, Regional funds distributed to states			\$24,829,317

** International Institute of Tropical Forestry

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The 10 ROs allocated approximately \$24.8 million to the 58 states and territories (Table 1). In total, the ROs retained \$4.1 million for operations and projects.

In summary for FY2003, \$36 million was allocated by Congress. Of that amount, 69% was made available directly to the states, 14% was retained by the Forest Service for overhead and regional programs, 14% was used for earmarks and national investments, and 3% went to NUCFAC.

Analysis of Regional Funding

“Is my state getting its fair share?”
Anonymous State Forester

A frequently asked question of the project team dealt with this issue, i.e., the fairness of federal allocations to regions and states. Since 1990, the U&CF program allocation to regions and states has been a combination of base and formula funding. The Forest Service and National Association of State Foresters agreed on the formula.

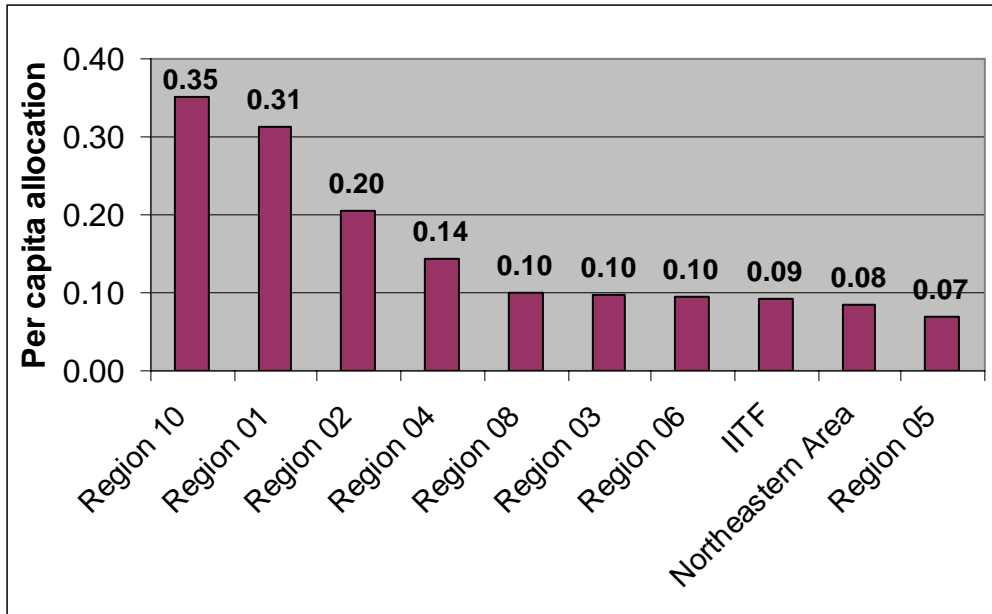
FY2003 reflected this historical pattern (Table 1). Base funding of \$150,000 was provided to 50 states, the District of Columbia and Commonwealth of Puerto Rico. The Pacific Islands received a smaller base. Additional funding was provided to states using an agreed upon formula consisting of eight factors based largely on demographic patterns.

One perspective about the fairness of funding is that all 58 states and territories receive some level of funding. While some states are allocated more than others, all benefit at some level.

Use of base funding, however, may be considered unfair. For example, in FY2003 the 25 most populous states comprised 82% of the nation's population and received 66% of U&CF funding. The remaining 25 states, District of Columbia, Puerto Rico, Virgin Islands and the Pacific Islands comprised 18% of the population and received 35% of the funding.

Another view of the fairness of funding is to consider it on a per capita basis (Figure 2). For FY2003, the most populous region (Region 5) in the country received the lowest per capita funding, \$0.07, while the least populous region (Region 10) had the highest, \$0.35. This disparity is even more dramatic when per capita allocations to individual states are considered (Figure 3). At one end is the Republic of Palau, which received over \$8 per capita. In contrast, California received \$0.03 per capita.

Figure 2. FY2003 regional funding on a per-capita basis. Source: USDA Forest Service. Urban & Community Forestry. Washington D.C.



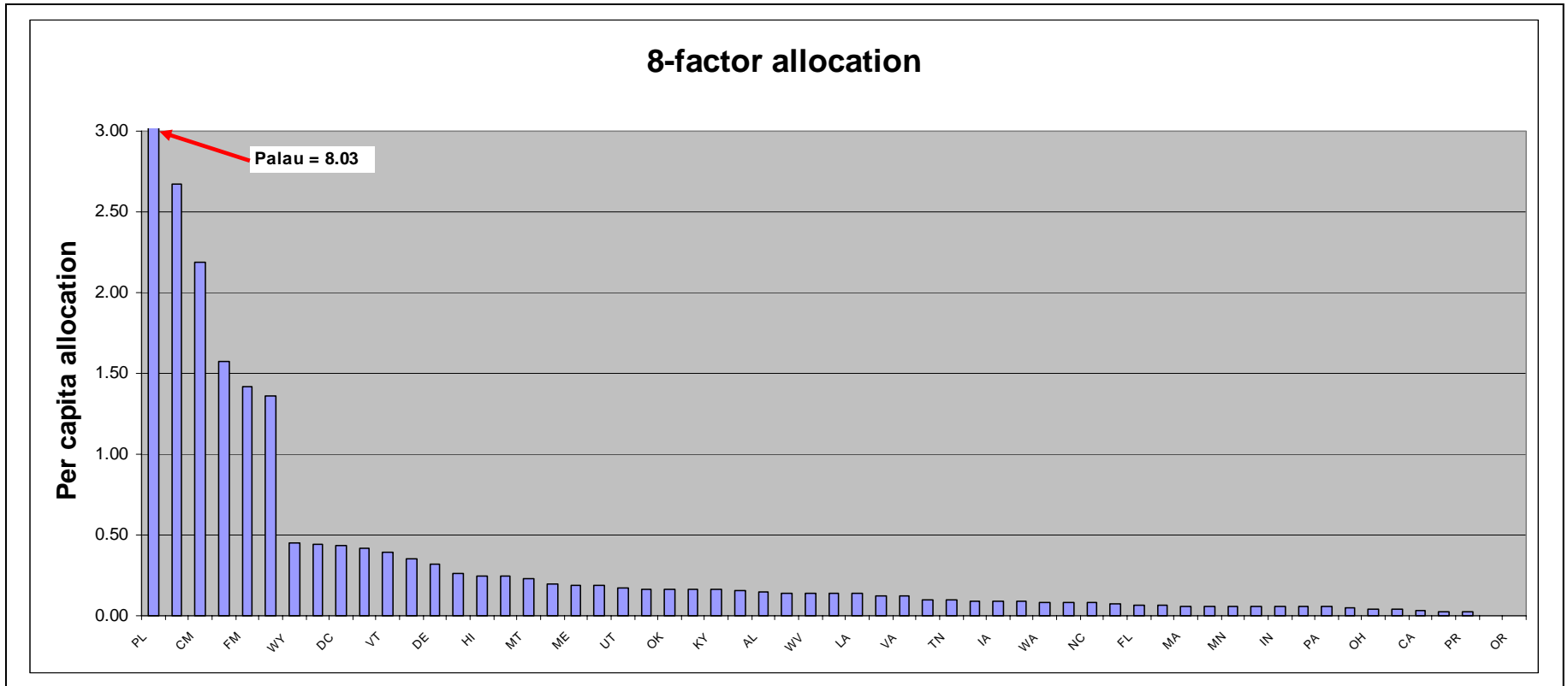
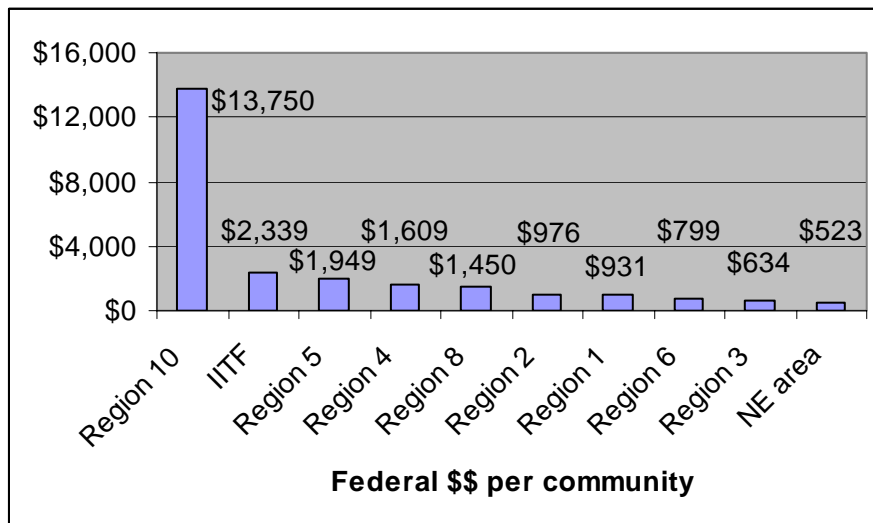


Figure 3. Summary of per capita funding for FY2003. Palau received over \$8 per capita; California (far right of figure) \$0.03

A similar trend is apparent when federal allocations are evaluated on a per community basis (Figure 4). The term “community” is defined by individual states, not by the U.S. Census Bureau or the USDA Forest Service. Much like a per capita evaluation, a per community term would divide federal U&CF funding by the number of communities in each state, a number reported by each state.

On this basis, both regions and states vary widely. For example, Region 10 (Alaska) received federal support of more than \$13,000 per community (based on \$220,000 and 16 communities). In the NE area, per community allocation was \$523 (\$7,667,050 and 14,667 communities).

Figure 4. FY2003 U&CF federal support on a per community basis.



Responding to the question, “Is my state getting its fair share?” cannot be explicitly answered, without establishing the basis on which allocations can be compared.

It is interesting to note that the U&CF Program Standards explicitly state that “funding above the state’s base funding level is available for funding projects to accomplish the objectives identified in the state’s Program Strategic Plan.” As best we are aware, no consideration of individual state objectives is included in the formula for funding above the base.

Program Performance

The 1997 U&CF Program Standards include review and evaluation of state programs. The Standards identify the Regional Offices, in cooperation with the states, as having review responsibility. In addition, states are required to conduct annual self-reviews using guidelines provided by the agency. Included in the annual evaluations are requirements for tracking mechanisms.

Since 1997, the reporting system used by S&PF has been the Performance Measurement Accountability System (PMAS). The conceptual framework for PMAS can be found in the annual Desk Guides to the system. Sufficed to say that PMAS endeavors to assess how inputs such as revenue result in activities related to urban forestry. These activities are then evaluated as outputs leading to broad benefits or impacts (outcomes). As the U&CF program has evolved, so have the details within PMAS.

PMAS focuses on the U&CF vision of “vital cities and communities through healthy and sustainable urban forests.” It assumes that if communities create and strengthen programs related to urban forests, then healthy and sustainable urban forests will result. In this view, community is a geographic location of more than 100 people. States have the responsibility to identify the communities.

PMAS establishes five levels of participation for community programs:

- Non-participatory
- Project level
- Formative
- Development
- Sustained

Each level builds upon the previous one using criteria defined by PMAS. Measures of process include the number of communities assisted, amounts of federal and matching support (direct, volunteer and in-kind), and technology transfer activities such as workshops. Having established the PMAS criteria and process, the U&CF program relies upon the states to annually compile the information.

Historical records for PMAS are lacking. Prior to the year 2000, there was no universal format for information reported by the states. Subsequent to 2000, the S&PF National Information Center has been working towards more consistent reporting procedures.

In 2001, PMAS reported 40% of the nation’s 27,824 communities participated in the U&CF program. For example, California reports 773 communities with 528 (68%) participating at some level. State-wide participation ranged from 6% (Alaska) to 100% (Guam, Hawaii, Marshall Islands, Massachusetts, and Puerto Rico). The 40% nation-wide average represents an increase from 1997’s average of 29%.

Each of the 11,133 communities reported as participating in 2001 was identified at one of the four levels (project, formative, developmental, sustained). Levels of participation also vary widely across the nation. Oregon reported 65% of its participating communities at the project level while Maryland reported 86% of its participating communities at the sustained level.

Also reported in PMAS are the contributions made as state and in-kind support. Of the 10 regions, in only two, the NE area and Pacific SW (R-5), did state support match the federal support. Five regions (NE area, R-1, R-2, R-3 and R-5) had in-kind support equal to federal support.

In 2002, the U&CF WO undertook a comprehensive evaluation of PMAS. One result of the evaluation was the acknowledgement that categories of information collected by the system vary widely in their reliability. For example, the evaluation concluded that the following had high reliability: number of state-wide communities, number of communities participating at each level and the amount of federal financial support. These categories had either good year-to-year consistency and/or solid foundation. Yet the number of communities reported by the states ranged from 27,797 (2000) to 28,952 (1998). It seems questionable that the number of communities in the 58 states and territories actually declined over a two year period.

Categories of information with low data confidence included: quantification of technical assists, in-kind contributions, outreach projects and volunteer days. In these groups, data were either not submitted by the states or varied widely from year to year.

The 2002 evaluation also provided direction for the continued development of PMAS. Originally designed for use by the federal agencies, PMAS does not appear to be useful to state resource agencies. If PMAS were more explicitly community-based where the development of a city from project to sustained level could be tracked, states might find it more valuable. Moreover, PMAS preceded the 1999 Government Performance and Results Act and may require updating in order to reflect the requirements of the legislation.

Reporting on Use of Federal Funds

The WO has neither historically collated nor summarized U&CF allocations to the states. Moreover, states are not required to report their match to federal U&CF funds. Historical comparison and analysis of U&CF program funding and use are not possible.

The National Information Center (NIC) (<http://spfnic.fs.fed.us>) was created by the agency's State & Private Forestry group to provide a central database for reporting. In the last several years, funding for the NIC has been reduced. As such, the only complete reporting is for FY1999.

In 1999, the U&CF program provided \$22 million to the 40 responding states. \$13 million went to the state resource agencies; \$9 million was provided in the form of Congressional earmarks and other directed programs. Of the \$13 million provided to states agencies, the 40 states allocated \$6 million as sub-grants. State resource agencies provided from 0 to 82% of federal funds in the form of sub-grants; the average was 43%.

For example, Maryland received \$276,965. The state resource agency retained the entire amount. South Dakota retained 92% of its federal allocation. In contrast, Washington received \$403,000. The state resource agency retained \$74,186 and provided \$328,814 (82%) to 19 sub-grant recipients.

Hawaii is an example of the power of the NIC reporting (Figure 5). The state received \$251,000 from the federal program. The resource agency retained \$133,359, distributing the remaining \$117,641 to 17 sub-grantees. The retained federal funds were for program development at the state level. The sub-grants supported education, training, tree planting and preparation of management plans. The 17 sub-grant recipients reported \$366,010 in matching funds. Thus, for each federal dollar provided to the sub-grant organizations, they returned over \$3 in matching funds.

Unfortunately, only 10 of the 40 states provided information on the match of federal funds by those receiving sub-grants. For those that did report, the states provided a total \$1.5 million as sub-grants which was matched by \$2.6 million, a leverage of \$1.7 to each federal dollar.

The NIC and information from FY1999 illustrate some of the strengths and weaknesses of the reporting system. On one hand, it is the only place that the project team was able to find detailed information on federal allocations to states, use of the federal funds by the states, sub-grants made by the states, and sources of matching funding. On the other hand, information is incomplete. Only 40 states reported any information; only 10 reported information on matching funds. As far as we are aware, the reliability of the information reported to the NIC has not been examined.

Figure 5. 1999 Report on Hawaii's U&CF Federal, State and Sub-grant support.



**USDA Forest Service State & Private Forestry
Urban and Community Forestry Program**

Grant Information for the State of Hawaii

Fiscal Year 1999

Federal Funds: \$ 251,000

Recipient	Project		Subgrant		FS Grant Amount (\$)
	Description	Location	FS Share (\$)	Match (\$)	
Hawaii Division of Forestry and Wildlife	Program Development	State-wide			251,000
Subgrants Total			117,641	366,010	
Ahahui Siwila Hawaii	Not Identified	Oahu	1,105	5,040	
Bishop Museum	Education / Training	Hawaii	900	1,860	
Kauai Nursery & Landscaping	Education / Training	Kauai	900	1,278	
Kihei Canoe Club	Not Identified	Mau	9,913	21,273	
Kona Outdoor Circle	Education / Training	Hawaii	500	985	
Kona Outdoor Circle	Planting	Hawaii	10,000	29,379	
Le Jardin Academy	Planting	Oahu	7,178	11,211	
Mainstreet Paho	Not Identified	Hawaii	10,000	15,780	
Mau Outdoor Circle	Education / Training	Mau	500	1,238	
Mau Outdoor Circle	Not Identified	Mau	9,965	108,220	
Oahu RC&D	Not Identified	Oahu	10,000	51,360	
Ohi'a Productions, Inc.	Education / Training	Oahu	10,000	11,441	
The Outdoor Circle	Management Plans	Oahu	20,000	30,000	
The Outdoor Circle	Education / Training	Oahu	1,680	1,680	
UH Urban Garden Center	Education / Training	Oahu	5,000	8,830	
Waikoloa Village Outdoor Circle	Planting	Hawaii	10,000	31,435	
WCISA	Education / Training	Oahu	10,000	35,000	

USDA Forest Service
State and Private Forestry

Information Last Updated: 19 November 2001
Report Date: 28 June 2004 12:44 PM

<http://spfnic.fs.fed.us/grants/grantsbystate.cfm>

6/28/2004

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Interaction of U&CF with other USDA Forest Service programs

The U&CF **Program Standards** include Forest Service Research, noting that research units will focus on urban and community forestry and that staff will interact closely with U&CF. In our view, urban and community forestry at the grassroots level perceives these two efforts as extensions of one another. Indeed, U&CF funds technology transfer staff at several of the Research units. The current U&CF Action Plan includes research and technology transfer as one of its priorities. Developing common goals with Research is an action step.

The **Program Standards** make only passing mention of the National Urban & Community Forestry Advisory Council (NUCFAC). No role for NUCFAC is described in either the **Program Standards** or U&CF Action Plan. Rather, the WO is directed to consult with the Council on a range of matters. A seat on the Council is reserved for a Forest Service employee. In recent years, the National Program Leader for U&CF has been this employee. Yet as with Forest Service Research, there is no document that describes the interaction between the two. Indeed, neither the S&PF website nor its U&CF section make any mention of the Council. The Council is not found in the **2002 Accomplishment Report** for the program (www.fs.fed.us/ucf/reports/accomplishment/2002/).

The Council's website (www.treelink.org/nucfac/) does not acknowledge any programmatic relationship with U&CF. The Council adopted its own action plan, *Community Forest Systems Living and Working Among Trees: Action Items For Developing Sustainable Communities and Forests* (February 1998). The plan contains the Council's vision as well as its strategic goals and commitments. There is no mention of the U&CF program.

Summary – Program Overview

The USDA Forest Service is dedicated to improving the livability of the nation's cities through its Urban & Community Forestry program. Since 1990, almost \$400 million in support of urban and community forestry has been allocated by Congress to support this effort. Over \$275 million has been received by the states. An additional \$40 million has been received by national partners and as earmarks.

U&CF program funds are disbursed from the Washington office to the agency's 10 regions then on to the 58 states and territories with the requirement that they be matched on a 50:50 basis. State allocations have been a mix of base and formula funding. This approach provides some level of support to all states but creates significant inequities when measured on a per capita or per community basis.

Assessing program activity has employed the PMAS system. While PMAS provides information, the reliability of the results are limited due to the nature of the data collected and lack of consistent reporting methods.

Inventory of urban forestry programs and organizations

As defined by the National Urban & Community Forestry Advisory Council (NUCFAC), the objectives of the inventory were to identify:

- Non-governmental organizations participating in urban and community forestry activities at the local, state, regional, and national levels.
- National, state, and local governmental organizations participating in urban and community forestry activities.
- Agencies, educational institutions, and private organizations participating in urban and community forestry activities.
- Needs, challenges, and opportunities.

To our knowledge, this is the first attempt to systematically establish and describe the national network of organizations and programs actively involved in urban and community forestry.

The respondents

The survey was designed to collect information on the current status, strengths, and weaknesses of the responding programs and organizations. It was also used to gather comparative information on changes in those programs from 1990 to 2000. The following discussion provides descriptive statistics of the respondents.

Six hundred forty-two (642) distinct organizations completed out the survey in whole or in part (see Appendix). Over 700 responses were received. Duplicate organizations were removed as were respondents with less than a minimal amount of information. Organizations deemed unrelated to urban and community forestry were also deleted.

The year in which the organization was founded was of interest in that it would provide a snapshot of the impact of urban and community forestry program growth. If the U&CF program was expanded in 1990, then new organizations should have been formed in response to a growing awareness of urban and community forestry. Such growth would, at a most basic level, reflect the potential impact of an increased federal emphasis. Federal funding for urban and community forestry increased significantly in 1991 following passage of the 1990 Farm Bill in which a new emphasis was placed on state-by-state Federal funding to be matched by each state.

A simple analysis would indicate that an increase in the number of new organizations founded would indicate a higher awareness of urban and community forestry. Growth was dramatic in the period following passage of the 1978 Cooperative Forest Assistance Act and its amendment in 1990. Over 50% of organizations were formed in the 1990's (Figure 6).

Each of the 50 states, Samoa, Guam, Micronesia, U.S. Virgin Islands, Puerto Rico, and Washington D.C. were represented. There was also a good cross section of respondents from local through international focus (Table 2).

Figure 6. Growth of urban and community forestry organizations over time.

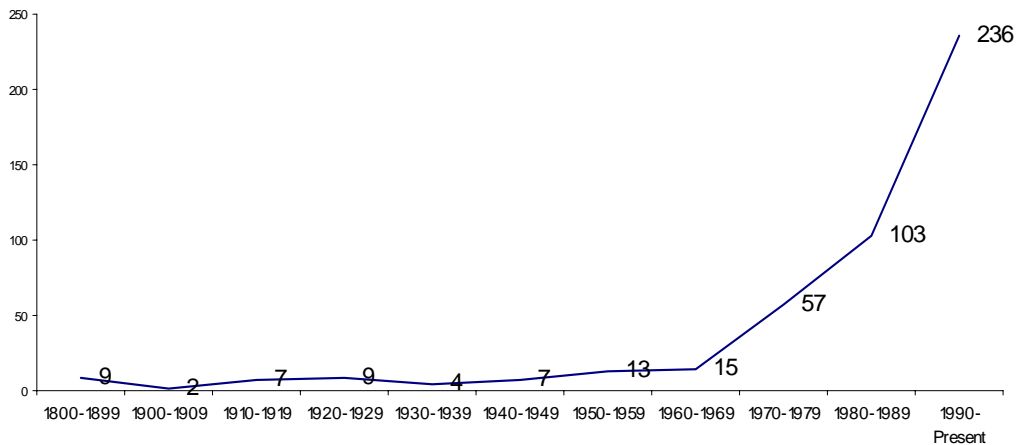


Table 2. Examples of respondents to on-line survey.

Local focus – 345

- Trees Atlanta (Georgia)
- City of Olympia, Washington
- Delmore Tree Service (Florida)

Regional focus – 95

- Chicago Metropolitan Initiative (Illinois)
- Forest ReLeaf of Northwest Missouri
- Ivey Ranch Park Association (California)

State focus – 195

- Indiana Department of Natural Resources
- Trees Forever (Iowa, Illinois, Wisconsin, Minnesota)
- Puerto Rico Cooperative Extension Service

National focus – 50

- National Arbor Day Foundation
- U.S. National Arboretum
- American Forests

International focus – 44

- International Society of Arboriculture
- Cornell (New York) University – Institute of Urban Horticulture
- TreeLink (website)

Respondents were a mosaic of governmental, professional, public and for-profit organizations (Table 3). Over 25% of the respondents represented a governmental organization at a local level (130 of 480 responses), i.e., a city or county. The second

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most frequently occurring response (14%) was a governmental agency at the state or multi-state level.

Respondents to the survey were similar across the three major regions (northeast, south and west). Government agencies were the most common response in each; 42% of the total in the northeast and south, 51% in the west.

Table 3. Geographic focus and organizational type.

	Regional	Local	Multi-state/State	International	National	Total
Governmental	9	130	67	1	9	216
Professional--Business	2	4	8	9	2	25
General Public Organization	22	47	28	5	6	108
Professional--Individual	1		5	4		10
Other	15	37	41	11	17	121
	49	218	149	30	34	480

The pattern of organization type was also reflected in its tax status. Tax-exempt was the most frequent response (60%), as would be expected with government agencies such as cities, counties and states. Just over 20% of the respondents were state regulated non-profit organizations. There were no differences across the three regions of the county.

Survey respondents represented a range of organizational size, as reflected by their annual budgets (Table 4). In general, the broader the geographic focus, the larger the organization's budget. Of those organizations responding to this question, 26% had budgets of less than \$50,000, 23% had budgets between \$100,000 and \$500,000, 21% between \$500,000 and \$2.5 million, 10% had budgets between \$50,000 and \$100,000, 13% over \$5 million, and 7% between \$2.5 and \$5 million.

In general, respondents from the west had larger budgets than those from the northeast and south. For example, 28% of organizations in the northeast and 31% in the south had budgets below \$50,000. Only 20% of organizations in the west did. 52% of organizations in the west had budgets between \$500,000 and \$2.5 million. Results for the northeast and south were 45% and 34% respectively.

Table 4. Organization budget.

	Regional	Local	Multi- state/State	Interna- tional	National	Totals
<\$50,000	19	60	31	5	2	117
\$50,001-100,000	4	18	17	3	3	45
\$100,001- 500,000	7	48	40	3	7	105
\$500,001- \$2,500,000	10	52	21	5	7	95
\$2,500,001- \$5,000,000	3	7	14	3	3	30
>\$5,000,000	4	25	15	7	10	61
	47	210	138	26	32	453

Local organizations (many which were government bodies) are funded primarily through local taxes, while multi-state and state organizations are funded primarily through federal and state sources (Table 5). Regional, national and international organizations are primarily funded through donations and contributions, while federal and state funds/grants/taxes form a significant percentage of income for all organizations – 69% of the primary source of funding, 68% of the second largest source of funding, and comprising 49% of the third largest source of funding.

Table 5. Funding sources based on organizations' geographic focus.

Local	Local taxes State grants Donations/contributions
Regional	Donations/contributions State grants Other
State/multi-state	Federal funds State funds Donations/contributions
National	Federal funds Donations/ contributions Federal funds Other
International	State funds Federal grants Other

Options for funding source: donations/contributions, federal funds, state funds, federal grants, state grants, local grants, local taxes, foundations, member dues and other.

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Respondents participate in a wide range of activities (Table 6, following page). Thirty-two percent (32%) are involved with planning and management, 28% in tree planting, 26% in tree care, 23% in advocacy and 16% in open space and landscaping. There were no regional differences in these activities. Within each of the activity areas, education was the most frequently mentioned. Whether an organization is involved in tree planting, care or advocacy, educating others is a strong component.

When given a choice of 17 potential obstacles to the success of their organization, respondents over two-thirds identified funding as the most important (Table 7). Over 50% indicated that staffing and long-range planning were issues that required their energy and attention. Over 33% of the respondents identified understanding constituent groups, sharing programs and networking between organizations, and volunteer involvement and leadership.

Table 7. Status of potential obstacles to organizational success. Results expressed as % of responses. Most frequent responses are in **bold**.

	Currently Working to Overcome	Overcome for Now	Yet to Encounter	Not Applicable
Volunteer Involvement	33.7	36.5	7.2	11.7
Volunteer Leadership	34.0	30.3	12.2	22.8
Vegetation Inventory	26.6	21.2	12.5	39.6
Vegetation Ordinances	24.7	22.9	10.9	41.5
Scheduled Maintenance Programs	33.2	24.6	9.1	33.0
Long Range/Strategic Planning	48.5	32.9	8.4	10.1
Technology Infrastructure	33.4	27.7	7.6	14.2
Staffing	49.8	20.5	3.8	11.7
Technical Expertise	28.6	54.0	8.3	9.0
Planning Expertise	15.6	33.5	9.1	11.6
Assessing Technical or Research Information	22.3	53.9	10.1	13.7
Management Skills	15.5	55.9	7.4	11.5
Networking between Organizations	40.9	47.9	5.5	5.7
Sharing Programs between Organizations	38.1	27.4	8.6	9.1
Understanding Constituent Groups	39.2	38.7	7.9	14.1
Funding Sources	66.3	24.3	4.0	5.5
Funding Supply	70.0	19.6	4.8	5.6

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Table 6. Major activities of urban & community forestry organizations. Values are % of respondents. Table includes overall average and standard deviation (SD) for all respondents as well as results for geographic regions.

	Overall	SD	North	South	West
Planning for and Management of Trees	.32		.32	.35	.33
Urban Forest	.42	.494	.42	.41	.45
Developing Tree/Natural Resource Inventory	.34	.476	.39	.32	.32
D I E Vegetation Ordinances	.23	.423	.21	.23	.28
D I E Tree Protection	.28	.452	.27	.36	.27
Performing Research	.15	.362	.17	.16	.15
Educating Other	.60	.491	.57	.66	.61
Funding Educational Programs	.17	.378	.17	.18	.17
Development of Educational Programs	.39	.489	.39	.44	.38
Tree Planting	.28		.27	.31	.29
Funding Tree Planting	.30	.458	.27	.30	.34
Installing Trees	.41	.492	.39	.44	.44
Performing Research	.12	.329	.13	.13	.12
Funding Research	.06	.231	.07	.06	.04
Educating Others	.55	.498	.51	.62	.58
Funding Educational Programs	.17	.374	.16	.18	.17
Development of Educational Programs	.36	.482	.36	.43	.33
Tree Care	.26		.25	.28	.27
Funding Tree Maintenance	.23	.418	.20	.21	.28
Caring for New Trees	.35	.478	.33	.37	.39
Caring for Mature Trees	.28	.450	.27	.30	.30
Performing Research	.12	.328	.14	.11	.12
Funding Research	.06	.231	.07	.07	.03
Educating Others	.53	.499	.53	.59	.51
Funding Education Programs	.16	.364	.14	.16	.17
Development of Educational Programs	.35	.477	.33	.40	.35
Open Space/Landscaping	.16		.18	.15	.16
Purchasing Property for Open Space	.08	.271	.09	.04	.10
Funding Open Space	.17	.379	.18	.14	.21
Performing Research	.13	.333	.15	.12	.11
Funding Research	.04	.205	.06	.04	.03
Educating Others	.41	.493	.43	.46	.39
Funding Educational Programs	.12	.328	.14	.11	.12
Advocacy	.23		.23	.24	.23
Performing Advocacy	.30	.459	.28	.32	.33
Funding Advocacy	.06	.234	.06	.05	.07
Educating Others	.44	.497	.44	.48	.42
Funding Educational Programs	.13	.333	.14	.11	.11

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At the same time, some of the responding organizations were able to identify potential obstacles that have been overcome for the time being. Over 50% identified technical expertise, assessing information and management skills in this way, followed closely by networking.

It may be of interest to note the “not applicable” column of Table 7. Potential obstacles such as vegetation inventory, vegetation ordinances, and scheduled maintenance were noted by over 33% of respondents as not applicable to their organization. If the “not applicable” option were removed from the question, the overall proportion of responses of “currently working to overcome” and “overcome for now” would dramatically increase. This indicates the continuing need in these areas. It seems clear that there is an opportunity for organizations that have “overcome” obstacles to assist those in need.

Staffing

The urban and community forestry organizations were asked a series of questions regarding staff and volunteers. Almost 500 respondents provided information on the number of full time staff. As might be expected, organizations with a local and regional focus had fewer staff than those at the state, national or international level (Table 8). The level of variation, as measured by the range and standard deviation around the average, was high. Some organizations had no full-time staff while others had over 10,000. Median values were consistently lower than means, suggesting that many responses were clustered at the low end of the range.

Table 8. Full-time equivalent (FTE) personnel on staff.

	N	Range	Median	Mean	Standard Deviation
Local	204	0 to 1,400	4	22	103
Regional	79	0 to 300	1	20	52
State/multi-state	134	0 to 13,500	4	180	1,246
National	32	1 to 10,000	16	363	1,762
International	29	0 to 2,000	6	251	587
Total	478				

Note. Range indicates the lowest and highest response. Median represents the halfway point, i.e., 50% of responses were above and 50% below. Mean is the average number of FTEs.

Respondents were also asked to provide information on staff belonging to underserved or minority populations based on race, national origin or some other criterion. Participation by the survey respondents was lower than for the general staffing question: 478 to 342 (race), 309 (national origin) and 262 (other). Local, regional, and multi-state/state organizations employ few staff belonging to minority or underserved populations whether defined by race, national origin or another criterion. International and national organizations have made minor inroads in the area of race.

Within this limited sample, some proportion respondents provided information. Based upon the responses, the full-time staff of urban and community forestry organizations are not diverse. This could be a reflection of a number of issues, which were not investigated in this project.

Volunteers

Volunteers provide a significant number of days of service to urban and community forestry organizations. We defined a day of volunteer activity as four volunteers working one day being four volunteer days, while 100 volunteers working for half a day would be 50 volunteer days. There was significant variation in the amount of volunteer activity and standard deviation around the mean (Table 9). Median responses were consistently lower than means, suggesting that values were clustered on the low end of the range.

Table 9. Number of volunteer days provided in the last year.

	N	Range	Median	Mean	Standard Deviation
Local	175	0 to 17,133	75	502	1,657
Regional	68	0 to 9,407	150	669	1,479
State/multi-state	102	0 to 18,680	188	1,200	2,718
National	20	0 to 781	25	135	223
International	22	0 to 15,000	158	2,045	4,162
Total	387				

Respondents were also asked to specify the number of volunteer days contributed by underserved or minority populations, defined by race, national origin or some other criterion. There was a considerable drop-off in number of responses, from 387 for the general question to 238 (race), 208 (national origin) and 153 (other).

In contrast to staffing, people of color participate as volunteers in local, regional and state organizations (median values of 3½, 1 and 5 respectively) but not at the national or international level. The amount of volunteer participation based upon race, as a total of all volunteers, is minimal at all levels. There was no indication of volunteer participation based on national origin or other criteria.

While a more in depth look is required, it is safe to say that the urban and community forestry professionals are in need of a program that engages volunteers underserved and minority populations. This need will only increase as our nation’s population becomes more diverse.

Tree Planting

Those members of the urban and community forestry network who indicated that tree planting was one of their activities were asked to elaborate on this topic. This section highlights the responses based on planting design services, tree purchases, and what influences their tree purchasing decision.

Planting design service

Groups actively involved in tree planting were asked, “What service (if any) do you use for planting design? (Please select all that apply).” For the 394 respondents, in-house design was consistently the most frequent response, regardless of geographic focus.

The total numbers also provide an interesting picture with in-house design being selected 55% of the time, followed by forestry services with 41%, landscape architects 35%, and design firms at 15%. Local and regional groups were more likely to use in-house staff and design firms than larger organizations.

Sources of trees

Among the 394 respondents, wholesale nurseries were the most frequently identified source of trees (Table 10). More than one selection was permitted, and other common sources included retail outlets and state nurseries. There was some variation by geographic focus. Eighty-four percent (84%) of local groups identified wholesale nurseries while only 50% of organizations with an international focus did so. State and national focused groups were more likely to use state nurseries.

Table 10. Sources of trees used by urban & community forestry organizations.
 Values expressed as % of respondents selecting this choice.

	Wholesale nurseries	Retailers	State nurseries	Tree banks
Local	84	33	23	14
Regional	76	27	37	13
State/multi-state	58	28	44	15
National	73	27	45	5
International	50	41	32	14
Average, all responses	74	31	32	13

Tree purchasing decisions

Availability of trees was noted most frequently as the factor that influenced the decision to make a purchase (Table 11). Local and regional groups cited availability more frequently than groups with a national or international focus. Price was noted by 48% of the

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respondents with local and regionally-focused groups citing it at a higher rate. Shipping costs were indicated as influencing a decision to purchase by 10% of the respondents.

Table 11. Factors influencing the decision to purchase trees. Values expressed as % of respondents selecting this choice.

	Price	Availability	Shipping cost
Local	57	63	8
Regional	51	66	14
State/multi-state	33	59	13
National	41	45	5
International	27	41	--
Average, all responses	48	60	10

Annual tree purchases

The final questions of the survey dealt with annual spending on trees and numbers of trees planted (Tables 12 and 13). As might be expected, organizations and programs with a national focus spend the most for trees and plant the greatest number of trees. Variation at all levels is high (note standard deviations). It is noteworthy, that no matter the geographic focus, over 250 different organizations are actively involved in tree planting.

Table 12. Expenditures and number of trees planted by organization’s geographic focus. Values represent the number of respondents (N), the mean and standard deviation (SD).

Geographic Focus	N	Spending		N	Trees planted	
		Mean	SD		Mean	SD
Local	151	\$63,737	\$198,975	150	10,898	106,195
Regional	51	\$48,322	\$96,033	52	3,352	6,472
State	37	\$103,372	\$292,358	50	120,820	706,807
National	11	\$973,555	\$2,998,945	11	1,350,571	3,088,334
International	6	\$16,633	\$22,385	10	323,467	942,476
Total	256			273		

A variety of organizations are actively planting trees. Included in this group are government agencies such as cities and states, and general public organizations such as local tree planting groups. Although variation in the amount of money spent on trees and the number of trees planted is high, trees are being planted by a wide variety of organizations.

Table 13. Expenditures and number of trees planted by organizational type. Values represent the number of respondents (N), the mean and standard deviation (SD).

Organization Type	Spending			Trees planted		
	N	Mean	SD	N	Mean	SD
Governmental	119	\$82,196	\$237,715	128	18,770	120,778
Professional - - business	26	\$93,923	\$212,694	26	200,769	9,779,633
General public organization	56	\$27,298	\$54,844	56	23,640	133,388
Professional - -individual	3	\$10,336	\$9,510	3	117	29
Other	46	\$279,271	\$1,478,286	53	320,605	1,506,383
Total	250			266		

Summary

Based on the 642 organizations and programs that completed the on-line survey, we may describe the urban and community forestry network as:

- Existing in every region of the country including all 50 states.
- Active at the local, regional, state, national and international level.
- Consisting of businesses, both for- and non-profit, as well as government agencies and universities.
- Relatively young with over 50% of the network initiated since 1990.
- Dependent on local taxes, state and federal funds, and contribution or donations from members for their financial support.
- Active in all aspects of urban and community forestry, from planning and management to tree planting and care, to advocacy, open space and landscape management. In each activity, education is a key component.
- Limited by funding, staffing, and long-range and strategic planning.
- Operating with a wide range of staff.
- Involving few minority or underserved populations either as volunteers or staff.
- Active in tree planting.

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The Practitioner Perspective

The USDA Forest Service U&CF program operates on several levels. The agency's Washington office has partnerships with non-government organizations that are national or international in scope. Within the 10 Forest Service regions, the program's regional coordinators interact with states as well as other organizations. Within each state, a State Urban Forest Coordinator (SUFC) represents the State Forester and state resource agency and manages the implementation of activities such as grants, technical assistance and educational program. Representatives of each of these groups were interviewed. Their insights and comments were considered alongside one another and provided the perspective of on-the-ground participants in the U&CF's educational program.

The National Non-government Organization Perspective

Six national partners of the Forest Service U&CF program were interviewed: Alliance for Community Trees, American Forests, International Society of Arboriculture, National Arbor Day Foundation, National Association of State Foresters, and the USDA Natural Resource Conservation Service. These groups represent the broadest possible spectrum of audiences. Members and clients range from citizens to urban forestry professionals, from public agency staff to non-profit tree planting groups; from university faculty and students to federal agencies. At the same time, not all of these organizations think of themselves as an urban and community forestry group; their mission may be broader.

Programs offered by these organizations are as diverse as their membership. Education, training, recognition, research and policy development are each provided by more than one organization. As a group, these partners also reach to audiences beyond their membership.

The national organizations acknowledge the importance of the U&CF program to their group and its mission. They regard the Forest Service as a partner in a variety of programs from the National Arbor Day Foundation's (NADF) Tree City USA effort, to the American Forests' (AF) convening of the national urban forest conferences. In addition to financial assistance, the U&CF program provides technical expertise. The National Association of State Foresters (NASF) also interacts with the Forest Service in a policy role.

Loss of tree canopy (due to urban sprawl), lack of awareness about the benefits of urban forests and program sustainability are the key issues facing urban and community forestry. The U&CF program addresses these issues through its relationship with USDA Forest Service Research as well as through its financial and technical assistance. The organizations offer a diverse set of goals for the U&CF program including national leadership in enhancing awareness of the benefits of trees, and the need to invest in the urban forest as well as continuing to provide financial and technical assistance. In addition, they would like the U&CF program to be an advocate in Washington and a convener of grassroots to the national programs. They support the use of performance-based allocations to achieve these goals but are uncertain as to how performance might be assessed.

The organizations acknowledge the need for specific criteria to assess success of the U&CF program. They did not, however, identify what those criteria might be.

When asked for additional comments about the U&CF program, the national organizations were energetic in response, offering the following ideas:

- Focus on long-term management.
- Reduce emphasis on planting. Acquiring trees is easy; management is more difficult.
- Develop clear direction and message with accessible information.
- We want to continue the partnership.

The Regional Coordinator Perspective

Six of the nine Regional Coordinators (RC) of the Forest Service U&CF program were interviewed. As a group, these coordinators represent the diversity of regions within the agency. In some cases, the RCs manage a staff of other urban and community foresters. The NE area has 10 FTE involved with urban and community forestry. In contrast, R-6 (Oregon and Washington) devotes 0.5 FTE to the program.

Despite the diversity of geography and staffing, the RCs have similar clients and audiences (e.g. states, non-government organizations) and activities (e.g. financial and technical assistance). Four of the six regions interviewed provide regional-level grants. Overall, the relationship of the RCs with the state coordinators is strong and effective.

The Washington office (WO) provides program direction, leadership, management, technical assistance and networking to the regions. The RCs characterized their relationship with the WO as good and improving. Several noted good relationships with the current director. RCs described their interaction with one another as good but open to improvement. Although not specifically asked about it, the RCs noted the importance of USDA Forest Service Research to their program.

When asked to consider the primary challenges to the U&CF program, the RCs were clear and to the point:

- “There has been limited success in building sustainable grant programs, particularly with the state forestry agencies.”
- “(There is) no lasting capacity of U&CF at the state level. Overwhelming dependency of states on the federal agency.”
- “U&CF program viewed as a “nice to do” by the state rather than critical component of their agency’s effort.”
- “Lack of visibility and recognition (at state level).”
- “Getting sufficient program delivery resources at the state level. (It is) the poor step-child within the forestry organization (of the state).”

RCs expressed divergent opinions about the allocation of federal funds. On one hand, resources should be targeted to urban areas. On the other, the current funding formula places rural states at a disadvantage. A similar difference of opinion was expressed about national level initiatives and partners.

The State Perspective

The State Urban Forest Coordinators (SUFCs) from thirty-eight (38) states were interviewed. SUFCs represented every Forest Service region except for the International Institute of Tropical Forestry. The average tenure of SUFCs in their current position is just over 5 years, with a range of two months to 20 years. Since 1990, states have averaged just over two people in the SUFC position (range 1 to 4). Fourteen (14) of the 38 states interviewed had a volunteer coordinator on-staff.

Western states coordinators generally held the title, Community Forestry Program Manager, emphasizing the community over the urban. Eastern and Southern states were far more likely to be titled (State) Urban and Community Forestry Coordinator, emphasizing the urban focus of their positions.

Program focus and activities

Many states suggested that the focus of the program had shifted dramatically, evolving since 1991 when the emphasis was on “getting the word out” and building awareness of the program. In contrast, the present-day challenge is meeting the demand for funding and outreach. Today, the emphasis is on helping people “understand how, why and when it’s important.” State coordinators expressed a common, positive analysis of the program maturing over the years with the demands increasing in complexity.

Activities performed by SUFCs vary widely by state and region. Only 28 of the 38 SUFCs interviewed manage grants (Table 14). Among those who are involved with grants, the amount of time spent on this activity ranges from 5 to 75%. Eleven (11) of the 15 SUFCs in the west had specific programs targeted at non-traditional or underserved populations. Only two states in the south and one state in the NE area had such outreach.

Table 14. Activities performed by state urban forest coordinators.

Activity	No. of states performing	Range of time spent
Grant management	28	5 to 75%
Education	19	8 to 60%
TreeCity USA	17	2.5 to 32%
Other	17	5 to 100%
Technical assistance	16	2.5 to 40%
Partners/projects	14	5 to 60%
Administration	11	5 to 38%
State Council	9	1 to 25%
Community assistance	8	20 to 80%
Staff	5	5 to 35%
Fire plan	1	40%

Note: 5 SUFCs spent 100% of the time on “other” activities: American Samoa, California, Maryland, Tennessee, and Utah.

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SUFCs mentioned that once awareness, assistance and/or grants had reached a certain level, towns or cities hired foresters and became self-sustaining, no longer requiring grants. They suggested that a successful state program could be measured by “the development of forestry programs in communities, (the number of) TreeCity USA, and the number of dedicated city foresters.”

Relationship to the Federal U&CF program

SUFCs see their program either as a partnership between the state and federal government (17 responses) or a state program that receives federal assistance (17 responses). Three SUFCs described their program as a federal one with state assistance. That said, two-thirds of the SUFCs in the western regions noted that their program would be discontinued if federal funding were reduced. The opposite was true in the Southern region (R-8) and NE Area, where a majority of SUFCs thought the program would continue. The following are comments from SUFCs in the west regarding loss of federal funding:

- “Tremendous impact, would not continue in the same capacity; catastrophic.”
- “End of the program right now.”
- “Program would always be there. Probably would not have the grants.”
- “It would collapse.”

The requirement for federal funding in the western regions (Rs-1, 2, 3, 4, 5, 6 and 10) was reinforced as a majority described funding at the primary challenge their state’s program. Funding was also the most frequent challenge noted in the NE Area. In contrast, a majority of SUFCs in the Southern region (R-8) described outreach (to small communities) as most important.

Most states appear to maximize available resources by developing strategic partnerships with other agencies such as non-government organizations, cooperative extension, resource conservation districts, the state council, International Society Arboriculture, and public utilities. For many, these links with the private sector were keys to successful program delivery, expressed as, “We are a small community and can’t do much without our partners.”

Several NE area and Southern region state coordinators mentioned that they would like to see the state programs sustain themselves rather than depend on federal monies. The federal monies could then be used in a more strategic manner depending on the individual needs of particular states. The coordinators noted that doing so would be initially difficult but would make for a better program in the long run. Some coordinators from the west echoed the need for states to be held accountable for the use of federal funds and demonstration of the state match. Comments on these issues include:

- “There is no incentive for states to take responsibility for their program.”
- “We are not yet self-sufficient, this may happen in the next 25 years if the program becomes valued enough to gain support and funding at the state level.”
- “The Federal Program should be providing regional and national linkage to other state U&CF programs.”
- “Like to see it (federal support) move away from dependency to program support/technical assistance role.”

- “A lot of states depend 100% on federal funding – they tell communities not to build their programs on grants. (There should be) reduction on allocations to states. At some point states have to take responsibility.”
- “(My state) always will rely on feds in some way or another. As they (federal program) change focus, I doubt that we will ever be self-sufficient.”
- “(Federal money is a) key player – will not be able to do things at the state level without their help.”

The education of local governments was also mentioned as necessary to ensure support for the program on the way to it becoming more self-sustaining.

SUFCs had mixed comments about the Regional Coordinators of the federal program. RCs were seen as supportive and valuable, particularly in connecting one state to others and providing ideas. RCs that oversaw fewer states and were less involved with fire or other issues that took their attention away from U&CF were perceived to be more effective and hands-on. Specific comments include:

- “(RC) is not readily available to us.”
- “(RC) passes on information but does not guide us.”
- “I’m not sure what to expect from them.”
- “(RC) has to deal with a large area.”
- “(RC) is stretched.”
- “Haven’t always been all that useful in information provided.”
- “Great – effective influence on the state.”
- “Excellent! We ask for help and get it right away.”
- “Do not cut this person.”
- “(RC) is very effective at their job. They understand each state has different circumstances and the state program reflects those circumstances.”
- “(RC) facilitates communication within the region and technical support as requested.”
- “(RC) doesn’t coordinate anything for us...provides info...lot of room for improvement.”
- “Provides advocacy at national level.”
- “(RC) is distant, preoccupied with fire and other stuff, so their time is not devoted to U&CF.”
- “Extremely effective.”

SUFCs perceive the U&CF WO as “top-heavy” with redundant NUCFAC projects draining resources. Feelings were expressed as:

- “Give money back to the states – (NUCFAC grants are) wasted money – give it to the big cities.”
- “Cut staff at federal level, so that \$ can go directly to states, rather than staff at the regional level.”

Role of State Councils

The role of State Councils is not uniformly defined. Councils are usually advisory. For some SUFCs, councils could be more active and better advocates. Others say they are advisory and should stay in a limited role (though any state with an effective and proactive council disagrees). It is difficult to attract members and achieve diverse representation. As one SUFC put it, "It's difficult to represent all populations – in such a vast state, rural community members have a long way to travel."

For most states, the council's major role is in grant review. For some SUFCs, the impression is that the council is there because it's required. One SUFC questioned the federal requirement for a council, "I don't necessarily see a need for one at all. Urban forestry happens at the local level and it loses momentum at the state level."

In some cases the coordinator or their assistant acts as Executive Secretary to the council. One coordinator stated that their assistant "runs the show."

SUFCs with active/proactive councils are supportive, particularly when the council performs in an advocacy role with the state legislature. In contrast, the relationship between state council and SUFC can be characterized by distance, with the council having its own agenda. Most coordinators wished their councils would be more active, taking an advocacy role and getting involved in the community.

The dilemma of under-served populations

About half of the states had programs specific for under-served populations. Some states with large minority populations noted that they would welcome a staff member dedicated to serving these populations. Most coordinators noted that they had language in their grant proposals that gave priority to traditionally under-served populations. Included as under-served were the following groups: Hispanics, populations in geographically diverse areas, senior citizens, Haitians/Creoles, inner city populations, Native American tribes, households below poverty level, African American population and rural communities.

Through the survey and subsequent interviews, no program was presented that systematically addressed under-served populations and no strong examples for programs to model or adopt.

The Urban & Community Forestry Network

Over 640 programs and organizations completed the on-line survey. In order to better understand who completed the survey, respondents were grouped into one of 36 categories (Table 15). The largest group of participants was from city and county government. The 193 respondents in this group represented 30% of those completing the survey. The second largest category was locally-oriented organizations with a “green” focus, i.e., tree planting and community groups active at the community level. Taken together, these two categories comprised 43% of all survey respondents.

Partnerships

One of the questions asked of the survey participants was “Of all the other organizations that your organization is affiliated with, please list the five you evaluate as most important.” Of the 642 participants, 458 completed this question. Together, they identified a total 1843 affiliations representing 1218 different organizations.

The International Society of Arboriculture (ISA) was the most frequently mentioned affiliate, noted 132 times (Table 16). The USDA Forest Service was noted as an affiliate 107 times; the National Arbor Day Foundation, 66 times. Together these three organizations represent 17% of the 1843 affiliates. Other organizations with more than 20 responses included: National Tree Trust, American Forests, Alliance for Community Trees and USDA Natural Resource Conservation Service. Each of these seven organizations has a national or international focus as well as an active program in urban and community forestry.

In a manner similar to that used for the survey respondents, each of the 1218 organizations was grouped into one of 38 categories (Table 17). Affiliate categories noted more than 100 times were: city and county government (197), the state resource agency (192), state-wide organizations with a “green” orientation (133), the ISA (132), local organizations with a “green” orientation (129), national organizations with a “green” focus (111) and the USDA Forest Service (107). Together these seven categories comprise 54% of the 1843 affiliates. These results reflect the nature of U&CF program: providing assistance to state and local governments and community groups.

Table 15. Categories of survey respondents and their frequency of occurrence.

Category	Example of Survey Respondents	No. of responses
City & county government	Prince William County (MD) City of Augusta ME, Town of Herndon VA	193
Local organizations with "green" focus	NE Missouri Community Forest Council, Sacramento (CA) Tree Foundation, Trees for Atlanta (GA)	84
Colleges & universities	Southern University (LA), Univ. of Washington, Cuyamaca College	42
State resource agency	Alaska Community Forestry Program, Guam Div. of Forestry & Soil Resource, Wisconsin Dept. Natural Resources	42
State-wide organizations with "green" focus	Hoosier ReLeaf (IN), Pennsylvania Horticultural Society, Trees New Mexico	36
City & county tree boards, committees and commissions	Grundy Center (IA) Tree Board, Cottage Grove (OR) Urban Forestry Committee, Urbana (IL) Shade Tree Commission	30
Other (did not fit into other specific categories)	Eagle Eye Institute, Desert Research Inst., Plant-It 2000	24
Cooperative Extension (State & County)	Cornell Cooperative Extension - Onondaga County (NY), Forestry Extension - Iowa State Univ., Puerto Rico Cooperative Extension Service	22
For-profit companies	Davey Resource Group, Grayhill Solutions LLC, HortScience, Inc.	22
Resource Conservation Districts	Mercer County (NJ) Soil & Conservation District, Iowa Heartland Research & Conservation District Inc., Canadian River Soil & Water Conservation District	22
State urban forest council	Alabama Urban Forestry Council, Massachusetts Community Forestry Council, Nevada Shade Tree Council	21
Arboretum/botanic gardens	State Botanical Garden of Georgia, Univ. California (Davis) Arboretum, JC Raulston Arboretum (NC)	18

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Table 15, continued. Categories of survey respondents and their frequency of occurrence.

Category	Example of Survey Respondents	No. of responses
National organizations with "green" focus	National Association of State Foresters, PlantAmnesty, Scenic America	15
USDA Forest Service	International Institute of Tropical Forestry, Center for Urban Forest Research, NE Center for Urban & Community Forestry	11
Local organizations, non-green	Cheyenne (WY) Mountain Zoo, Fresno County (CA) Economic Opportunities Commission, Tallahassee (FL) Museum of History & Natural Science	10
State agencies other than resource agency	Indiana Dept. of Transportation, Ohio Conservation Corps, Tennessee Valley Authority	10
US government agencies, other	Bureau of Land Management, Air Force Academy, National Park Service	8
International Society of Arboriculture (inc. chapters & professional affiliations other than the Society of Municipal Arboriculture) Foundations	Pacific NW Chapter, Student Society of Arboriculture, Utility Arborist Assoc.	5
National organizations with environmental focus	Arroyo Seco Foundation, Tropical Forest Foundation	3
State government	The Nature Conservancy	3
USDA Natural Resource Conservation Service	Nebraska State Capitol	3
Electric utilities	American Electric Power	2
Alliance for Community Trees (ACT)		1
American Forests		1
California ReLeaf		1
National Arbor Day Foundation		1
National Tree Trust		1

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Table 15. continued. Categories of survey respondents and their frequency of occurrence.

Category	Example of Survey Respondents	No. of responses
National Urban & Community Forestry Advisory Council		1
Society of American Forests		1
Society of Municipal Arboriculture		1
State-wide organizations, non-green		1
Tree Care Industry Association (formerly NAA)		1
TREE Fund		1
TreeLink		1
US Fish & Wildlife Service		1
Total, all survey respondents		642

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Table 16. Organizations most frequently identified as important affiliates of survey respondents.

Organization	No. of Responses
International Society of Arboriculture**	132
USDA Forest Service	107
National Arbor Day Foundation	66
National Tree Trust	32
American Forests	26
Alliance for Community Trees	20
USDA Natural Resource Conservation Service	20
Indiana Dept. Natural Resources	16
Tree Care Industry Association	16
Indiana Urban Forest Council	14
California ReLeaf	13
California Dept. Forestry & Fire Protection	12
Society of American Foresters	12
Alabama Urban Forestry Association	11
Texas Forest Service	9
National Urban & Community Forestry Advisory Council	8
Ohio Dept. Natural Resources	8
Society of Municipal Arboriculture	8
US Fish & Wildlife Service	8
American Society of Landscape Architects	7
California Urban Forest Council	7

** Includes Chapters & Professional Affiliations

Categories of affiliate organizations were sorted by the geographic focus of the survey respondent (Table 17). As a general observation, survey respondents affiliate with organizations that share their geographic focus. For example, locally and regionally oriented survey respondents identified city and county governments as their most common affiliate. Respondents with a state focus identified other state organizations and the state resource agency as their most frequent affiliate. At the national level, survey respondents identified the ISA, USDA Forest Service and the Tree Care Industry Association as important affiliates. Among survey respondents which identified their geographic focus as international, national organizations with a “green” focus was the most frequently identified affiliate.

Network Analysis

The USDA Forest Service UC&F program operates at the national, state and local level. The relationships that have developed as a result of the program form a network of organizations, companies and agencies. This network might be described as the *urban forestry community*. When survey participants identified the affiliates important to their organization, they also identified the individual nodes that link together to form a broader network.

For example, HortScience, Inc., a regionally oriented for-profit company, identified the ISA, Western Chapter ISA, the American Society of Consulting Arborists (ASCA), the National Urban and Community Forest Advisory Council (NUCFAC) and the USDA Forest Service as its important affiliates (Figure 7). The ISA, an international non-profit organization, identified its affiliates as the Tree Care Industry Association, the USDA Forest Service, the Society of Municipal Arborists, the Utility Arborist Association and the National Arbor Day Foundation. The Tree Care Industry Association, a national trade association, identified ASCA, the TREE Fund, the American Nursery & Landscape Association, the ISA and American Forests as its primary affiliates.

These three respondents to the survey identified 12 unique organizational affiliates and three common links. By diagramming these links, we can develop a visual image of the network among them. Yet it is impossible for us to visually represent the relationships of 458 respondents who noted 1843 affiliates.

HortScience, ISA and Tree Care Industry Association have affiliates in common as well as those that branch to other organizations. Note that we did not ask survey respondents to identify *all* of their affiliates, only the *five* most important. It is likely that HortScience, the ISA and the Tree Care Industry Association would have identified many more than five affiliates had they been given the opportunity to do so. For this reason, our analysis consists of but a small portion of the urban forestry community.

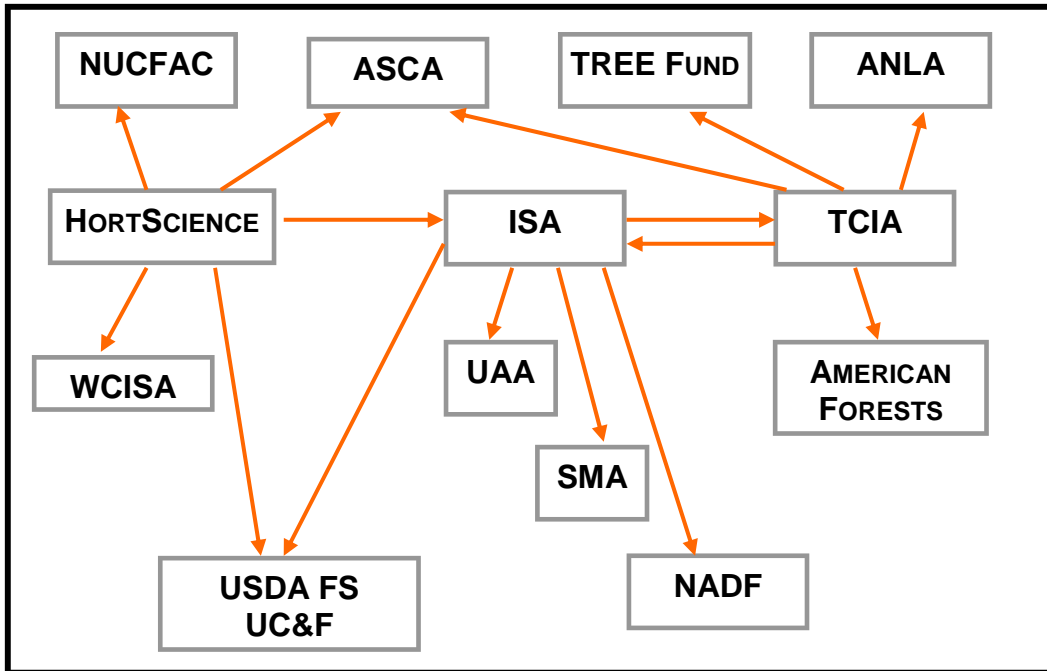
Social networks such as the urban and community forestry “community” can be quantitatively evaluated using a variety of statistical tools. Where the previous section described this community in terms of categories and frequencies, network analysis permits a more in-depth view. In addition, network analysis is able to provide visual summaries of networks.

Table 17. Categories of organizations identified as affiliates by survey respondents.

Category	Geographic Focus of Survey Respondent					No. of responses
	Local	Regional	State	National	Inter'l	
City & county government	46	109	33	4	5	197
State resource agency	30	82	66	3	11	192
State-wide organizations with "green" focus	10	39	70	9	5	133
International Society of Arboriculture	9	47	46	18	12	132
Local organizations with "green" focus	15	75	32	3	4	129
National organizations with "green" focus	13	13	17	7	61	111
USDA Forest Service	13	13	58	12	11	107
State urban forest council	15	42	34	3	2	96
State agencies other than resource agency	12	27	32	1	4	76
National Arbor Day Foundation	11	34	15	5	1	66
Colleges & universities	9	18	27	4	6	64
Cooperative Extension (State & County)	4	18	25	--	--	47
Local organizations, non-green	4	29	4	1	2	40
Other	6	24	1	4	1	36
National Tree Trust	9	11	10	1	1	32
US government agencies, other	2	10	10	2	8	32
State-wide organizations, non-green	3	6	13	1	4	27
American Forests	2	6	8	8	2	26
For-profit companies	2	11	8	3	2	26
Local tree boards, committees and commissions	5	16	2	1	--	24
National organizations with environmental focus	6	5	4	1	7	23
National organizations, non-green	--	7	5	3	8	23
Electric utilities	1	8	11	--	1	21
Alliance for Community Trees (ACT)	4	8	5	1	2	20
USDA Natural Resource Conserv. Service	3	8	7	--	2	20
Foundations	3	7	7	--	2	19
Resource Conservation Districts	8	6	3	--	2	19
State government	3	6	6	--	2	17
Tree Care Industry Association	--	2	2	12	--	16
California ReLeaf	--	11	1	--	1	13
Garden Clubs	1	5	6	--	--	12
Society of American Forests	--	2	5	2	3	12
Arboretum/botanic gardens	--	6	1	--	1	8
Nat'l. Urban & Comm. Forestry Advisory Council	1	2	1	3	1	8
Society of Municipal Arboriculture	--	3	2	3	--	8
US Fish & Wildlife Service	2	1	4	--	1	8
TreeLink	--	1	1	--	--	2
TREE Fund	--	--	--	1	--	1
Total	252	718	582	116	175	1843

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Figure 7. Example of network formed by HortScience, the International Society of Arboriculture and the Tree Care Industry Assoc.



Abbreviations:

- ANLA: Amer. Nursery & Landscape Assoc.
- ASCA: Amer. Society of Consulting Arborists
- ISA: International Society of Arboriculture
- NADF: National Arbor Day Foundation
- NUCFAC: National Urban & Community Forestry Advisory Council
- SMA: Society of Municipal Arboriculture
- TCIA: Tree Care Industry Association
- UAA: Utility Arborist Association
- WCISA: Western Chapter, ISA

We employed UCINET 6 for Windows as our social network analysis tool (Bogatti *et al.* 2000). Survey respondents and the affiliates the respondents mentioned were placed into a two-dimensional array. We assumed relationships to be symmetric, i.e., if HortScience, Inc. had a relationship with the ISA, the ISA also had a relationship with HortScience. Based on our understanding of urban and community forestry in the U.S., this is a reasonable assumption.

The density of a network may range from non-existent to fully saturated. These two extremes might be thought of in this way. In a non-existent network, none of the members is linked to any other. In a saturated network, every member is linked to every other member. Statistically, this range is normally represented as 0 (non-existent) to 1 (saturated). The urban and community forestry network as defined by the affiliate relationships is sparse (overall density of 0.0021). This result is not surprising. Over 1,200 individual affiliates were identified, ranging across the U.S. and operating at the local, state, national and international level. We should not expect that a community in California would have a relationship with a community in North Carolina or that a local tree planting group in Minnesota would have a strong partner organization in Alabama.

Some members of a network (often called actors) are more important than others. The level of importance is assessed by the number of times an actor is linked to others in the network. For example, the ISA and USDA Forest Service were mentioned most frequently and should be considered important on that basis (Table 16). In contrast, while HortScience, Inc. and the USDA National Agroforestry Center completed the survey, neither was mentioned as an affiliate by any other respondent.

Network analysis uses several approaches to describe the relationships and evaluate the importance of individual actors. We used UCINET to evaluate the urban and community forestry network. For Freeman centrality, results ranged from 0.0 to 9.8 (Table 18). The greater the centrality value, the more important the actor is to the network. The "average" member of the urban and community forestry network has a centrality measure of 0.21 (standard deviation = 0.46).

Three members of the network had scores greater than 5.0: the ISA (9.8), the USDA Forest Service (8.4) and the National Arbor Day Foundation (6.1). Network members with scores greater than 2.0 were: the National Tree Trust (3.3), American Forests (2.5) and California ReLeaf (2.1). As indicated by the values, the centrality of these specific organizations is very high, indicating how important and central a role they play in the overall network. As noted earlier each of these organizations is national in focus with the exception of California ReLeaf. This state-focused organization coordinates activities among non-profit tree groups in California.

Importance to the network can be assessed with other statistics such as Freeman betweenness. In organizational networks, “betweenness” represents the degree to which one member links others members. For example, the ISA is between HortScience and the Tree Care Industry Association (see Figure 7). HortScience is between the Western Chapter ISA and ASCA. In the urban and community forestry network, the average betweenness for all members was 0.18 (standard deviation = 1.15) (Table 18). Values ranged from 0 to 28.3. The USDA Forest Service (28.3), the ISA (23.5) and the NADF (12.0) were the only members with a betweenness greater than 6.0. Organizations with scores greater than 4.0 included the National Tree Trust (5.4), California ReLeaf (4.7), and the Natural Resource Conservation Service (4.1). Each of these organizations is “between” a large number of other members of the network, indicating their importance as central nodes.

A third statistical indicator of importance to the network is the Bonacich power index, a generalized measure of centrality, betweenness and other network statistics. In the urban and community forestry network, the average power index was 2.5 (standard deviation = 4.76). The range of values was 0 to 102 (USDA Forest Service). In addition to the Forest Service, seven organizations had values above 20: NADF (74), ISA (60), National Tree Trust (40), American Forests (30), California ReLeaf (25), USDA Natural Resource Conservation Service (21) and Indiana Department of Natural Resources (20). It is clear that several organizations have very high power ratings.

In using these three statistical tools, we are less concerned with the absolute numbers than with identifying the important actors. It is clear that the USDA Forest U&CF program is the most important actor in the urban and community forestry network. The ISA and National Arbor Day Foundation are also important; the National Tree Trust and American Forests less so. Taken together the organizations noted in Table 18 represent the key actors in the network.

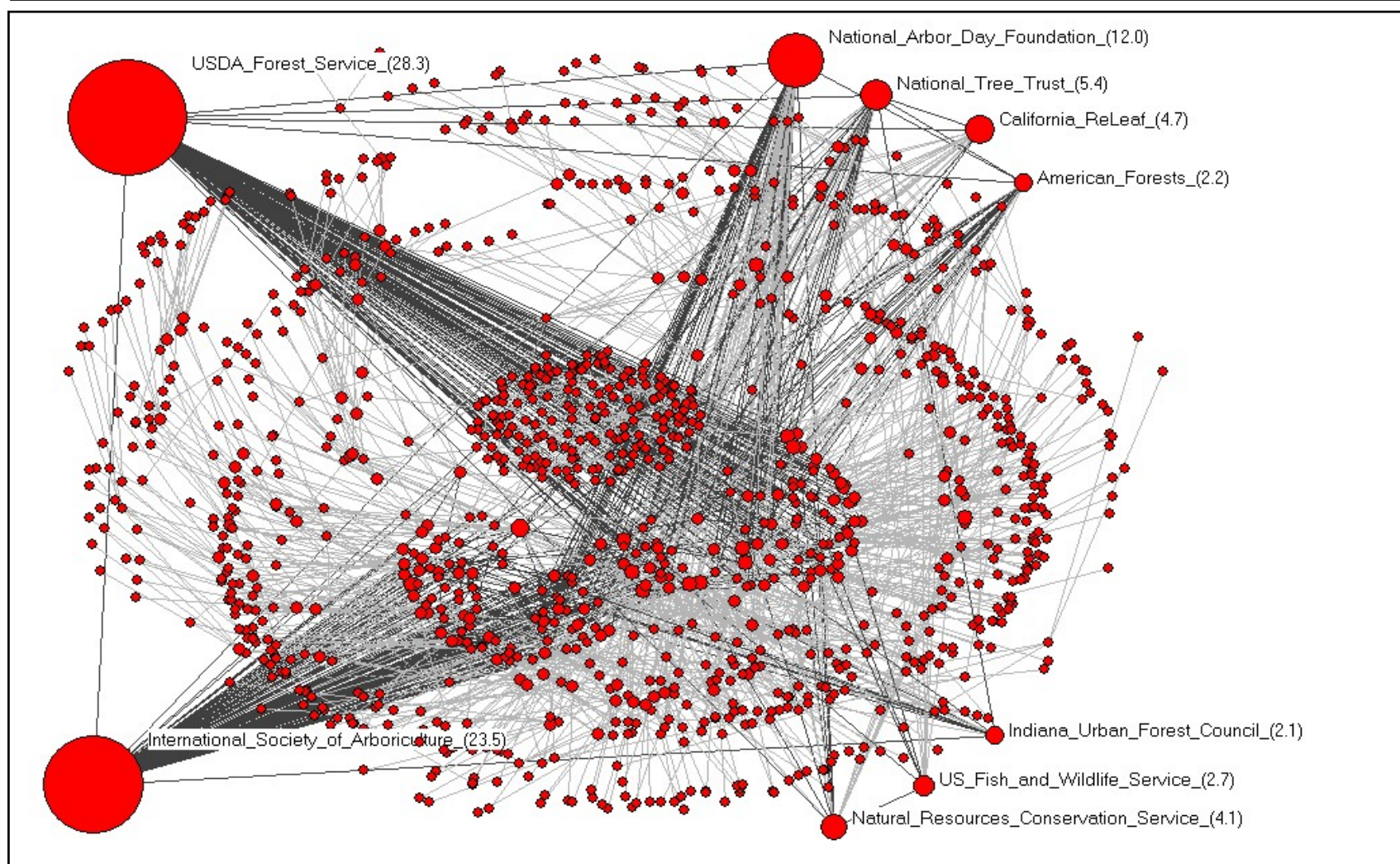
Network analysis also examines the ego of an individual member. We might visualize this as the number of relationship links (both direct and indirect) that emanate from an actor. We used UCINET to measure the ego network of the most important actors. Not surprisingly, the USDA Forest Service U&CF program had the largest ego network (Figure 8). Indeed, it was several times larger than any other, suggesting that a vast number of the 1218 affiliate organizations link directly to the Forest Service. In addition, several organizations (National Tree Trust, American Forests, California ReLeaf and the USDA Natural Resource Conservation Service) form important conduits through the network.

Table 18. Statistical analysis of urban and community forestry network.

Organization	Freeman Centrality	Freeman Between- ness	Bonacich power	Ego Network Between- ness
USDA Forest Service	8.4	28.3	102.0	4,718.7
National Arbor Day Foundation	6.1	12.0	74.0	88.6
International Society of Arboriculture**	9.8	23.5	59.5	90.7
National Tree Trust	3.3	5.4	40.0	652.2
American Forests	2.5	2.2	30.0	294.7
California ReLeaf	2.1	4.7	25.0	246.6
USDA Natural Resource Conserv. Service	1.7	4.1	21.0	191.0
Indiana Dept. Natural Resources	1.6	1.8	20.0	76.9
Alliance for Community Trees	1.4	0.9	17.0	88.7
Society of American Foresters	1.2	1.6	15.0	37.5
NUCFAC	1.2	1.2	8.0	28.0
Society of Municipal Arborists	0.7	0.0	8.0	10.5
Average	0.21	0.179	2.52	--
Standard deviation	0.46	1.154	4.76	--

** Includes Chapters & Professional Affiliations

Figure 8. Urban and community forestry network. Each of the 1218 red dots represents an organization/program/institution/company that was identified as an affiliate by survey respondents. The size of the dot is proportional to an organization's centrality in the network, i.e., the larger the dot, the more important the organization is. Scores of a statistical measure of importance are in parenthesis. No other organization had a score greater than 1.8. There are four tiers of importance: the USDA Forest Service and the International Society of Arboriculture are most important with the National Arbor Day Foundation occupying a second level. A third tier of organizations includes the National Tree Trust, California ReLeaf and the USDA Natural Resources Conservation Service.



Summary – The Urban and Community Forestry Network

The organizations, programs, agencies, municipalities and companies that consider themselves members of the urban and community forestry network are highly diverse. They vary from non-profit organizations to for-profit companies; public agencies in small towns to those in large states. The members operate in every state, the District of Columbia and several territories.

The network is very sparse with a small group of key members. The USDA Forest Service U&CF program, the International Society of Arboriculture and the National Arbor Day Foundation are the most prominent partners in the network.

Successes and Challenges

Over the last 14 years, the Forest Service U&CF program has evolved from the limited effort present in the 1980s, to the national program of today. Section 9 of the Cooperative Forest Assistance Act defined the nature of the program, and to some extent, its implementation and operation. Based on the information presented in previous sections, we conclude that the Forest Service U&CF program adheres to the legislation. The program's organization and implementation reflect the Act's intent.

In this assessment of the U&CF program, we undertook a review of the pertinent documents, interviews with the key partners, surveyed the programs and organizations involved in the field, and described the broad network formed by those programs and organizations. In this section, we distill our findings regarding the U&CF program into a series of statements about successes and challenges.

Successes

The **Forest Service U&CF program has been instrumental in creating a broadly-based, decentralized network** of programs and organizations. Respondents to the on-line survey represented all 50 states as well as the District of Columbia, Puerto Rico, the Virgin Islands, Guam, Samoa and Micronesia. The network includes programs and organizations at the local, regional, state, national and international level. Moreover, the network involves for-profit companies as well as non-profit organizations; professional as well as non-professional groups.

The inventory and subsequent analysis indicate that the Forest Service has been the driving force behind development of this network. First, the growth of urban and community forestry programs and organizations have been exponential since the initiation of the program in 1990. Second, in contacting the network as part of the inventory effort, we used contact lists generated in large part by the U&CF program itself. Third, in the network analysis, the Forest Service U&CF is one of the two most important actors. By some statistical measures, the agency is the most important actor. Fourth, the Forest Service's investment in programs such as the National Arbor Day Foundation's TreeCity USA and the national urban forest conferences sponsored by American Forests has strengthened the development of the network.

The **Forest Service U&CF program has been a leader in developing and transferring information on the benefits and function of urban forests**. In 1991, the U&CF program in collaboration with the agency's Research section and the National Urban and Community Forestry Council (NUCFAC) undertook the first research summit in urban and community forestry. The outcome of this summit was an agenda for research in the field. The agenda focused on the ecological, environmental and social benefits of the urban forest.

Since that time, these three components have developed a strong science-based foundation for the structure and function of the urban forest. Forest Service Research Units in Davis CA, Syracuse NY and Chicago IL have conducted the experiments and field studies, and developed models which quantify these benefits. NUCFAC has supported similar research. One focus of support has been research aimed at understanding how human behavior is influenced by the urban forest. The U&CF program has participated in the transfer of this information and the technologies associated with it. Respondents to the 2002 on-line survey acknowledged that information about tree selection and planting has become readily available – this was not even remotely possible in 1991. State urban foresters noted the transfer of information and technology as one of the important roles of the U&CF program.

Together, Forest Service Research, NUCFAC and U&CF have demonstrated the potential of a well-integrated program effort. This collaboration has continued with the second summit held in 2002 and the updated research agenda that resulted from it. This integration and its successes, however, are fragile due to an uncertain budget.

The ***Forest Service U&CF program has raised awareness of the values and benefits associated with urban forests.*** State urban foresters observed that in the early 1990s, when the program was young, the focus was on raising awareness and “getting the word out.” At the present time, it is a struggle to keep up with interest and associated requests for assistance.

That awareness has been raised is evidenced by growth in number of arborists certified by the International Society of Arboriculture, and the number of TreeCity USA(s) awards presented by the National Arbor Day Foundation. In addition, awareness is indicated by the number of technical assistance projects submitted to grantors such as NUCFAC. The large increase in each of these diverse measures indicates the evolution of urban and community forestry from awareness to recognition and participation.

The ***Forest Service U&CF program has created many roads to success.*** One of the frequently asked questions of our project team dealt with measuring success. Were there quantitative indicators of a successful state program? State council? Partnership? Did PMAS or the number of TreeCity USA form the marker of success?

Other than a requirement for adequate funding, the short answer is, “No,” there was no single indicator of success. Whether through interviews or the on-line survey, indicators of success were more qualitative than quantitative, focusing on several factors:

- Financial commitment of state or other partners (beyond Forest Service)
- Number and quality of partnerships
- Enthusiastic and committed partners, staff and members
- Energetic, supportive state council or organization board
- Commitment to self-reliance and building capacity

The U&CF program has allowed its partners the flexibility to develop organizations and operations that work best for the partner, rather than force partners to adhere to a defined style. Put another way, “Success is not based on the (state) coordinator but in the relationships and programs they’ve created.”

Challenges

The **accounting processes associated with the U&CF program need improvement.** U&CF staff could neither respond to requests for comprehensive accounting information in the form of annual records of funding flow from Washington to the states nor from the states back to the Washington office. As best the project team can determine, accounting records may exist at the regional level but have not been compiled at the national level. It does not appear that detailed accounting has been a priority until the last year or two.

One aspect of this problem lies with the legislation. Section 12 of the Act allows for consolidated payments to states for all Cooperative Forestry programs, of which U&CF is one. For this reason, states are not required to demonstrate how federal U&CF dollars are matched with state U&CF dollars. States are, however, required to cooperate with the Forest Service in delivery of the U&CF program. Moreover, the provision for consolidated payments should not permit states to favor one federal program over another.

The failure of states to demonstrate their match of federal funding leaves open the suspicion that states do not provide the 50:50 match mandated by the legislation. Were states to fail to provide the required match, they would then be acting as contractors to the federal program, rather than cooperators. As one state coordinator put it, "States use smoke & mirrors to demonstrate their match."

The exception to the general observation about accounting, and a source of much promise, is the State & Private Forestry National Information Center. Data compiled by this resource was in a form that was useful. The 1999 records and summary demonstrate the potential value of such a system. The agency is challenged to find funding to support the NIC.

Accountability to the Forest Service U&CF program must be strengthened. In order to participate in the U&CF program and receive federal funding, states must satisfy the four requirements of the Program Standards: 1) State Urban Forest Coordinator, 2) State Volunteer/Partnership Coordination, 3) State Council, and 4) 5-year management plan. In addition, states must provide accounting information on their use and match of federal funds. Finally, the Regional Coordinators of the U&CF program conduct reviews of the state programs.

The program components described in the Program Standards must be present and functional. Among the states whose urban forestry coordinators we interviewed, just over one-third had state volunteer coordinators. State Coordinators also remarked that the role of state councils varies from involved to uninvolved, to the extent, "It's a federal mandate to have one (a council). I don't necessarily see the need for one at all."

States must also provide adequate information to the federal agency. The NIC information for 1999 includes only 40 of the 58 states and territories. Fully 18 states failed to provide any documentation on the use of the federal funds.

Finally, the reliability of information provided to PMAS must be strengthened. One step towards this would be to define “community” in a clear, concise manner using U.S. Census Bureau data. We understand the U&CF program is currently undertaking this step. Once finalized, each state will be able to generate a list of communities which can be compiled at the federal level. Doing so would reduce the year-to-year variability in number of communities. Rather than treat PMAS as an exercise, states should use the system to demonstrate the value of their program reaching the urban and community forestry network.

In our view, the Forest Service U&CF program should support those state programs which 1) demonstrate the active role of each of the four mandated requirements, 2) provide timely and accurate reporting of financial information including state match, and 3) provide timely and verifiable information to PMAS. The U&CF program should not provide financial assistance to states which cannot meet these basic requirements. If these requirements are not thought to be relevant by today’s standards, they should be reviewed, revised, agreed upon, and implemented.

If the U&CF program is focused on non-traditional and underserved groups, then the Forest Service must provide direction and flexibility to its partners. A consistent theme running through the urban and community forestry network was an interest in non-traditional and/or underserved groups. The results of the inventory indicate some participation in urban and community forestry by people of color as volunteers, but the level is small. There also appeared to be a reluctance to respond to questions on this topic.

There are no clear definitions for the terms underserved and minority. Responses from state urban forest coordinators ranged from ethnic to geographic to age. Put another way, non-traditional and underserved may be found in the eyes of the beholder. Clearly more programs are needed to reach, engage, train and involve non-traditional partners, by whatever definition.

Moreover, the idea of groups conflicts with one of the fundamental decisions made early in the U&CF program, i.e., to define community as a place rather than a group. In our view, it would assist U&CF partners to make a similar decision about underserved and non-traditional. Are these locations within a community that lack street trees, parks, woodlots and other components of the urban forest? Or, are these populations of people?

The **Forest Service must better integrate its urban forestry program among its units.** The 1997 Program Standards describes one level of the integration as occurring among three units: State & Private Forestry (U&CF), Research and NUCFAC. Implementation of the 1991 Research Agenda has been the outstanding success of this effort. The current U&CF Action Plan includes advancing research and technology transfer as one its strategies.

There is, however, significant room for improvement particularly between U&CF and NUCFAC. The Council is funded through the agency, includes U&CF as a member and advises the Secretary of Agriculture. Beyond this, there is little integration between the two.

We were not able to find any link between NUCFAC and Forest Service Research. The U&CF accomplishment reports make no mention of the Council (or Research). NUCFAC's Action Plan does not mention the U&CF program or Research unit. It is not clear if NUCFAC is funding research or technical assistance (or both). Some Research programs may be considered technology transfer and education, an area that might be better served by the U&CF program. Given the limited funds available to each of these units, it is imperative that effective and efficient integration occur among Research, U&CF and NUCFAC.

In a similar manner, the national U&CF program must be more closely integrated with the Regional Cooperative Forestry programs. Regional Coordinators of U&CF are supervised by the Director of Cooperative Forestry in their regions, and not by the national U&CF program leader. As such regional and national goals may conflict. Indeed, given the diversity of regions in the agency, such conflict should be expected. Western states describe the federal effort as being community-oriented while eastern and southern states describe it as being oriented to urban areas. While there are differences; a common program purpose and vision would serve to enhance the efforts of national, regional, state, and partners.

Were the system being designed today, it would be appropriate that the National Program Leader for U&CF be actively involved in the hiring, supervision and evaluation of Regional Coordinators. Given the importance of the ROs to the delivery of the national U&CF program, tightening the relationship between the National Program Leader and the regional coordinators is both logical and necessary.

In addition, it is clear that the structure of the Forest Service Regions impedes delivery of the U&CF program in the west (Regions 1, 2, 3, 4, 5, 6, and 10). Where the NE Area and South (R-8 and IITF) appear to have critical mass of staff, this is not the case in the other regions. The logical step would be to combine the western regions into one unit, designed to deliver U&CF.

The ***Forest Service U&CF program must provide leadership at the national level.*** If the urban and community forestry network is to continue to enlarge, then the U&CF program needs to assume a stronger leadership role. For many states and grassroots organizations, this would involve more interaction with Congress and government leaders in Washington. In addition, U&CF must continue to support the development of traditional and new partners at the national level. Leadership would also involve resolving challenges described above, the solutions to which will require working with national coalitions and organizations.

For example, U&CF can nurture the relationship between states and national partners with state or local level structure. Many states have strong relationships with specific Chapters of the International Society of Arboriculture. These relationships are one reason that the ISA was one of the most important actors in the urban and community forestry network. Expanding relationships with organizations composed of states or local

members, such as the National Association of State Foresters, the American Planning Association, and the U.S. Conference of Mayors, enlarges the network.

Leadership from the Forest Service should encourage program self-sufficiency at all levels. Put another way, federal U&CF funding should help establish programs and foster the eventual goal of self-reliance. If programs rely on federal funding, there is no incentive to build local capacity. The eventual goal for all partners should be self-sufficiency. In this way, federal funds will be available to establish and nurture new programs and organizations. As one Forest Service employee put it, “We (U&CF program) have built good capacity at the grassroots level but not at the state level.” A challenge for the program is to build capacity at the state level.

One quality of admired leaders is “One message, all the time” (Randall Stutman, Communications Research Associates, from the Admired Leadership™ study). Strong leaders present a clear, consistent message to their constituents. The urban and community forestry network requires leadership to provide this message, at all levels. Given the national scope of its program and its importance in the network, the Forest Service U&CF program is uniquely positioned to provide such leadership.

Summary

It would be relatively easy to focus this assessment on the short-comings of the U&CF program. The limited availability of financial and accounting records as well as uncertainty of some information from PMAS leaves a sense of frustration. The diversity of opinion that exists in the states and grassroots organizations over questions of funding, allocation procedures, program goals etc. might be considered problematic.

We chose, however, to focus on the very positive outcomes. U&CF holds to its program authority and the intent of the legislation: the program has created a national network of partners engaged in the creation and care of urban forests. The dialogue that exists among members of that network represents the diversity within that network. Urban and community forestry was not understood as a phrase in 1991, let alone as an important part of cities that enhances the quality of life and improves human health and well being. Today, the program has moved from one focused on the ‘elementary’ needs to a comprehensive and mature effort. It would be difficult for each state, region and community; each organization and corporation, to find universal agreement about the program goals and implementation. This is particularly true given the conflict between demand for financial support and availability of funds.

The assessment of the national Forest Service Urban & Community Forestry program has revealed both strengths and challenges. The strengths provide a strong foundation to address the challenges.

Appendices

List of survey participants

Inventory survey questionnaire

Interview script – State urban forest coordinators

Interview script – National non-government organizations

Interview script – USDA Forest Service U&CF Regional Coordinators

List of Survey Respondents

ACRT INC.	Bailey O Hudson Urban Forestry Consulting	Center for Urban Restoration Ecology
Agricultural Extension Service	Baton Rouge Green Belvedere Shade tree Commission	Central Aroostook Soil and Water Conservation District
Alabama Cooperative Extension System	Black Mountain Forestry Center	CES - Southern Regional Extension Forester
Alabama Cooperative Extension System	Blue Ridge Community College Arboriculture Program	CHAMBLESS
Alabama Extension System	Blue sky coop	Chesapeake Bay Trust
Randolph County	Boise Community Forestry	Cheyenne Mountain Zoo
Alabama Urban Forestry Association	Borough of Haddonfield	Chicago Metropolitan Initiative
Alameda County Public Works Agency	BOROUGH OF HANOVER SHADE TREE COMMISSION	Chicago Wilderness
Alaska Community Forest Council	Borough of Roseland Shade Tree Commission	Cincinnati Park Board Natural Resource Management Section
Alaska Community Forestry Program	Boston GreenSpace Alliance	Citizens for a Scenic Florida Inc.
Alaska Division of Forestry	Bowman and Associates	City and County of Broomfield Colorado
Community Forestry Program	Broward County Dept. of Planning and Environmental Protection	City of Aberdeen Forestry Division
Alliance Shade Tree Commission	Buffalo Olmsted Parks Conservancy	City of Ashland Nebraska
Allston Brighton Community Development Corporation	Bureau of Land Management	City of Augusta Augusta Maine
Alva 4-H Club Alva FFA Alva Tree Board	CA Conservation Corps Shasta Pacific Service District	City of Bakersfield Department of Recreation and Parks
American Electric Power	Calhoun County Beautification Board	City of Bellefontaine Ohio Shade Tree Commission
American Forests	Calhoun County Extension Office	City of Bellevue Washington Parks - Natural Resource Division
American Free Tree Program Inc.	California Biodiversity Council	City of Berkeley Department of Parks Recreation and Waterfront
American Society of Landscape Architects	California ReLeaf/The Trust for Public Land	CITY OF BILLINGS PARKS RECREATION AND PUBLIC LANDS DEPARTMENT
Americans for Our Heritage and Recreation	California State University	City of Birmingham Department of Public Services
AmeriCorps Watershed Stewards Project	California Urban Forests Council	City of Bloomington Illinois
ANTA/CAMBRIA/ECOSLO	Canadian River Soil and Water Conservation District	City of Bloomington Parks and Recreation Urban Forestry
ARDMORE	Canopy: Trees for Palo Alto	City of Bowie Maryland Department of Planning and Economic Development
BEAUTIFICATION COUNCIL INC.	Carlisle Barracks (Army)	City of Boynton Beach
Arizona Community Tree Council	Carlisle Parks and Recreation Department	City of Brighton Parks and Recreation
Arkansas Forestry Commission	Carmel Street Tree Committee	City of Buffalo Bureau of Forestry
Arroyo Seco Foundation	Catholic Cemetery Association Inc.	City of Buhl
ASCC-AHNR Land Grant Forestry Program	Cawaco RC&D Council	City of Calabasas
Association of Consulting Foresters	Cedar Valley Arboretum and Botanic Gardens	City of Caldwell Idaho Forestry
Association of Consulting Foresters of America Inc.	Center for Urban Forest Research	
Athens County Arbor Day Committee	Center for Urban Forest Research	
Atherton Tree Committee	Center for Urban Horticulture	
Awbury Arboretum Association	University of Washington	
Bailey O Hudson Urban Forestry Consulting		

City of Charlotte NC	City of Lansing Forestry Section	City of Renton WA Community Services Department Park Division
City of Chattanooga	City of Lebanon	City of Riverside
City of Chico Park Department	City of Lompoc - Parks and Urban Forestry Division	City of Rochester Fulton county Indiana
City of Clark	City of Los Angeles Department of Public Bureau of Street Services Street Tree Division	City of Rochester Hills
City of Colorado Springs PRCS Forestry	CITY OF LOS ANGELES PORT OF LOS ANGELES	City of Savannah Park & Tree Dept.
City of Colorado Springs Forestry Division	City of Louisville	City of Seward Nebraska Tree Board
City of Coon Rapids	City of Lufkin	City of Seymour Department of Public Works
City of Crowley	City of Lynnwood Washington	City of Sidney Parks & Recreation Department
City of Crown Point Tree Division	City of Mackay	City of Sioux Falls Parks and Recreation
City of Curtis	City of Madison	City of Sisseton
City of De Pere WI	City of Madras	City of Snellville Georgia
City of Demopolis Beautification Department	City of Madras Public Works	City of Southgate MI
City of Edmond Oklahoma	City of Manhattan Kansas	City of Spartanburg
City of El Dorado	City of Marquette MI	City of Springfield IL Springfield Tree Commission
City of Evansville	City of Marquette Heights	City of Springfield Department of Development Services
City of Fairhope	City of McMinnville TN	City of Springfield Public Works Public Grounds
City of Flagstaff Fire Department	City of Medford Parks and Recreation	City of St. Peters
City of Fort Thomas Kentucky	City of Modesto	City of Stow Oh Urban Forestry
City of Fort Worth	City of Monroe NC	City of Sturgis: Recreation Parks and Forestry Department
City of Fort Worth Texas Parks and Community Services Department	City of Mountain Brook Tree Commission	City of sunset Hills MO Tree Board
City of Glenwood Springs	City of Muskego	City of Tacoma
City of Grapevine TX	City of New Orleans dept of parks & parkways	City of Talent
City of Greeley Forestry Division	City of Newnan	City of Tallahassee FL
City of Greenacres Public Works department	City of Norfolk Virginia - Division of Parks & Urban Forestry	City of Tampa sanitary sewers
City of Greensboro	City of North Miami	City of Terre Haute Park and Recreation Department
City of Guntersville	City of Oak Creek	City of Tigard- Parks Department
City of Hazen- Forestry Dept	City of Olean NY	City of Tillamook Oregon
City of Hoover Alabama - Tree Conservation & Landscaping Div.	City of Olympia	City of Vallejo Public Works Dept. landscape and lighting districts
City of Hudson Ohio	City of Omaha Parks Recreation and Public Property Department	City of Waco
City of Huntsville Urban Forestry & Horticulture Section	City of Onalaska WI	City of Warwick/Planning Department/Office of Landscape Design and Review
City of Huxley IA Tree Board	City of Opelika	City of Watertown New York - Planning Office
City of Indianapolis - Forestry Division	City of Oskaloosa Iowa	City of Westwood
City of Indianapolis Forestry Section	City of Overland Park	City of Wilsonville
City of Jefferson Parks Recreation and Forestry	City of Oxford	City of Winter Park's Forestry Division
City of Johnson City	City of Paducah Kentucky	
City of Keiser Arkansas	City of Paducah Ky.	
CITY OF KENT OHIO	City of Phoenix	
City of Kirkwood Missouri- urban forestry commission	City of plantation dept of landscape architecture	
City of Kuna	City of Plymouth-Forestry Division	
City of La Grande Community Development Department	City of Port Allen Louisiana	
	City of Portland Maine - Forestry Division	
	City of Redmond Park Operations	

City of Woodstock	Delaware Forest Service- Urban & Community Forestry	Forestry Division Frankfort Department of Parks and Recreation
City of Wooster	Delaware Greenways Inc. Delmore Tree Service Company	Forestry Division MO Dept of Conservation
City of Worcester Parks Recreation Cemetery Forestry Division	Denver Botanic Gardens Denver Urban Gardens	Forestry Extension Iowa State University
City Utilities of Springfield Missouri	Department of Agriculture and Forestry	Framing Our Community
Civic Works	Department of Forestry Iowa State University	Freehold Soil Conservation District
College of Natural Resources University of Wisconsin - Stevens Point	Department of Forestry Michigan State University	Fresno County Economic Opportunities Commission/Local Conservation Corps
Colorado Springs Fire Department	Department of Forestry Southern Illinois University	FRIENDS OF PENNYPACK PARK
Colorado Tree Coalition	Department of Natural Resources and Conservation	Friends of the St. Joe River Association Inc.
Columbia City Community Tree Board	Department of Recreation and Parks Town of Ocean City MD	Friends of the Urban Forest Friends of the urban forest Friends of Trees
Columbia Parks and Recreation	Desert Research Institute	Gateway Streetscape Foundation Inc.
Community ReLeaf ... for gardens trees and kids!	Dimock Community Park Board	Georgia Forestry Commission Georgia Urban Forest Council
Community Resources	Division of Forestry and Marine Conservation	Georgian Court College
Concord Agroforestry Project	Douglas County Environmental Services	Gerald D. Coorts Memorial Arboretum
Connecticut College Arboretum	Dutchess County Soil and Water Conservation District	GNO Agricultural Coalition
Connecticut Tree Protective Association	Eagle Eye Institute	Goleta Valley Beautiful
Conservation Corps of Long Beach	EarthCorps	Goleta Valley Beautiful
Cornell Cooperative Extension of Chenango County	EarthWorks Projects Inc.	Grand Forks Park District
Cornell Cooperative Extension of Onondaga County	East Bay Conservation Corps	Gray Hill Solutions LLC
Cornell University Cooperative Extension	Eis Ivy Removal	Great River Greening
Cornell University Urban Horticulture Institute	Ellen C Deutsch	Greencastle Civic League
Corps of Engineers	Environmental Systems Research Institute Inc.	Greenscape of Jacksonville Inc.
Council for Planning & conservation	Evanston Parks & Recreation District	Grundy Center Tree Board
County of Santa Barbara Planning and Development	Fairfax County Urban Forestry Division	Guam Division of Forestry & Soil Resources
Crow Wing SWCD	Fairfax ReLeaf Inc.	Haakon County Extension Hamilton County Master Gardeners
Curtis Tree Board	Fellows Riverside Gardens	Hampton Roads Tree Care Association
Cuyamaca College	Mill Creek MetroParks	Hastings City Tree Board
Dallas Trees and Parks Foundation	Florida Urban Forestry Council	Hawaii's Kaulunani Urban and Community Forestry Program
Davey Institute Davey Tree Expert Company	Florida Youth Conservation Corps	Hazleton Shade Tree Commission
Davey Resource Group	Forest & Natural Resources Management College of Environmental Sciences and Forestry SUNY	Heartwood Forestry
Davey Resource Group a division of the Davey Tree Expert Company	Forest Community Research Forest for tomorrow Inc	Henry Community Tree and Beautification Board
Daviess County Soil & Water Conservation District	Forest ReLeaf of Missouri	High Desert Resource Conservation and Development Council
Delaware Center for Horticulture	Forest ReLeaf of Northwest Missouri	Hillsborough County Conservation District
Delaware Forest Service	Forest Resources Extension Service	Historic Elmwood Cemetery

Historic Germantown InnerCity Arboretum	Keep Indianapolis Beautiful Inc.	Community Forestry Program
Hoosier ReLeaf Inc.	Kentucky Division of Forestry	Mercer County SCD
Hoosier ReLeaf Inc.	Kentucky Urban and Community Forestry Council	Michigan Arbor Day Alliance
Horticultural Alliance Inc.	Lacombe Heritage Center	Michigan Department of Natural Resources: Forest Mineral & Fire Mgt Division
HortScience Inc.	Lake Plains Resource Conservation and Development Council Inc.	Michigan Forestry and Park Assn. Inc.
Hot Springs/Garland County Beautification Commission	Lakeview Lodge Inc.	Michigan state university
Human Environment Research Lab	Lamar Tree Board	Michigan Urban and Community Forestry Council
Huntington Beach Tree Society	Lexington-Fayette Urban County Government	Mildewing national tall grass prairie
Idaho Department of Lands	Lincoln Hills RC&D Area Inc.	Mile High Youth Corps
Idaho Department of Lands	lkw	Milwaukee Community Service Corps
Idaho Department of Lands	Los Angeles Conservation Corps	Minnesota Conservation Corps
Idaho Department of Lands Community Forestry Program	Los Angeles Conservation Corps	Minnesota Department of Agriculture
Idaho Department of Lands Urban and Community Forestry Program	Louisiana Arborist Association	Minnesota Department of Natural Resources
Idaho Nursery Association	Louisiana State University AgCenter Extension Natural Resources	Minnesota Shade Tree Advisory Committee
Illinois Dept. of Natural Resources	Louisiana Urban Forestry Council	Minot State University - Bottineau
Indiana Department of Natural Resources	Louisville and Jefferson County Parks Department	Mississippi Forestry Commission
Indiana Department of Transportation	Lowell Parks & Conservation Trust	Mississippi Forestry Commission
Indiana DNR Community & Urban Forestry	Magic	Mississippi State University
Indiana DNR Division of Forestry Community & Urban Forestry	Maine Forest Service	Mississippi State University
Indiana Urban Forest Council	Mapleton Iowa Tree City USA	Mississippi State University
Indiana Urban Forest Council Inc.	Marin Conservation Corps	Missouri Department of Conservation
Insect Diagnostic Laboratory/ University of Wisconsin/Madison	Mariposa Tree Service	Missouri Department of Conservation
Institute for Agriculture and Trade Policy	Maryland Cooperative Extension	Missouri Department of Conservation
Institute for Sustainable Agricultural Practices	Maryland Cooperative Extension	Missouri Watershed Coalition
International Forest Company Inc.	Maryland Department of Natural Resources	Montana Community Forestry Program
International Society of Arboriculture	MARYLAND DEPARTMENT OF NATURAL RESOURCES FOREST SERVICE	Montgomery Tree Committee
International Youth Organization	Maryland Department of Natural Resources Forest Service TREE-MENDOUS MARYLAND	Montrose Cemetery Association
Iowa Department of Natural Resources	Maryland Department of Natural Resources-Forest Service	Moody Air Force Base
Iowa Heartland RC&D Inc. - Urban Trees Project LLC	Maryland Native Plant Society	Morris Arboretum of the University of Pennsylvania
Iowa State University	Massachusetts Community Forestry Council	Mountains Recreation and Conservation Authority
Ivey Ranch Park Association	Massachusetts Department of Environmental Management's Urban and	Mountains to Sound Greenway Trust
JC Raulston Arboretum		MS Urban Forest Council Inc.
Jo Johnson		Municipal Tree Restoration Program
Kansas Forest Service		National Alliance for Community Trees
Kaulunani		National Arborist Association
Keep Indianapolis Beautiful		

National Association of Local Government Environmental Professionals (NALGEP)	North Dakota Forest Service	People for Trees
National Association of Service and Conservation Corps	North East Trees	Phoenix Urban Forestry
National Association of State Foresters	North Manchester Parks & Recreation	Phytosphere Research
National Park Service	North Platte Area Chamber of Commerce	Pine Tree State Arboretum
National Tree Trust	Northeast Missouri Community Forestry Council	Plant Health Care Inc.
National Tree Trust	Northeast Pennsylvania Community Tree Association	PlantAmnesty
National Tree Trust	Northeastern Illinois Planning Commission	Plant-It 2000
National Urban and Community Forestry Advisory Council	Northern Indiana Public Service Company	Portland Parks and Recreation's Urban Forestry Division
Natural Resources Conservation Service	Northern Nut Growers Association	Potomac Headwaters RC&D Region Inc.
NC Cooperative Extension	NYS Department of Environmental Conservation	Prince William County Department of Public Works
ND Forest Service	NYS Urban and Community Forestry Council	Project Renew
Nearby Nature	Oakland Releaf	Prospect Park Alliance Inc.
Nebraska Arborists Association	Ohio Civilian Conservation Corps	Puerto Rico Cooperative Extension Service
Nebraska Community Forest Council	Ohio State University Department of Horticulture and Crop Science	Purdue University
Nebraska Department of Agriculture	Oklahoma Department of Agriculture - Forestry Services	Rails-to-Trails Conservancy's Trails and Greenways Clearinghouse
Nebraska Department of Roads	Openlands Project TreeKeepers	Red Butte Garden and Arboretum
Nebraska Forest Service	Orange County Conservation Corps	Region D Council of Governments
Nebraska Forest Service	Oregon Community Trees	Resource Conservation & Forestry
Nebraska Forest Service	Oregon Community Trees	Retree International
Nebraska State Capitol	Oregon Department of Forestry	ReTree International
Nevada Division of Forestry	Oregon Dept. of Forestry Urban and Community Forestry Assistance Program	Rhode Island Division of Forest Environment
Nevada Shade Tree Council	Our City Forest	Ripley County Soil and Water Conservation District
New Hampshire Division of Forests and Lands	Pacific Northwest Chapter of the International Society of Arboriculture	Riverside-Corona Resource Conservation District
New Hampshire Division of Forests and Lands	Panhandle Lakes Resource Conservation & Development Council Inc.	Rocky Mountain Youth Corps
New Hampshire Project Learning Tree	Parks and People Foundation	Roseville Urban Forest Foundation
New Jersey Tree Foundation	Penn State School of Forest Resources Extension Urban Forestry Program	Sacramento Tree Foundation
New Kensington Community Development Corporation	Penn State University School of Forest Resources	Santa Barbara County Releaf
New Mexico Energy Minerals and Natural Resources Department Forestry Divisions	Pennsylvania Horticultural Society	Santa Margarita Community Forestry
New Mexico State University		Sarasota County Forestry Division
New Mexico State University		Savannah Tree Foundation
New York Restoration Project		Save-the-Redwoods League
New York State Dept. of Environmental Conservation		Scenic America
Norris tree commission		School of Forest Resources and Conservation
Norris tree commission		University of Florida
North Carolina Division of Forest Resources		School of Natural Resources Urban Forestry
North Carolina Urban Forest Council		Scott County Soil and Water Conservation District
North Carolina Urban Forest Council		Seattle Transportation

SIERRA VALLEY RESOURCE CONSERVATION DISTRICT	Tennessee Division of Forestry	Town of Cary Public Works Department
Skip Kincaid & Associates	Tennessee Urban Forestry Council	Town of Chesapeake City Maryland
Small Forest Landowner Office	Tennessee Valley Authority	Town of Erie Parks and Recreation Department
Society of American Foresters	Texas A&M University	Town of Farmville
Society of American Foresters	Texas Agricultural Experiment Station	Town of Herndon Virginia
Society of Municipal Arborists	Texas Forest Service	Town of Leesburg
Soil & Water Conservation District of St. Louis Co. MO	Texas Urban Forestry Council	Town of Lloyd Beautification/Tree Committee
Sonoma County Jail Industries	The Bath Community Forestry Committee	TOWN OF MONUMENT PUBLIC WORKS STREETS AND PARKS DEPARTMENT
South Carolina Forestry Commission	The Carmel Street Tree Committee	Town of Roseland Park Board
South Dakota Department of Agriculture Resource Conservation and Forestry Division	The City of Fairway	Town of Sturbridge
Southeastern Pennsylvania Community Tree Association	The Earth Angels of Guardian Angel Settlement Association	Town of Sutton
Southern Illinois University	The Florida Chapter of the International Society of Arboriculture	Town of Wake Forest
SOUTHERN UNIVERSITY	The Frazier Law Firm LLC	Town of Windsor
Southwest Alabama Urban Forestry Program	The Gaia Institute	Township of Lawrence
Spearfish Parks Recreation Forestry	The Greening of Detroit	Tree Foundation of Kern
Spencer South Dakota	The Massachusetts Community Forestry Council	Tree Fresno
Spokane Parks and Recreation Department	The National Arbor Day Foundation	Tree Musketeers
ssss	The National Arbor Day Foundation	Tree New Mexico
St. Croix Environmental Association V.I. ReLeaf Program	The Nature Conservancy	Tree Pro
St. Louis County Soil & Water Conservation District	The Noble Tree Foundation	Tree Research & Education Endowment Fund (TREE Fund)
Starhill Forest Arboretum	The Noble Tree Foundation	Tree Trust
State Botanical Garden of Georgia	The Ohio Nursery and Landscape Association Inc.	Tree Trust
Stephenson Soil and Water Conservation District	The Outdoor Circle	Tree Folks
Stewart's Consulting	The Park People	TreeFolks Inc.
Student Conservation Assn.	The Plant Management Network	Treefull Communities
Student Society of Arboriculture --UWSP	The Pocono Environmental Education Center	TreeLink
Sumner Forestry Commission	The South Carolina Botanical Garden	Treepeople
Sustainable Community Landscapes	The Tree Conservancy	TreePeople
Tahoe Regional Planning Agency	The Trust for Public Land - New England Regional Office	TreePeople
Tallahassee Museum of History and Natural Science	The University of Georgia Warnell School of Forest Resources	Trees Across Raleigh Inc.
Taltree Arboretum & Gardens	The Work Group	Trees Atlanta
Tennessee Department of Agriculture Division of Forestry	Theresa's Urban Forestry	Trees Atlanta
	Tillman's tree and lawn care	Trees Columbus Inc.
	TN Dept. Agriculture Forestry Div.	Trees Columbus Inc.
	Town of Abingdon VA	Trees For Alabama
	Town of Babylon DEC	Trees For Houston
	Town of Carbondale-Public Works	Trees for Life
		Trees Forever
		Trees New England
		Trees New York (NYC Street Tree Consortium Inc.)
		Trees New York/NYC Street Tree Consortium Inc.
		Trinity Blacklands Urban Forestry Council
		Trinity Blacklands Urban Forestry Council
		Tropical Forest Foundation

Tropical Reforestation & Ecosystems Education Center	Urban Forestry Committee City of Cottage Grove OR	Vine & Branch Arboricultural Consulting
Tulare County Conservation Corps	Urban Open Space Foundation	Virginia Cooperative Extension
U. S. Fish and Wildlife Service	Urban Resources Initiative	Virginia Department of Forestry
U. S. National Arboretum	Urban Tree Connection	Virginia Polytechnic Institute and State University
U.S. Environmental Protection Agency Office of Environmental Education	Urbana Shade Tree Commission	Virginia Tech Horticulture Garden
UC Davis Arboretum	US Air Force Academy	Virginia Urban Forest Council
University of Arkansas - Monticello	USDA IITF State and Private Forestry	VT Urban and Community Forestry Program
University of Florida School of Forest Resources and Conservation	USDA Forest Service	Wasco County Planning Office
University of Kentucky Lexington-Fayette Urban County Government Arboretum	USDA Forest Service	Washington Association of County Officials
University of Maine	USDA Forest Service Cooperative Forestry	Washington Forest Protection Association
University of Maryland Home and Garden Information Center	USDA Forest Service Los Padres National Forest	Washington Native Plant Society
University of Missouri-Columbia	USDA Forest Service Region 2	Washington State Dept. of Transportation
University of Nebraska - Nebraska Forest Service	USDA Forest Service Research & Development RVUR Staff	Washington Urban and Community Forestry Program
University of Nebraska at Omaha Horticulture Club	USDA Forest Service S&PF U&CF	Waynesville Tree Board
University of Nebraska-Lincoln Botanical Garden & Arboretum	USDA Forest Service Northeast Center for U&CF	West Hollywood Tree Preservation Society
University of North Carolina at Wilmington Arboretum	USDA National Agroforestry Center	West-Oak High School
University of Tennessee agriculture extension service	USDA Natural Resources Conservation Service	Winamac Tree Committee
University of Washington	USDA NRCS	Winnebago Co. Master Gardeners Association
University of Wisconsin Extension	USDA-Forest Service Conservation Service	Wisconsin Conservation Corps
University of Wisconsin-Madison	USDA-Natural Resources Conservation Service	Wisconsin Department of Natural Resources
Urban corps of San Diego	Utah State University Extension	Wisconsin Dept. of Natural Resources Urban Forestry Program
Urban Forest Council of Washington DC	Utility Arborist Association	Wisconsin Natural Resources magazine
Urban Forest Ecosystems Institute	Vacaville Tree Foundation	Wisner-Pilger Arboretum
Urban Forestry Administration	Vermont Urban & Community Forestry Program	Wyoming Community Forestry Council
	Vestavia Hills Tree Commission	York College
	Village of Archbold	Zimar & Associates Inc.
	Village of Bloomingdale IL	
	Village of Caledonia	
	Village of Howard	
	Village of Lake Zurich	
	Village of New Lenox IL	
	Village of Wellington	

Urban and Community Forestry Inventory

Thank you for taking part in the Urban and Community Forestry Inventory!

The National Urban and Community Forestry Advisory Council (NUCFAC) is conducting this inventory to catalog local, state, regional, and national organizations around the country and provide a way for them to connect with each other. This project is supported by the USDA Forest Service Urban and Community Forestry Program on the recommendation of the National Urban and Community Forestry Advisory Council.

We need your help and ask that you:

1. Fill out the survey (it should take about 10 minutes) and,
2. Send word of our website and efforts on to other local, state, regional, and national/international organizations that you believe should be on this national list.

Please refer any questions or anyone you think we should contact to NUCFAC@aslangroup.net. Please also mail, fax or email your response to the contact information below:

NUCFAC Survey
C/O The Aslan Group
508 South Prospect Avenue
Champaign, IL 61820
Fax: (217) 359 - 5181
NUCFAC@aslangroup.net

Thanks again!

Sincerely,

Bill Kruidenier
The Aslan Group

Jim Clark
HortScience

Organizational Information

Organization's full name

Contact Name (Note: This information will not be made publicly available.)

Address Line 1

Address Line 2

City

State

Zip Code

Phone

Fax

Web Address

Email Address

Geographic Focus

What is the geographic focus of your organization? (Circle One)

Local

Regional

State/Multi-State

National

International

List the Area (s)

Organizational Details

What year did your organization begin work in the urban and community forestry area? (yyyy)

Please select the organizational type that best describes your organization. (If the best word for your organizational type is not provided, please select other and write it in the space provided.)

Nongovernmental Public Organization

Governmental

Professional—Individual

Professional

Business

Other (Please Specify _____)

What is your organization's tax status? (Circle One)

Federally Tax Exempt

Registered State Non-Profit

Trust

For-profit Corporation

Other (Please Specify _____)

What is your organization's annual operating budget?

Less than \$50,000

\$50,001-\$100,000

\$100,001-\$500,000

\$500,001-\$2,500,000

\$2,500,001-\$5,000,000

Greater than \$5,000,001

Please rank your top three sources of funding place a 1 by the highest, a 2 by the next highest, etc.

Member Dues

Donations/Contributions

Foundations

Local Tax Dollars

State Funding

Federal Funding

Local Grants

State Grants

Federal Grants

Other (Please Specify _____)

Of all the other organizations that your organization is affiliated with, please list the five that you evaluate as most important.

1.

4.

2.

5.

3.

How many salaried full-time equivalents (FTEs) work for your organization? _____ FTEs

How many salaried full-time equivalents (FTEs) are members of underserved or minority populations (based on race, national origin, or other)?

Race _____ FTEs

National Origin _____ FTEs

Other (Please Specify _____) _____ FTEs

Other (Please Specify _____) _____ FTEs

Please estimate how many volunteer days your organization utilized last year. (E.g., four volunteers working one day = four days; 100 volunteers working 1/2 days = 50 days) _____ days

Please specify the number of underserved or minority volunteer days based on:

Race _____ days

National Origin _____ days

Other (Please Specify _____) _____ days

Other (Please Specify _____) _____ days

How many members does your organization have (if applicable)? _____ members

Major Activities

Please review the following activity areas and place an 'X' those areas that you feel are a major focus of your organization. If an area is not applicable for your organization, please leave the item blank.

Planning for and Management of Trees

- | | |
|--------------------------|--|
| <input type="checkbox"/> | Urban Forest Management Planning |
| <input type="checkbox"/> | Developing and/or Utilizing Tree or Other Natural Resource Inventory |
| <input type="checkbox"/> | Developing, Implementing, or Enforcing Vegetation Ordinances |
| <input type="checkbox"/> | Developing, Implementing, or Enforcing Tree Protection Programs |
| <input type="checkbox"/> | Performing Research |
| <input type="checkbox"/> | Educating Others |
| <input type="checkbox"/> | Funding Educational Programs |
| <input type="checkbox"/> | Development of Educational Programs |
| <input type="checkbox"/> | Other (Please Specify _____) |
-

Tree Planting

- | | |
|--------------------------|-------------------------------------|
| <input type="checkbox"/> | Funding Tree Planning |
| <input type="checkbox"/> | Installing Trees |
| <input type="checkbox"/> | Performing Research |
| <input type="checkbox"/> | Funding Research |
| <input type="checkbox"/> | Educating Others |
| <input type="checkbox"/> | Funding Educational Programs |
| <input type="checkbox"/> | Development of Educational Programs |
| <input type="checkbox"/> | Other (Please Specify _____) |
-

Tree Care

- Funding Tree Maintenance
 - Performing Maintenance Activities on NEWLY Planted and/or Young Trees
 - Performing Maintenance Activities on MATURE Trees
 - Performing Research
 - Funding Research
 - Educating Others
 - Funding Educational Programs
 - Development of Educational Programs
 - Other (Please Specify _____)
-

Open Space/Landscape Design

- Purchasing Property in Urban Areas for Use as Public Open Space
 - Funding of Planning, Design, or Construction of Public Open Space
 - Performing Research
 - Funding Research
 - Educating Others
 - Funding Educational Programs
 - Other (Please Specify _____)
-

Advocacy

- Performing Advocacy
 - Funding Advocacy
 - Educating Others
 - Funding Educational Programs
 - Other (Please Specify _____)
-

Please describe any other of your organization's major activities, or feel free to elaborate on the areas mentioned above.

NUCFAC Assessment Questionnaire Template - State Urban Forest Coordinators

Draft 12 - May 20, 2003

As a point of reference, all my questions will be framed by what was occurring in 2001. I will be asking questions pertaining to eight areas of your work:

1. Programs - programs the state U&CF program oversees, coordinates, runs, manages, etc.
2. Council - (composition, role and activities, political activity)
3. Staffing levels - (paid and volunteer)
4. Funding sources - (Federal, State, Local, Private),
5. Grants
6. Funds matches - how you do it
7. Matching grant program? Yes or no?
8. Miscellaneous items

Let's begin with a few background questions about you.

- A. What is the official title of your position?
- B. How long have you been employed as the State Urban Forestry Coordinator?
- C. What is your professional and educational background?
- D. How many State Urban Forestry Coordinators have served the State since 1991?

1. PROGRAMS

- A. Describe the major components your urban forestry program oversaw, coordinated, ran or managed in 2001. If possible, ascribe a percentage of time each of the major components takes within the urban forestry program.
- B. How does this differ from 1991? (OR, To the best of your knowledge, describe programs your office oversaw, coordinated, ran or managed in 1991.)
- C. Other than the Forest Service, list the 3-5 most important agencies, disciplines, NGOs and/or public organizations you partner with to deliver services to your clients? Has this changed since 1991? If so, how?
- D. What role does each of those mentioned in the previous question play in program development and delivery?
 - How does this differ from 1991?
 - What other agencies, NGOs and public organizations did you work with in 1991?)
- E. Over and above the Forest Service Program do you have a system in place to evaluate ongoing programs?

YES	NO
-----	----

 - Does your state use performance measures as a method of program evaluation?

YES	NO
-----	----
 - If yes to either of the above, please describe the evaluation program.
 - Do other groups participate in the evaluation?
 - How are changes proposed and incorporated?

F. If you were to receive an increase in funding, what program areas would you recommend for funding?

- Why?
- Would this be tied back to your strategic plan?

2. COUNCIL

A. How often each year does the Council meet?

- How does this compare with 1991?

B. When was the first council meeting held?

C. What is the reporting relationship between the Council and you?

- Between the Council and the State Forester?
- Has this changed since 1991?

YES

NO

- If yes, could you cite the most significant changes?

D. What are the main purposes of the Council?

- Has this changed since 1991?

YES

NO

- If yes, could you cite the most significant changes?

E. Does the Council serve in an advisory, policy, advocacy, program, or other capacity?

F. How are the Council member positions filled? How many are currently filled? Are vacancies typical? If so, are certain positions hard to fill?

- What is the legal structure of the Council?
- Do you have written guidelines for the appointment process?

YES

NO

G. Are the Council positions assigned to specific organizations or representatives?

H. What sort of representation does the Council strive to achieve?

- Does the Council currently reflect the desired representation?

I. What do you think the council's job should be, and do you think they are fulfilling that role?

3. STAFFING

A. How many staff serve in an U&CF role? What are their responsibilities?

- How many FTE's does this equal?

B. To the best of your knowledge, how many paid staff served in an U&CF role in 1991?

- How many FTE's did this equal?

C. What were the responsibilities within each position?

- How does this compare to 1991?

D. If “volunteer coordinator” is not mentioned, please follow up with the questions below:

1) Do you have a volunteer coordinator?

YES NO

- If no, how is this activity and function carried out?

2) If the State does have a volunteer coordinator, is this an in-house or contract position?

- What is the person’s role and function?
- How is it funded?
- Was this position in existence in 1991?

YES NO

E. What is the supervision arrangement of each staff position?

F. If you were able to add one position at the state level, what type of position would be the highest priority and why?

4. FUNDING

A. What was the Federal funding level in 2001?

- To the best of your knowledge, what was it in 1991?

B. What was the State funding level 2001? Was this through: general appropriations, program specific or dedicated funding tied to urban forestry funding?

- To the best of your knowledge, what was it in 1991?

C. Does your program receive funding from sources other than State and Federal?

YES NO

- If yes, what are the sources?
- If no, are you considering such? What kind?

D. Outside of direct funding to your state, what do you view as key program support elements from the Federal program?

- If you could add support at the Federal level, what area do you believe should receive focus?
- If funding were to be cut, what area do you believe should be targeted?

E. Do you see your program as a:

1. Federal program with state assistance

Or

2. Partnership between state and Federal agencies

Or

3. State program with Federal assistance

F. What would be the impact of a loss of federal funding on your state program?

G. If Federal funding dried up, would the program continue? At what level?

H. How does your state match federal funding dollars? (Do they use a consolidated approach or is funding for the Urban Forest Program matched directly?)

- I. Has funding and assistance made a difference at the local level? If so, how do you know? Have local governments grown? If so, how do you know or measure?

5. GRANTS

- A. Does your state have a state funded grant program?

YES NO

- If yes, would you please describe the scope of the program and the dollar amount of the awards given in 2001?

- B. Do you have a set of guidelines for the program?

YES NO

- Are they available on the Web or in hard copy?
- Is there a matching requirement?

- C. Do you have a Web site that lists the current and past grants?

YES NO

- If yes, what is the address?

- D. How long has your grant program been in place?

- To the best of your knowledge, was there a grant program in 1991?

YES NO

- If yes, do you have any information on that program?

- E. Do you work with other organizations or NGOs in your grant program?

YES NO

- If yes, what is the nature of the relationship?

6. MISCELLANEOUS

- A. What role, if any, do urban forestry NGOs have in your program?

- B. How many NGOs are active in urban forestry at the state level?

- Do you keep a list?

YES NO

- Please name the 3-5 NGOs that jump to your mind.
- Do you work/interact with them regularly?

YES NO

- Do they have input into your program and vice versa?

YES NO

- C. What do you see as the primary challenges to your program?

- Has changed over the years? How?

- D. What do you feel has been the greatest impact(s) of the Forest Service support over the short-term?

- Over the last 10 years?
- How do you feel the support of the FS will impact your work over the next 10 years?
- 25 years?

E. Do you have any specific programs targeted toward non-traditional or underserved populations?

YES

NO

- If yes, what are the programs?
- How long has the organization been involved in the programs?
- How are they staffed?
- How is the input from the non-traditional audience incorporated and utilized?

Other:

What other areas do you think USDA-FS support should be operating in as per the Cooperative Forestry Assistance Act authorities in your state?

What are some, if any, national initiatives you think the Washington Office should be engaged in?

How would you describe the effectiveness between your state and your regional coordinator?

NUCFAC Assessment Questionnaire Template - National non-government organizations

Draft - July 27, 2003

Note to interviewer

- An email will have been sent to NGO representative prior to phone call to notify them of the intent of the survey, the desire to interview them and the information that will be asked on the survey.

For use in interviews with the NGOs:

Hello, my name is _____. I am calling on behalf of HortScience Inc. and the Aslan Group. We are conducting this survey on behalf of the USDA Forest Service at the recommendation of the National Urban and Community Forestry Advisory Council (NUCFAC). If you have any questions as to the nature of this call, please let me know and I will be sure to have one of the project managers contact you.

Should we tell them what we are doing? Or do they already know from the e-mail? We are contacting a small group of national NGOs....or something like that...

I hope you've had a chance to review the questions prior to my call. If you are not confident about specific information, please respond to the best of your knowledge. If you are not knowledgeable in an area, please let me know. If you know of someone I could contact to gain insights into the item I would appreciate their name and contact information. Thank you.

As a point of reference, all my questions will be framed by what was occurring in 2001. Let's begin:

1. Who are your major clients, target audiences, members?

I see this as several questions. Each of these groups has a member base. We might ask about that but also "Are any of your programs targets to groups beyond your membership?" Or something like that..

2. Describe the major program components of your organization that relate to urban and community forestry.

Does your membership think of the organization as being an U&CF group? What programs reflect this?

3. Does the USDA FS U&CF program participate in, or influence, the delivery of any of the major programs of your organization? If so, in what way?

4. Does your organization partner with the USDA FS U&CF program in any way? If so, please describe.
5. What do you see as the 2 to 4 major national urban and community forestry concern(s)?
6. How does the USDA FS U&CF funding address the national concern(s)?
7. What do you believe should be the key goal(s) of the USDA FS U&CF program?
8. Do you believe specific targets criteria? should be set developed? to measure success of the U&CF Program? If so, what do you feel these targets should be?
9. What do you believe are the key funding areas of the current USDA FS U&CF program? Why?
10. What do you believe should be the key funding areas of the USDA FS U&CF program? Why?
11. Should targets be used in USDA FS U&CF funding national, regional, state and local programs?
12. If so, what sort of targets and/or measurements would you recommend for each level of USDA FS U&CF funding?
13. Do you have an opinion as to how USDA FS U&CF funds should be allocated?
14. Do you have a formula recommendation for USDA FS U&CF funding of national, regional, state, or local programs?

15. Should NGOs have input into the USDA FS U&CF funding formula? If so, what sort of input do you believe would be appropriate at the various funding levels (national, regional, state, and local)?

16. If funding support were to be added at the Federal level, what area do you believe should receive focus?

17. If funding were to be cut, what area do you believe should be targeted?

18. Has your organization received USDA FS U&CF funding at any time between 1991 and 2001? If so, what was/were the nature of the program(s), funding and match?

19. How did your program(s) respond to the national U&CF concerns at that time?

20. If your organization were to receive program USDA FS U&CF funding, what program area(s) would your focus the funding on? Why?

21. Outside of direct USDA FS U&CF funding, what do you view as key program support elements from the Federal program?

22. Do you have other comments about the USDA FS U&CF program you would like to mention at this time?

Please describe how your organization has dealt with or is dealing with the following obstacles by circling the response that best fits your answer (Currently Working to Overcome = CWO; Overcome for Now = OFN; Yet to Encounter = YTE; or Not Applicable = NA)

Volunteer Involvement	CWO	OFN	YTE	NA
Volunteer Leadership	CWO	OFN	YTE	NA
Vegetation Inventory	CWO	OFN	YTE	NA
Vegetation Ordinances	CWO	OFN	YTE	NA
Scheduled Maintenance Programs	CWO	OFN	YTE	NA
Long-range/Strategic Planning	CWO	OFN	YTE	NA
Technology Infrastructure (e.g., Computer Hardware/Software)	CWO	OFN	YTE	NA
Staffing (Quantity)	CWO	OFN	YTE	NA
Technical Expertise	CWO	OFN	YTE	NA
Planning Expertise	CWO	OFN	YTE	NA
Accessing Technical or Research Information	CWO	OFN	YTE	NA
Management Skills	CWO	OFN	YTE	NA
Networking between Organization	CWO	OFN	YTE	NA
Sharing Programs between Organizations (e.g., co-sponsorship)	CWO	OFN	YTE	NA
Understanding Constituent Groups	CWO	OFN	YTE	NA
Funding Sources	CWO	OFN	YTE	NA
Funding Supply	CWO	OFN	YTE	NA

Tree Planting

In your earlier responses, if you mentioned a connection to some aspect of tree planting as a major area of activity, please elaborate by answering the following questions. If not, please stop now.

What service (if any) do you use for planting design? (Please select all that apply.)

In-House Design Staff Design Firms Landscape Architect Forestry

Other (Please Specify _____)

Where do you obtain trees?

Wholesale Nurseries Retail State Nurseries Tree Banks

Other (Please Specify _____)

What influences your decision most when buying trees?

Price Availability Shipping Costs

Other (Please Specify _____)

Approximately how much do you spend annually on trees? _____ dollars, approx.

Approximately how many trees did you plant LAST YEAR? _____ trees, approx.

NUCFAC Assessment Questionnaire Template

Regional U&CF Coordinators

Draft - June 10, 2003

Note to interviewer

- An email will have been sent to Regional Urban Forestry Coordinator (RUFC) prior to phone call to notify RUFC of the intent of the survey, the desire to interview them and the information that will be asked on the survey. Be sure to let the RUFC know that you intend to contrast 2001 data to 1991 data. Ask the RUFC to find out as much information from 1991 as possible. If it is not possible to gather data from 1991, ask that they gather historical information from "as far back" as possible.
- Prior to the interview, you must have read through the 2001 Accomplishment Report, PMAS reports and the USDA FS sub grant database (www.spfnic.fs.fed.us - see memo at end of questionnaire).

For use in interviews with Regional Urban Forestry Coordinators

Hello, my name is _____. I am calling on behalf of HortScience Inc. and the Aslan Group. We are conducting this survey on behalf of the USDA Forest Service at the recommendation of the National Urban and Community Forestry Advisory Council (NUCFAC). If you have any questions as to the nature of this call, please let me know and I will be sure to have one of the project managers contact you.

I hope you've had a chance to review the questions prior to my call. If you are not confident about specific numbers, please respond to the best of your knowledge. If you are not knowledgeable in an area, please let me know. If you know of someone I could contact to gain insights into the item I would appreciate their name and contact information. Thank you.

As a point of reference, all my questions will be framed by what was occurring in 2001. Now remember, at the start of FY 2001, Mike Dombek was the Chief of the Forest Service and Michael Rains was the Deputy Chief for S&PF. In 1991, Dale Robertson was chief and Al West was Deputy Chief.

I will be asking questions pertaining to the following areas of your work:

9. Programs - programs the regional U&CF program oversees, coordinates, runs, manages, etc.
10. Staffing levels - (paid and volunteer)
11. Funding sources - (Federal, State, Local, Private),
12. Grant programs
13. Miscellaneous items

Let's begin with a few background questions about you.

- E. What is the official title of your position?
- F. How long have you been employed as a Regional Urban Forestry Coordinator?
- G. What is your professional and educational background?
- H. How many Regional Urban Forestry Coordinators have served in your position since 1991?

1. PROGRAMS

- G. What is your role? What do you do?
- H. Who are your major clients, target audiences? Who do you work with?
- I. If you could expand your client/target audience, in what direction would you take the program?
- J. Describe the major program components your office oversaw, coordinated, ran or managed in 2001. How did these programs serve your client base? (Internal FS partners vs. external partners)
- K. How does this differ from 1991? (OR, To the best of your knowledge, describe programs your office oversaw, coordinated, ran or managed in 1991.)
- L. Other than the Forest Service, list the 3-5 most important agencies, disciplines, NGOs and/or public organizations you partner with to deliver services to your clients? Has this changed since 1991? If so, how?
- M. What role does each of those mentioned in the previous question play in program development and delivery?
- How does this differ from 1991?
 - What other agencies, NGOs and public organizations did you work with in 1991?)
- N. Over and above PMAS, do you have a system in place to evaluate ongoing region programs?
- | | | |
|--|-----|----|
| | YES | NO |
| • Does your office use performance measures as a method of program evaluation? | YES | NO |
- If yes to either of the above, please describe the evaluation program.
 - What criteria do you use to measure performance success or failure?
 - Does previous performance impact future funding?
 - Do other groups participate in the evaluation?
 - How are changes proposed and incorporated?
 - What are the feedback loops in the process?
 - Has this process changed since 1991?
 - Have the regional programs been successful in building sustainable programs at the state, metro or local levels?
- O. If you were to receive an increase in funding, what program areas would you recommend for funding?
- Why?
 - Would this be tied back to your management, annual or strategic plan?
- P. As a collective, looking back over the past 10 years, what do you think is the greatest accomplishment of the U&CF program?
- Q. Are you aware of other FS initiatives that address urban forestry issues that should be embraced by U&CF?

2. STAFFING

- G. How many staff in your region serve in an U&CF role? What are their responsibilities?
- How many FTE's does this equal?
- H. To the best of your knowledge, how many paid staff served in a U&CF role in 1991?
- How many FTE's did this equal?
- I. What were the responsibilities within each position?
- How does this compare to 1991?
- J. What is the supervision arrangement of each staff position?
- K. If you were able to add one position at the regional level, what type of position would be the highest priority and why?

3. FUNDING

- J. How are the activities/initiatives within U&CF funded (such as traditional program delivery, program centers, UF research, special initiatives)?
- K. What was the Federal funding level in 2001?
- To the best of your knowledge, what was it in 1991?
- L. Does your program receive funding from sources other than U&CF (such as research)?
- | | | |
|--|-----|----|
| | YES | NO |
|--|-----|----|
- If yes, what are the sources?
 - If no, are you considering such? What kind?
- M. Outside of direct funding through U&CF, what do you view as key program support elements from the Federal program?
- If you could add support at the Federal level, what area do you believe should receive focus?
 - If funding were to be cut, what area do you believe should be targeted?
- N. If Federal funding dried up, would the programs continue? At what level?
- O. Has funding made a difference at the regional level? If so, how do you know? What level of accountability do you seek to employ with the grant program?
- How do you measure performance?
 - What happens if grant recipient doesn't perform?
 - How are the grant recipients held accountable?
 - Does previous performance impact future funding?

4. GRANT AND AGREEMENT ACTIVITIES

- F. What kind of grants and agreements (such as cooperative agreements) do you administer? How do they fulfill the responsibilities of the regional office?
- G. Please define the elements within the regional grant program.
- Please describe the scope of the program and the dollar amount of the awards given in 2001?

- H. Do you have a set of guidelines for the program?
YES NO
- If so, are they available on the Web or in hard copy?
 - Is there a matching requirement?
YES NO
 - If yes, please describe.
- I. Do you have a Web site that lists the current and past grants?
YES NO
- If yes, what is the address?
- J. How long has your grant program been in place?
• To the best of your knowledge, was there a grant program in 1991?
YES NO
- If yes, do you have any information on that program?
- K. Do you work with other organizations or NGOs in your grant program?
YES NO
- If yes, what is the nature of the relationship?
- L. What criteria do you use to allocate funds?
- Has this changed since 1991?
 - Has the criteria proven to be successful
 - How do you measure success?
 - Have grant programs been successful in building sustainable programs?
 - How do you measure this?
 - Are there feedback loops in process?
- M. What level of accountability do you seek to employ with grants?
- How do you measure performance?
 - What happens if grant recipient doesn't perform?
 - How are the grant recipients held accountable?
 - Does previous performance impact future funding?

5. MISCELLANEOUS

- F. Describe the important elements of the Farm Bill as it relates to your work in U&CF.
- G. How do your programs fulfill the objectives of the Farm Bill?
- H. How many NGOs are active in urban forestry at the regional level?
- Do you keep a list? YES NO
 - Please name the 3-5 NGOs that jump to mind?
 - Do you work/interact with them regularly? YES NO
 - Do they have input into your program and vice versa?
YES NO
- I. What do you see as the primary challenges to your program?
- Has this changed over the years? How?

- J. What do you feel has been the greatest impact(s) of the Forest Service support over the short-term?
- Over the last 10 years?
 - How do you feel the support of the FS will impact urban forestry efforts over the next 10 years?
 - 25 years?
- K. Do you have any specific programs targeted toward non-traditional or underserved populations? YES NO
- If yes, what are the programs and the goals?
 - How long has the organization been involved in the programs?
 - How are they staffed?
 - How is the input from the non-traditional audience incorporated and utilized?
- F. What other areas do you think USDA-FS support should be operating in as per the Farm Bill and Cooperative Forestry Assistance Act authorities?
- G. What are some, if any, national initiatives you think the Washington Office should be engaged in?
- H. How would you describe the effectiveness between the state coordinators with whom you work and you/your office?
- Other regional coordinators and yourself?
 - The Washington office and your office/yourself?