

**FINAL REPORT
FOREST SERVICE GRANT NO. 94-G-089**

Issued to: American Forests

Address: 1516 "P" Street, N.W., Washington, DC 20005

Project Name: Building Effective Partnerships for City Trees

Contact Person: Deborah Gangloff

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Date of Award: ~~April 25, 1994~~ June 4, 1994

Grant Modifications: No-cost time extent from original expiration date of December 30, 1995 to new expiration date of June 30, 1996.

Date of Expiration: June 30, 1996

Funding: Federal Share: \$100,000 plus **Grantee Share:** \$100,000 = **Total Project:** \$200,000

FS Grant Manager: Suzy del Villar

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Project abstract (as defined by initial proposal and contract):

See attached for responses to all final report questions.

**Attachment to Final Report
Forest Service Grant No. 94-G-089**

Project abstract (as defined by initial proposal and contract):

The purpose of this project is to foster effective partnerships at the municipal level between government agencies and nonprofit organizations to improve the health of urban forests and to bring their benefits to city residents. This is a national model project that will have centralized coordination and de-centralized delivery.

Project objectives:

The main goal of the project is to provide local communities with a process and strategy for creating effective partnerships to work on urban forestry issues. The objectives are as follows:

- 1) to prepare written and audio-visual materials to assist both municipal foresters and citizen groups in developing partnerships. The materials included a handbook outlining the need, rationale, and "how to" tools to develop effective partnerships. A slide show with script was developed to introduce the concept.
- 2) to develop and refine a partnership model that can be duplicated in other communities. Four workshops were designed to develop and test the concepts and tools for building effective partnerships.
- 3) to promote the partnership concept and methods.
- 4) to develop criteria to gauge success of the project.

Objectives met successfully:

1) The handbook, "Building Effective Partnerships for City Trees," was written and revised as we developed and tested our strategies for creating partnerships. The slide show highlights some of the key points and "how tos."

2) The four workshops were successfully completed. What was learned in a workshop helped refine our thinking about how to conduct future workshop/summit models. The four workshops included:

* Savannah Urban Forest Summit - September 14-15, 1994. After assisting in identifying the key stakeholders (i.e. participants), we developed an instrument to survey participants regarding their perspectives on the potential partnership. After completing the survey, we prepared an assessment report, and facilitated a two day summit including a vision-setting and planning session. As a result of the Summit, the Savannah Park and Tree Commission revised and updated their structure and charter.

* Strategic Planning Session for Savannah Tree Foundation - January 24, 1995. We conducted an assessment of the nonprofit organization's strengths and weaknesses and held a day and a half long planning session which resulted in the development of a strategic plan by the Savannah Tree Foundation Board of Directors in February 1995.

* Facilitating Partnerships for Public Policy - September 10, 1995. This half day workshop was held at the Seventh National Urban Forest Conference in New York City and presented our model for collaborative planning process -- identify key players, get agreement on the issues, create a vision for the future, and develop ways to work together and resolve conflicts. The workshop used role playing to help participants identify the various roles and players in the collaborative process. The workshop also showed participants ways to put an economic value on the benefits of the urban forest for their community.

* Los Angeles Urban Forest Ecosystem Partnership Summit - June 28, 1996. This summit was the first step in the partnership building process for the city. Again, we used the same format - identify the key players, survey to identify the issues that confront them, and bring the key players together in a workshop to discuss ways they can begin to work together. The draft final copy of the handbook was made available to participants.

3) The primary outreach activity, to date, was the New York City workshop where participants received an overview of the collaborative model and process. All other workshops and summits were limited by geographic or organizational scope. The New York workshop brought many of the state coordinators together with nonprofit organizations.

The publicity campaign is planned for the fall of 1996. Press releases and newsletter articles will inform interested parties about the handbook and our availability to answer questions on the process. In addition, we have a slide show that citizen groups, nonprofit organizations, state, local or city agencies can use to introduce the partnership building concept and process.

4) We developed assessment instruments and surveyed participants to identify some of the issues and potential barriers to creating effective partnerships before the summit or workshop took place. We continue to keep in contact with partners to monitor their progress. The success of the Savannah case study was documented in the handbook. As work continues to progress in Los Angeles it will provide us with another way to examine the success of our model and process.

Objectives not met:

All objectives were met.

How did the project increase the knowledge we have about urban forestry? How did (will) the public benefit?

The urban and community forest resource is too valuable for its care to be left to any one entity. An effective partnership between community structure (especially the nonprofit tree group) and the government structure (the urban forest agency) is necessary to build the support for improving the urban forest. A strong public-private partnership can strengthen the local urban forestry program by advocating for political support, increasing management, leveraging private funding, obtaining media support, technical expertise, and public educational outreach.

The project will help both the nonprofit groups and city agencies appreciate the strengths and expertise each entity can bring to a partnership. The handbook and workshop models will help participants recognize and begin to address the difficult issues they face as they try to work together to build their "ideal" urban forest.

What specific quantifiable results were produced? (Please be specific - copies of reports and/or publications can be attached to this report.)

The handbook, "Building Effective Partnerships for City Trees" and slide show (attached) are excellent tools to promote the concept of building partnerships. In addition, we conducted four workshops and have enclosed the reports on the summits held in Los Angeles and Savannah as examples.

The model we developed can be duplicated in other communities. We have refined the process and prepared supporting materials such as assessment questionnaires and sample agendas to assist in the process and support the work.

How were results disseminated to the public?

As mentioned earlier, publicity for the release of the handbook will be visible in fall of 1996. We will provide complimentary copies of the handbook to: all state urban foresters and volunteer coordinators, the regional Forest Service representatives, all members of NUCFAC, and all our partners in the project. In addition, we will send press releases announcing the availability of the handbook and our willingness to assist communities with the process to the urban forestry media. We also have a list of approximately 2300 interested nonprofit organizations, state Urban Forestry Councils, and local and state government agencies.

In addition, we will promote the result of this project through various newsletters and organizations, including Lean and Green,

American Forests magazine, Arbor Age, Keep American Beautiful, American Nurserymen, the National Urban Forest Council, Alliance for Community Trees, and National Arbor Day Foundation. The International Society of Arboriculture and its sub-membership group, the Municipal Arborists and Urban Foresters Society (ISA and MAUFS) will provide access to a critical audience of municipal foresters.

If a no-cost extension was granted for this project, why was it needed?

We did not receive the official go ahead for the project until June 4, 1994. We requested the no-cost extension in order to continue to refine the model and prepare for the final summit. We believe this time was useful and productive in producing our final product, the handbook.

List the active partners (key individuals or organizations) involved in the project:

A team of six experts assisted the American Forests staff in developing the design of the grant work, This team of experts include: Preston Cole, Director of Public Works in Milwaukee, WI; Bailey Hudson, City Forester (retired), Santa Maria, CA representing MAUFS; Bob Skiera, Urban Forest Consultant; Ray Treatheway, Sacramento Tree Foundation, President of and representing the Alliance for Community Trees; and Derek Vannice of the International Society of Arboriculture.

How would you evaluate the grant process? What changes, if any, would you recommend?

While we received notice of the award in November of 1993, it was not until June of 1994 when we receive authorization to start. We believe these types of difficulties have been resolved and the grant process greatly improved.

Comments of importance but not covered above.

All issues of importance were covered in the above report.

This report was prepared by:

Name: Deborah Gangloff
Title: Executive Vice President
Phone Number: (202) 667-3300 x 232
Date: July 22, 1996

Suzanne M. del Villar
NUCFAC Executive Assistant
USDA Forest Service
1042 Park West Court
Glenwood Springs, CO 81601

Dear Suzanne:

I am writing in response to the letter from James R. Fazio requesting additional information on the Citizen Forestry Support Systems's project, "Building Effective Partnerships for City Trees." Our response is as follows:

Abstract on Project and Results (200 words)

The main purpose of the project was to provide local communities with a process for creating effective partnerships to work on urban forestry issues. The handbook, "Building Effective Partnerships for City Trees," was written and revised as we developed and tested our strategies with a series of four workshops and summits: Savannah Urban Forest Summit, September 14-15, 1994; Strategic Planning Session for Savannah Tree Foundation, January 24, 1995; Facilitating Partnerships for Public Policy, September 10, 1995; and Los Angeles Urban Forest Ecosystem Partnership Summit, June 8, 1996. We developed assessment instruments and surveyed participants to identify some of the issues and potential barriers to creating effective partnerships before the summit or workshop took place.

All materials were designed to assist both community foresters and citizen groups in developing partnerships. A slide show with script was developed to introduce the concept to citizen groups, nonprofit organizations, state, local or city agencies.

Recommendations

The urban and community forest resource is too valuable for its care to be left to any one entity. An effective partnership between community structure (especially the nonprofit tree group) and the government structure (the urban forest agency) is necessary to build the support for improving the urban forest. A strong public-private partnership can strengthen the local urban forestry program by advocating for political support, increasing management, leveraging private funding, obtaining media support, technical expertise, and public educational outreach.

The project helps both the nonprofit groups and city agencies appreciate the strengths and expertise each entity can bring to a partnership. The handbook and workshop models will help participants recognize and begin to address the difficult issues they face as they try to work together to build their "ideal" urban forest.

Major Research or Policy Findings

The handbook, "Building Effective Partnerships for City Trees" and slide show are excellent tools to promote the concept of building partnerships. The model we developed can be duplicated in other communities. We have refined the process and prepared supporting materials such as assessment questionnaires and sample agendas to assist in the process and support the work.

List of publications

We promoted the results of this project through various newsletters and organizations, including Lean and Green, American Forests magazine, Arbor Age, Arborist News, Keep American Beautiful, American Nurserymen, the National Urban Forest Council, Alliance for Community Trees, and National Arbor Day Foundation. The International Society of Arboriculture and its sub-membership group, the Municipal Arborists and Urban Foresters Society (ISA and MAUFS) will provide access to a critical audience of municipal foresters.

We provided complimentary copies of the handbook to: all state urban foresters and volunteer coordinators, the regional Forest Service representatives, all members of NUCFAC, and all our partners in the project. We also have a list of approximately 2300 interested nonprofit organizations, state Urban Forestry Councils, and local and state government agencies.

Contact Information

For more information or to obtain a copy of the publication from Citizen Forestry Support System:

call	1-800-323-1560
fax	202-955-4588
e-mail	cfss@dir.amfor.org
website	www.amfor.org

Photo or Illustrations

Two diagrams, How Things Get Done in Communities and Areas of Potential Collaboration, graphically represents the some issues covered in the project. I have attached a copy of the diagrams, found on pages five and six in the publication. Let us know if you would like to use this illustration and we can send you camera ready copy.

I have signed an attached the "Limited Use and Copyright Release." Please do not hesitate to contact me if you have any questions.

Sincerely,



Deborah Gangloff
Executive Committee Member



AREAS OF COOPERATION

Public agencies with official responsibility for trees have some of the same concerns as public interest groups. Citizen tree groups and municipal foresters may have the same goal—a healthy and abundant urban forest—yet not recognize the significance of their partnership. The shaded area in the chart shows the potential for overlapping interests and opportunities for partnerships. Strengthening this partnership improves the effectiveness of their common concerns.

At the department of public works (DPW), the key contacts are the engineer, park superintendent, or urban forester. Often responsible for the planning, planting, maintenance, and removal of all trees on community-owned property, the DPW may also ensure code enforcement on private property. Larger communities may have an urban forestry department that provides or contracts out services. In smaller communities, the city engineer may be responsible for all tree-related activities. Trees frequently are planted as part of the public works budget, separate from the capital program.

Smaller communities may have an engineering department that performs the duties of either the DOT or the DPW or may be part of one or the other. Better public works programs have new construction or reconstruction projects that pay for tree planting with capital funds, in addition to ongoing maintenance and tree replacement.

The key contact at the parks and recreation department may be called the park manager, urban forester, arborist, or horticulturist. This department takes care of planning, planting, and maintenance of parks and parkways. It may also be responsible for the community's street tree program if the DPW does not have the expertise or the budget. In small communities, planning may be done in either the department of public works or the parks and recreation department.

If your community has a city utility or municipal electric company, the key contact is usually a line clearance supervisor or manager. The utility generally maintains all the existing trees that are within the municipal electric system. Utilities often get involved in cooperative tree planting and tree replacement efforts, and are great partners for public awareness or educational efforts.

THE COMMUNITY SECTOR

There are myriad citizen groups that care about trees—from politically appointed tree boards to independent, nonprofit tree groups to civic organizations.

Tree Boards—A legally constituted tree board or commission formed through city council ordinance acts as an advisory group to the community government. Board members may be appointed or elected and may have policy-making powers. Representation from various agencies and interest groups should be reflected in the membership and increases the board's credibility. Its primary responsibility is oversight, but duties may include an assessment of the community's forestry program or a presentation of its budget to policymakers. A legally constituted tree board is closer to the planning and budget process than are citizen groups. While a tree board or commission is not independent of the political leadership, this connection makes it an effective ally in the public policy arena.

Urban Forest Councils—An urban forest council is a broad-based coalition that addresses urban forest interests but without the potential policymaking powers of a politically appointed tree commission. The most common council has two tiers: the main body, which includes all interested parties, and a smaller executive committee, usually responsible for management and day-to-day policy decisions. A diverse mix of members provides a better vision of urban forests as urban ecosystems, not to mention the skills and cultural diversity needed to be most effective. Particularly effective to have as members are citizen activists, urban foresters, elected officials, and businesspeople.

Nonprofit Tree Groups—Nonprofit tree groups generally operate at the local or state level and are usually creat-

ed by a person with a passion for planting and caring for trees. The typical staff consists of an executive director and an assistant director or project coordinator. The all-important support of community volunteers, or members, is critical. Nonprofit tree groups are governed by a board of directors, which sets policies for the staff to act upon. The board has fiduciary responsibility and should lead fundraising efforts. Unlike government, nonprofit organizations must raise their own revenue. There are no guarantees that their funding will continue from year to year, although their tax-deductible status helps encourage financial support from individuals, foundations, and businesses. Nonprofit tree groups need not have an urban forester on staff. Their influence within the community comes from their autonomy and how well they represent the community. The greatest advantage of nonprofit tree groups is the considerable volunteer power they can harness for the cause of urban forests.

Civic Groups and Neighborhood Associations—Civic, school, and church groups are generally created to help a particular institution. Neighborhood associations are

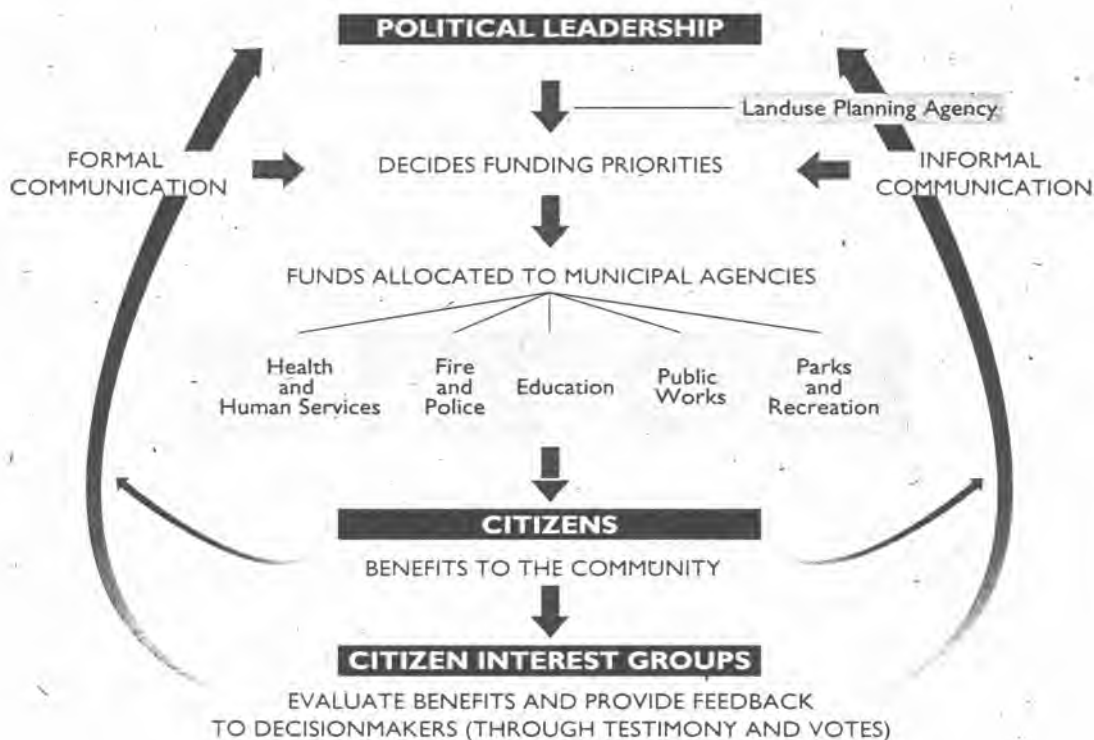
open to all residents or homeowners in a specific community and can be nonprofit organizations or coalitions. Neighborhood associations' responsibilities may include maintaining common property, which would include tree planting and care; creating and enforcing covenants; and encouraging improvements. The neighborhood may have established codes, covenants, and restrictions connected to property deeds.

Trees are just one of the items of concern for civic groups and neighborhood associations, so their interest may be fleeting. Even if their interest peaks only a couple times a year, their activities increase public awareness of trees and community service, and can help identify local activists.

Your best assurance of a healthy urban forest is a partnership between the community, political, and government sectors. While government agencies have the budget, authority, and responsibility to care for urban trees, it is private, community-based organizations that are best able to broaden public involvement and leverage political support for healthy urban forests.

HOW THINGS GET DONE IN COMMUNITIES

Elected officials have the strongest voice in directing what goes on in a community. Much of their work is carried out in public meetings, which allows citizens and the media to be aware of their actions. The leadership decides funding priorities and allocates money to various agencies. Citizens and citizen groups with specific public concerns keep an eye on these agencies' work. They interact directly with the agencies and use the power of their voice to influence public policy. This public voice can be expressed on the record in a public meeting, or informally at social events or in private conversations. This formal and informal communication network is the process by which things get done.



Limited Use and Copyright Release

As an Advisory Council to the United States Secretary of Agriculture on urban and community forestry, The National Urban and Community Forestry Advisory Council (NUCFAC) strives to bring awareness concerning urban and community forestry activities, products, and materials to interested audiences.

Through the recommendation process for project funding, and through facilitating the dissemination of project information, NUCFAC is helping to fulfill a significant communication need with urban forestry and community forestry audiences, as well as among other interested public and private groups.

To assist NUCFAC in disseminating important information about the products, materials, and activities your project generated, we ask that you sign this release. The intent of the release is to allow NUCFAC and its designated agents to discuss, review, and show project descriptions, results, and impacts with various audiences, organizations, and individuals who could benefit from this knowledge.

The project grantee, (as represented by an official representative and signed below), permits NUCFAC and its designated agents to use, edit, and reproduce findings, research, publications, materials, descriptions, text, electronic representations, graphics, and other similar goods in order to advertise, market, build awareness, and educate the citizens of the United States.

NUCFAC is granted limited use of project descriptions and materials for non-commercial, educational activities (including, but not limited to, annual reports to Congress and summary publications) in order to facilitate expanding the knowledge base and field application of project findings and materials. The source of any material used will be cited, in order to accelerate acceptance and use of techniques, concepts, devices, and publications which could help advance the practice of modern urban and community forestry.

Signing this release is voluntary and at the complete discretion of the grantee.

Signing, or failure to sign, this form will not be seen, held, or recorded as a negative event.

Signing, or failure to sign, this release will not affect any future decision or recommendation of NUCFAC in a positive or negative way.

NUCFAC is proud of the projects that have been funded and would like to seek permission to show the nation the fruits of cost-share grants partially generated with Federal dollars. Thank you in advance for your consideration.

Project Name:

Building Effective Partnerships
for City Trees

Abrahm Goy
Signature of Official Project Chief

Deborah Gangloff
Printed/typed name of signature above

July 29, 1997
Date

94G-089
Federal Grant Control Number