BEFORE THE HEARING EXAMINER
FOR THE CITY OF SEATTLE

In Re: Appeal by Seattle Coalition for Affordability, Livability, and Equity of the City of Seattle Citywide Implementation of Mandatory Housing Affordability (MHA) Final Environmental Impact Statement	Hearing Examiner File No. W-17-010 DECLARATION OF CLAUDIA M. NEWMAN IN SUPPORT OF SCALE'S MOTION FOR SUMMARY JUDGMENT

I, CLAUDIA M. NEWMAN, declare as follows:

1. I am one of the attorneys representing the Seattle Coalition for Affordabiliity, Livability, and Equity (SCALE) in this matter. I make this declaration based on my personal knowledge.

2. Attached hereto as Exhibit A are true and correct copies of excerpts from *Urban Forest Management Plan* (2007).

3. Attached hereto as Exhibit B are true and correct copies of excerpts from the *Urban Forestry Stewardship Plan* (2013).

4. The proposed legislation for the Citywide implementation of the Mandatory Housing Affordability program, which is Council Bill 119184, can be accessed at:

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https://seattle.legistar.com/LegislationDetail.aspx?ID=3321079&GUID=A1FC3725-20F6-4A1C-ABD5-2B0C37BF5CC1&Options=Advanced&Search=

This proposed legislation is the underlying governmental action that is the subject of the MHA FEIS that is identified in paragraph 5 below.

5. The Citywide Implementation of Mandatory Housing Affordability (MHA) FEIS (Nov. 9, 2017) can be accessed at http://www.seattle.gov/hala/about/mandatory-housing-affordability-(mha)/mha-citywide-eis

6. The U District Urban Design Alternatives Draft EIS (Apr. 24, 2014) can be accessed at:

http://www.seattle.gov/Documents/Departments/OPCD/OngoingInitiatives/UDistrictUrbanDesign/UDistrictUrbanDesignDEISFullReport.pdf

7. The U District Urban Design Alternatives Final EIS (Jan. 8, 2015) can be accessed at: http://www.seattle.gov/Documents/Departments/OPCD/OngoingInitiatives/UDistrictUrbanDesign/UDistrictFinalEIS121814_Web.pdf

8. The EIS Addendum for the U District Design Alternatives (May 27, 2016) can be accessed at:

http://www.seattle.gov/Documents/Departments/OPCD/OngoingInitiatives/UDistrictUrbanDesign/2016527addendumfinal_extendeddeadline.pdf

9. The Uptown Urban Center Rezone Draft EIS (Jul. 18, 2016) can be accessed at: https://www.seattle.gov/dpd/cs/groups/pan/@pan/documents/web_informational/p2466895.pdf

10. The Uptown Urban Center Rezone Final EIS (March, 2017) can be accessed at: http://www.seattle.gov/dpd/cs/groups/pan/@pan/documents/web_informational/p2648149.pdf

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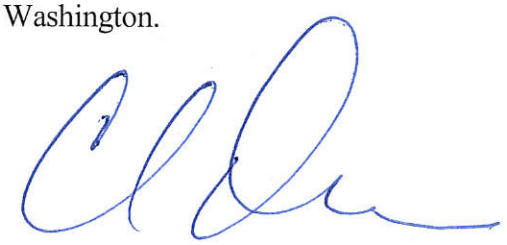
I declare under penalty of perjury under the laws of the State of Washington that the foregoing is true and correct.

Dated this 9th day of May, 2018, at Seattle, Washington.



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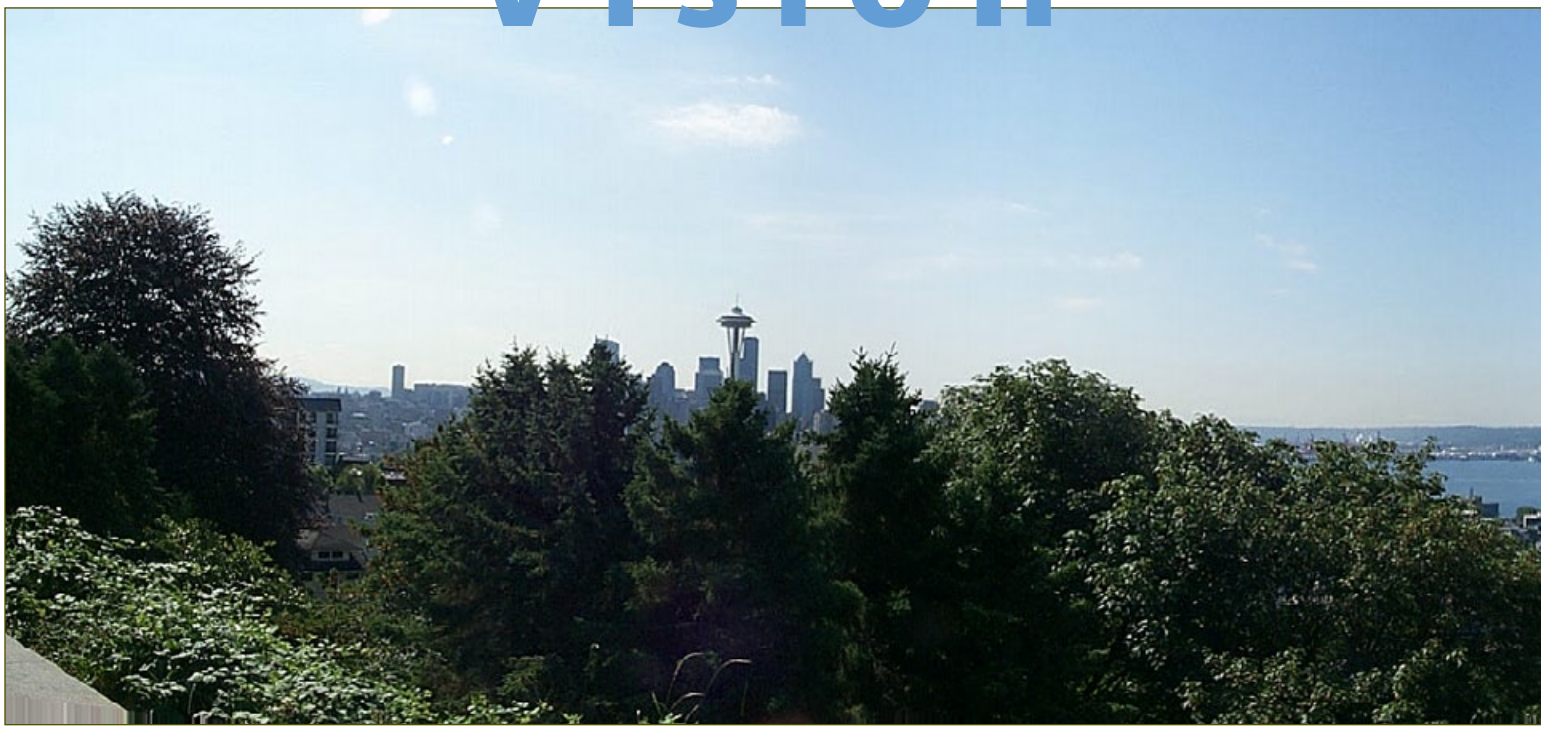
APRIL 2007

City of Seattle

Urban Forest Management Plan

EXHIBIT A

Vision



Seattle's urban forest is a thriving and sustainable mix of tree species and ages that creates a contiguous and healthy ecosystem that is valued and cared for by the City and all of its citizens as an essential environmental, economic, and community asset.

City of Seattle

Acknowledgements

The Urban Forest Management Plan is a product of the City of Seattle Urban Forest Coalition, an interdepartmental working group representing City departments with tree management or regulatory responsibilities. Over the past five years, these departments collaborated to assess current conditions, establish goals, and chart a path to long-term management of Seattle's trees. The Urban Forest Management Plan is the result of that effort. The plan provides a framework for many actions that will help us preserve, maintain and enhance the condition of sattle's urban forest.

City of Seattle Contributors

Seattle Parks and Recreation	Former Superintendent: Ken Bounds Interim Superintendent: B.J. Brooks Duane Penttila, Hortiuclture & Foresrty Manager Mark Mead, Senior Urban Forester
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Department of Neighborhoods	Director: Stella Chao Staff: Various

Urban forestry experts from outside city government also helped develop the Urban Forest Management Plan. City staff worked with consultants, academia and private nonprofits to review and comment on elements of the plan. Urban forest management experts from the region (including Bellevue, Kirkland, Mercer Island, King County, private consultants, and the UW) also assisted in plan development. As well, the final draft plan was presented to public in two separate workshops and was available to the public on the web. Over 90 written comments ere received. The City of Seattle is particularly thankful for their contributions to this document.

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a city among the trees

EXECUTIVE SUMMARY

The Urban Forest Management Plan is a 30-year plan that recommends steps that the City of Seattle should take to preserve its trees and the cherished environment that has come to be called "a city among the trees." Seattle's urban forest touches the lives of its citizens every day. It consists of all trees in the city on both public as well as private property, including street trees, park trees, forested parklands, trees on institutional campuses and trees in many private ownership settings ranging from parking lots to back yards.

Unfortunately, Seattle's urban forest has significantly declined over the last few decades as the City has grown. Today, about 18% of the city is covered by tree canopy as compared with 40% just 35 years ago. Accommodating growth is important in order to preserve open spaces outside of the city. However, the loss of treed relief in our built environment reduces livability and further motivates sprawl. Balancing urban goals that include managing growth, enhancing livability, protecting the environment, fostering economic growth, maintaining vibrant public spaces, and creating recreational opportunities is challenging and trees contribute to all of these goals.

To curb the loss of tree cover, the City has planted thousands of trees during restoration projects, as part of Capital Improvement Program (CIP) projects, and as replacements for trees that were removed. The City also creates incentives for private tree planting through programs like the Neighborhood Matching Fund as well as requirements for preservation through our development regulations.

To encourage tree preservation and planting across the city, the Urban Forest Management Plan lays out actions ranging from improving tree care on City of Seattle property to enhancing community outreach to strengthening incentives and regulations during development. The plan also establishes goals for different land-use types and identifies the challenges and opportunities for enhancing the tree canopy coverage within each type.

1. Urban Forest Sustainability

Although efforts of City of Seattle and committed community members have had a positive impact, they have not been enough to preserve Seattle's urban forest. The Urban Forest Management Plan, therefore, was developed as a roadmap for the long-term management of Seattle's trees. The primary goal of the Urban Forest Management Plan is to increase the city's tree canopy cover to 30% in 30 years by identifying goals, recommendations and actions that will preserve, restore, enhance and sustain the urban forest over the long term.

Urban Forest Sustainability Model

To assist in this rigorous task, the City employed a nationally recognized Model of Urban Forest Sustainability. Careful consideration was also given to how the resource has been managed in the past, what its value is, how the resource can be sustained over time, and what set of actions will move the City toward its goals.

Seattle's urban forest management strategy is built around four principles from the model:

- Sustainability is a broad, general goal that results in the maintenance of environmental, economic and social functions and benefits over time.
- Urban forests primarily provide services rather than goods.
- Sustainable urban forests require human intervention.
- Trees growing on private lands compose the majority of urban forests.

Seattle's Urban Forest Management Plan adapted the sustainability model to provide a structure that organizes its goals and the actions needed to achieve them. It incorporates the following three management elements of the model:

1. **Tree Resource**: the trees themselves, as individuals or in forest stands
2. **Management Framework**: the policy, planning and resources—including staff, funding, and tools — brought to bear on the tree resource
3. **Community Framework**: the way residents are engaged in planning and caring for trees. Because most trees in the urban forest are on private property, a successful program requires that the community plant and maintain trees on their property.

Seattle's Urban Forest History Highlights

The first European settlers to this region were awed by what appeared to be unending, magnificent old-growth forests. Trees became the business of the new city, with millions of board feet of lumber milled for local use or shipped to San Francisco and other ports to feed the needs of a growing nation.

Over time, native soils were significantly disturbed, streams and the life they supported were altered, and many acres of forest lands were covered by the building footprints of the new city. Early logging operations left no seed source to repopulate second-growth conifer forests, causing more than 70% of Seattle's new forest to be seeded with short-lived native maples and alders. Today, in a city land-base that once enjoyed more than 53,000 acres of old-growth conifers, only slightly more than 200 acres of true old-growth forest remain. These 200 acres are part of the mere 3,200 acres of actual forest lands left within the city limits.

Environmental, Economic, and Social Value of the Urban Forest

This section of the Urban Forest Management Plan describes the benefits of healthy, well managed forests in terms of environmental, economic and social value, the challenges the City faces to maintain or restore its urban forests, and what is lost when forests are poorly maintained and less healthy.

In addition to making the city more livable for a growing population, Seattle's urban forest provides habitat to a variety of wildlife and native and migratory songbirds. The urban forest, which offers shade that cools streams, intercepts rainwater and lessens the impacts from storm events, is home to more than 250 terrestrial vertebrate species and valuable terrestrial and aquatic habitat. Trees also improve air and water quality, and sequester global warming pollution.

The dollar value of the ecological services attributed to healthy urban forests can be into the many millions of dollars annually, particularly for the Pacific Northwest where stormwater control, for example, requires substantial investments in built infrastructure. By applying cost/benefit modeling provided by the *Western Washington and Oregon Tree Guide: Benefits, Costs and Strategic Planting,* E. Greg McPherson, et al. it has been determined that an increase in Seattle's tree canopy coverage from the present 18% to 36% would more than double current environmental and economic benefits.

2. Seattle's Urban Forest Today

Beginning with an assessment of the current state of the resource, this section of the Urban Forest Management Plan highlights both the challenges and opportunities for future resource management. Discussion focuses on the following three key elements of the sustainability model to provide the framework for this assessment:

- Tree resource assessment
- Management framework assessment
- Community framework assessment

Tree Resource Assessment

Factors used to evaluate an urban forest include the extent of tree canopy, species diversity, age and health of trees. As previously discussed, canopy cover in Seattle has declined to about 18%. About 70% of the trees in Seattle's forested lands are aged deciduous maples and alders and about 30% conifers. About 40% of the trees in developed locations across the city are small flowering deciduous trees without expansive canopies. A primary goal of the Urban Forest Management Plan is to reverse both of these conditions over time.

Urban trees are under pressures not present in native forests and require active management intervention to sustain them. They lack some of the natural buffers and protection found in wildlands, where the combination of soil micro-organisms, understory plants, an ample seed source, number of trees, variance in topography, and stable hydrology all contribute to healthy trees able to ward off early destruction due to diseases, insects, and invasive plants.

Furthermore, tree selection in the urban environment is usually driven by site conditions that have been shaped by previous development and current land use more than on natural conditions that sustain native northwest forests.

Management Framework Assessment

Effective interdepartmental coordination is essential for consistent delivery of urban forestry programs. To that end, the City of Seattle formed an Urban Forest Coalition in 1994 to provide a common base for coordinating development of policy, programs, and budget that need citywide direction. The Urban Forest Coalition is represented by all city departments that have urban forest management responsibilities. As important as it is for good communi-

cation between city departments on urban forestry matters, it is equally important that similar communication exist between the City and other agencies such as the Port of Seattle, Army Corps of Engineers, King County, Washington State Department of Transportation (WSDOT), and even commercial entities such as the railroads.

The City needs better information and tools to evaluate the conditions, values, benefits, needs and opportunities associated with its urban forest including:

1. More complete and current tree inventory
2. Better maintenance records with records linked to inventory data
3. Better tools/models for determining the value and benefits of the urban forest.

Certainly, as the pressure to redevelop land within Seattle continues and the region's population increases, density goals and development pressures need to be balanced with tree protection and planting goals. Finding the right balance is crucial to maintaining the city's livability and encouraging new development within already developed areas rather than pushing it to the metropolitan fringe.

A summary of Seattle's existing regulations, policies and programs that protect and increase the urban forest can be found in Appendix B, Tree Policies and Regulations.

Community Framework Assessment

Community appreciation for the benefits and needs of trees and engagement in planning, planting and caring for trees is essential to the long-term health of the asset. Citizen input and volunteer participation are critical to City programs. Without this support and involvement, urban forestry programs cannot succeed. This section of the Urban Forest Management Plan describes the ways the community is currently informed about and participates in stewardship of the urban forest through various programs, including the following:

- Outreach
- Volunteer opportunities
- Planning and policy development
- Partnerships
- Regional cooperation

3. Recommended Goals and Actions

A good measure of the health and value of an urban forest is the percentage of land within the city that has tree canopy cover. In order to measure success in canopy cover enhancement, canopy cover goals first must be established, which then will help the City of Seattle to rally the community around a clear set of common targets. These goals also help to plan implementation steps that consider planting opportunity, planting limitations and other priorities specific to individual land-use types.

To achieve the overall goal of 30% canopy cover in 30 years, goals have been defined for each of the three elements of the plan:

Seattle's Urban Forest Framework and Goals

Tree Resource	Management Framework	Community Framework
Understand the characteristics and complexity of Seattle's urban forest Maintain trees to promote health and longevity Maximize canopy cover and optimize age and species diversity Maximize the ecological and environmental benefits of the urban forest	Facilitate interdepartmental communication and cooperation to provide decision-makers the information they need to support the UFMP Develop and implement resource management tools Preserve and protect existing trees, and encourage new tree planting throughout the city by improving management of trees on private property Model good stewardship in City practices	Enhance public awareness of the urban forest as a community resource Engage the community in active stewardship of the urban forest Promote citizen-government-business partnerships

Short-, mid- and long-term actions to achieve these goals have been identified. Short-term actions to be implemented within the next 5 years include:

- Improving maintenance of City-managed trees
- Increasing tree planting
- Improving the City's internal communication and management structure regarding tree issues
- Increasing community engagement in tree policy and planning
- Strengthening incentives and regulations for tree preservation and planting on private property
- Increasing community outreach about the value of trees and proper tree selection, planting and care.

City of Seattle

2013 URBAN FOREST STEWARDSHIP PLAN


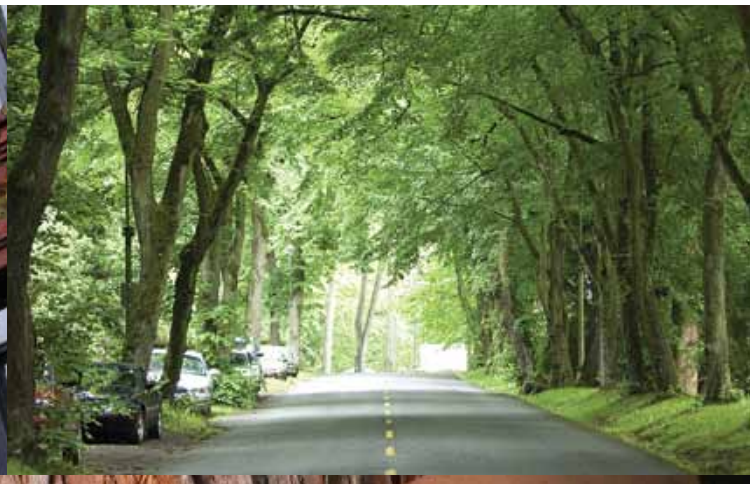


EXHIBIT B

Vision Statement:

Seattle's urban forest is a thriving and sustainable mix of tree and understory species and ages that creates a contiguous and healthy ecosystem that is valued and cared for by the City and all of its residents as an essential environmental, economic, and shared community asset that reinforces Seattle's identity and legacy as a forested, livable city.

Acknowledgements

The City of Seattle is thankful to all the people who contributed to the 2013 Urban Forest Stewardship Plan.

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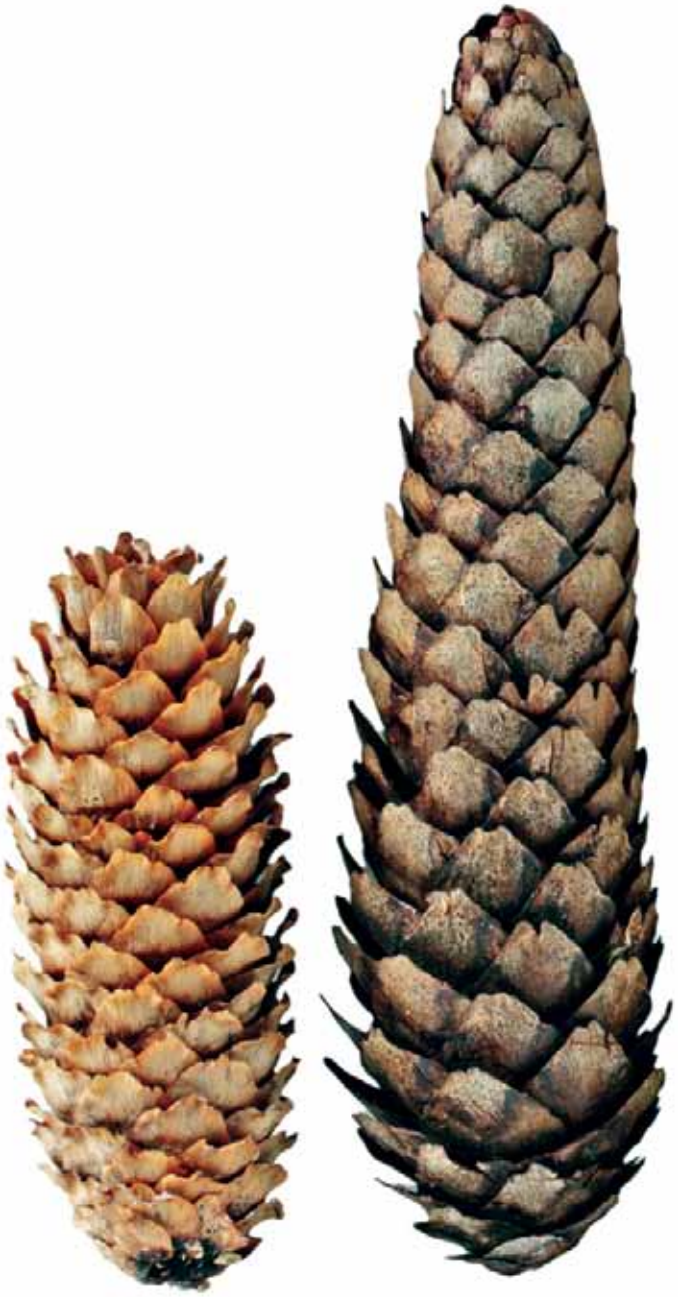

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EXECUTIVE SUMMARY

URBAN FOREST STEWARDSHIP PLAN

Our trees create beautiful views in their own right, and frame views of our other natural wonders.

Trees are an essential part of our city. A healthy urban forest provides benefits including air and water pollution mitigation, habitat for wildlife, and storm water runoff reduction. Trees are fundamental to the character of Seattle—a city that celebrates its reputation as one of the country's greenest cities. Our trees create beautiful views in their own right, and frame views of our other natural wonders, such as Mount Rainier, the Cascade and Olympic mountain ranges, Puget Sound, and our magnificent lakes.

Studies have shown that trees in a neighborhood contribute to community involvement and have positive health benefits ranging from asthma relief, improved academic performance, and shorter recovery times for patients.

But Seattle's trees do not simply grow untended. Although the landscape which makes up Seattle today is naturally heavily wooded, most of the original trees were clear-cut by the late 1800s. Seattle's existing urban forest is mostly human-made and requires active stewardship to remain healthy.

5 A PATH FORWARD

Seattle's urban forest is a thriving and sustainable mix of tree and understory species and ages that creates a contiguous and healthy ecosystem that is valued and cared for by the City and all of its residents as an essential environmental, economic, and shared community asset that reinforces Seattle's identity and legacy as a forested, livable city.

CHAPTER 5

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This vision is aligned with Seattle Comprehensive Plan's core values of Community, Environmental Stewardship, Economic Opportunity and Security, and Social Equity. The Plan will strive, through its strategies and implementation actions, to support Seattleites in finding a sense of investment in and relatedness to urban trees and to maintain and enhance conditions necessary for a healthy natural environment by helping the City, residents, and businesses become stewards who share the responsibility to care for urban trees.

Goals

The UFSP seeks to improve the functions and benefits of Seattle's urban forests by protecting and restoring forest health and expanding canopy cover. The Plan's overarching goals are:

1. Create an ethic of stewardship for the urban forest among City staff, community organizations, businesses, and residents.

2. Strive to replace and enhance specific urban forest functions and benefits when trees are lost, and achieve a net increase in the urban forest functions and related environmental, economic, and social benefits.
3. Expand canopy cover to 30 percent by 2037.
4. Increase health and longevity of the urban forest by removing invasive species and improving species and age diversity

Priority Actions to Support a Thriving Urban Forest

Particular focus is needed on specific priorities due to their importance related to forest functions and stewardship. These priorities were determined through the assessment of our urban forest's current state and the understanding of the conditions, both ecological and human, which support healthy trees. It is important to recognize that trees on private property make up a significant portion of the urban forest and policies and programs need to focus efforts in this area. The following priorities will assist in providing overall policy and programmatic direction.

Increase awareness of the value and proper care of trees

Urban forest stewardship requires the on-going engagement of government and the community. The success of our efforts is dependent upon informed actions and significant involvement by volunteers and residents.

Preserve existing trees

Because it takes decades for most trees to reach their ultimate size, trees already growing in Seattle generally provide immediate and ongoing benefits that cannot be matched by a small/young replacement tree. Exceptions may be trees planted in inappropriate places, or hazard, dead, or diseased trees.

Focus especially on:

- **Evergreen trees.** Because they maintain their canopy during the rainy season and are active year-round, evergreens can better attenuate rainfall, absorb carbon dioxide, and reduce air pollutants. Evergreen trees also are longer-lived than deciduous trees and tend to have much greater size potential.
- **Mid-Large trees.** Larger trees provide more environmental, cultural, and economic functions and benefits than smaller ones.
- **Groves of trees.** Compared to an individual tree surrounded by pavement or grass, groups of trees provide increased benefits by offering recreational opportunities, providing more diverse wildlife habitat, and creating duff soils on the forest floor that absorb storm water.
- **Unique wildlife habitat**. Higher quality habitat areas, such as heron rookeries, eagle nests, and salmon-bearing waters, are difficult to replace and can be impossible to replicate.

Maintain existing trees

The health of existing trees is supported through proper and timely pruning and preventing invasive species.

Restore

A thriving urban forest is one that is not threatened by invasive species. Efforts to remove invasive species are crucial for the well-being of our forested parklands. It will be important to continue to engage residents and

increase awareness of the threat invasive species represent so that they are no longer planted on private property.

Plant new trees

Because trees age and die, urban forest regeneration requires replenishment of trees through human intervention. Active planting is needed to also ensure age and species diversity. In order for new trees to thrive, proper soil conditions, soil volume, appropriate location, water, and maintenance need to be provided. Consideration should be given to planting trees that maximize important functions and benefits, or replenish or enhance functions and benefits lost due to tree removal.

Strategies

In order to meet the goals of this plan, five overarching strategies were developed that represent a comprehensive approach to mobilizing informed

and effective action. These strategies derive from the integrated approach. Strategy 1 helps implement the community approach; Strategy 2 supports the ecological approach; and Strategies 3 – 5, represent the resource management approach.

1. **Inspire, inform, and engage** the community in active stewardship of Seattle's urban forest.
2. **Understand** the character and complexity of the urban forest resource.
3. **Coordinate** interdepartmental and interagency communication, cooperation, and decision-making.
4. **Preserve, restore, and enhance** the urban forest on City property.
5. **Regulate** private property to ensure minimum standards for care of the urban forest.

These strategies were used to develop the specific actions included in the action agenda.

Action Agenda

The action agenda outlines the steps that city and community partners will take to implement the UFSP. Department work plans focus on those aspects of the urban forest that each department can manage. For example, SDOT manages trees in the right-of-way while the Parks Department has primary responsibility for the developed parks and parks' natural areas management units.

The actions have been grouped according to the key strategies. The considerations used to develop the timeframe for each action include:

- **Feasibility.** Short-term actions to be completed by 2018 often are those that can be more easily implemented because they are partially implemented, budget neutral, have agreed-upon new funding in place, or are part of critical path actions to accomplish the goals of the Plan. Mid-term actions (5 to 10 years out) might require operational restructuring or reorganization, limited additional funding, or technological improvements on the part of internal or external partners. Long-term actions (more than 10 years out) may have significant budget implications, may involve organizational change, and/or may require significant fund raising.
- **Critical path toward priority action.** Some short- and mid-term actions are necessary precursors to, or components of, long-term actions that may not be feasible in the short-term, but eventually could make substantial improvements to the urban forest. This ensures that initial steps toward potentially difficult but important actions are taken early.
- **Show progress.** To make tangible progress and maintain the confidence of these partners in plan implementation, small achievable action items should proceed at the same time as items that yield more long-term results.

Table 7. Action Agenda for the Urban Forest Management Plan *(Actions in **bold** font will be prioritized for substantial completion by 2015)*

Strategy	Short-term actions (1 - 5 years)	Mid-term actions (5 – 10 years)	Long-term actions (10+ years)
Inspire, inform, and engage the community about the benefits of the urban forest and proper tree care practices	**I1 - Strengthen city-wide approaches to communicating about trees. (SPU reLeaf)**	**I21** - Partner with nurseries and landscape industry to make quality information and plant materials available to the public, particularly information to discourage the sale of invasive plant species and encourage the use of native species. (SPU reLeaf)	**I27** - Develop community service opportunities with schools and other institutions for urban forest stewardship projects. (SPU reLeaf)
	I2 - Continue to provide resources about urban forestry to public through newsletters, permitting, websites, and other resources. (SPU reLeaf, IDT)	**I22** - Partner with realtors to distribute information as part of home purchase to make new buyers of property aware of their responsibility for maintenance of privately owned right-of-way trees. (SDOT)	**I28** - Continue exploring ways to Engage the community based on experience from implementation of existing programs. (SPU reLeaf, IDT)
	I3 - Revise materials to encourage "right tree in right place" but also encourage large trees and more diverse species where appropriate. (SDOT, SPU reLeaf)	**I23** - Provide adjacent property owners and tree service companies with the skills and knowledge to properly care for non-SDOT owned trees in the right-of-way. (SDOT)	**I29** - Explore mechanisms to collaborate with universities and the private sector on long-term urban forestry science. (OSE, SPU reLeaf)
	I4 - Provide materials on best practices for tree preservation during construction. (DPD)	**I24** - Create the mechanism that will allow an active partnership with the community service element of the Seattle Public Schools and other institutions. (SPU reLeaf)	
	I5 - Implement Green Seattle Urban Forestry tree curricula in K-12 schools. (Parks)	**I25** - Seek tree-planting opportunities with the cemeteries in Seattle. (SPU reLeaf)	
	I6 - Deliver education programs such as Forestry U to all communities to engage traditionally underserved neighborhoods. (Parks)	**I26** - Institute a program to acknowledge and publicize contributions to urban forestry by residents, businesses, institutions, and neighborhood group organizations. (SPU reLeaf, IDT)	
	I7 - Provide information about trees that thrive in harsh conditions. (SPU reLeaf, DPD, SDOT)		
	I8 - Continue to identify special trees and mark their historic, biological, or other traits with signs or other means through the Heritage Tree Program. (SDOT)		
	I9 - Work closely with Urban Forestry Commission on development of policies and programs to implement and achieve UFSP goals. (OSE, IDT)		
	I10- Engage the public in developing UFSP updates. (OSE, IDT)		
	I11 - Use the results of a new tree canopy cover study to analyze distribution of canopy cover across residential areas and how the distribution relates to factors such as income. (OSE, IDT)		
	I12 - Analyze current diversity of participants in City-sponsored urban forest engagement program and develop strategies to engage under-represented groups. (SPU reLeaf)		
	I13 - Work with local universities to pursue the research agenda. (OSE, IDT)		
	I14 - Provide residents the opportunity to plant trees on Parks' property to commemorate major life events. (Parks)		
	I15 - Establish a process to obtain input from Friends of Seattle's Olmsted Parks on efforts relating to Olmsted-designed parks in Seattle. (Parks)		
	I16 - Expand volunteer stewardship opportunities through the Green Seattle Partnership, "Friends of" groups, Tree Ambassador, and other programs. (OSE, Parks, reLeaf, SDOT)		
	I17 - Consider expansion of Neighborhood Business District grants for tree planting. (SDOT, SPU reLeaf)		
	I18 - Use the Major Institution Master Planning process to identify opportunities for planting and preserving trees. (DPD)		
	I19 - Work with private property owners and major public industrial operators to explore tree-planting opportunities in industrial areas. (OSE, SPU reLeaf, DPD, SDOT)		
	I20 - Provide opportunities for education-based groups such as fraternities, sororities, and clubs to become involved with planting trees on their campuses. (SPU reLeaf)		

Table 7. Action Agenda for the Urban Forest Management Plan *(Actions in **bold** font will be prioritized for substantial completion by 2015) continued*

Strategy	Short-term actions (1 - 5 years)	Mid-term actions (5 – 10 years)	Long-term actions (10+ years)
Understand the characteristics and complexity of the urban forest resource	**U1 - Conduct city-wide canopy cover assessment every five years. Calibrate results to previous assessments and conduct change analysis. (OSE)**	**U14** - Develop better indicators for city-wide survey of species distribution, age distribution, and tree health. (OSE, IDT)	**U20** - Develop cross-departmental measures and deliverables for the reduction of fragmentation effects on wildlife and urban forests. (OSE, IDT)
	U2 - Assess cost of conducting tree sampling every five years. (OSE)	**U15** - Evaluate potential of ecological corridor planning. (OSE, IDT)	
	U3 - Analyze Seattle i-Tree survey data to better understand existing conditions of our urban forest. (Parks, IDT)	**U16** - Capitalize on research being done by others in order to quantify the financial value associated with the social benefits afforded by the urban forest. Monetize these benefits based on best available science. (OSE, IDT)	
	U4 - Analyze tree planting potential data for all management units. Conduct pilot to ground-truth information. (OSE, IDT)	**U17** - Complete tree inventory of developed parks. (Parks)	
	U5 - Conduct a GIS evaluation to further define the forest protection/restoration potential of different neighborhoods. (OSE, IDT)	**U18** - Develop forest ecosystem service, resilience, and sustainability measures that define a restored status for urban forests. (Parks)	
	U6 – Eco-hoods (OSE, IDT): • **Analyze options for designating eco-hoods for units for urban forest management.** • **Explore feasibility of incorporating this concept into existing policies and programs and the next 5-year update of the Plan.** • **Consider how eco-hoods and management units could be integrated or connected as part of existing policies and programs and a future plan update.**	**U19** - Develop dynamic inventory processes that can be updated and maintained for street and park trees. (Parks, SDOT)	
	U7 - Evaluate habitat corridor and waterways gaps in the industrial management unit. (DPD)		
	U8 - Continue to regularly update forest typing in Parks' Natural Areas. (Parks)		
	U9 - Continue to develop modeling for tree ages, sizes, and life expectancy, accounting for species and site factors, to estimate management needs and costs in natural areas. (Parks)		
	U10 - Increase the resilience and sustainability of forested lands through further research in species composition and serial succession patterns in urban settings. (Parks)		
	U11 - Continue to update SDOT street tree inventory. (SDOT)		
	U12 - Develop and map fish and wildlife conservation areas using best available science based on Sensitive Areas Ordinance and Growth Management Act requirements. (DPD, IDT)		
	U13 - Develop methodology and decision tool to determine appropriate replacement of functional benefits over time lost due to mid-large sized tree removal by the City or residents. (OSE, Parks, SDOT, IDT)		

Table 7. Action Agenda for the Urban Forest Management Plan *(Actions in **bold** font will be prioritized for substantial completion by 2015) continued*

Strategy	Short-term actions (1 - 5 years)	Mid-term actions (5 – 10 years)	Long-term actions (10+ years)
Coordinate interdepartmental and interagency communication, cooperation, and decision-making	**C1 - Continue to convene the Urban Forest Interdepartmental Team as the group primarily responsible for implementing the UFSP through the work of the represented departments. (OSE, IDT)**	**C7** - Assess feasibility and potential impacts of creating a city-wide policy regarding trees and views. (OSE, IDT)	**C8** - Conduct urban forestry activities as a city-wide program with a de-emphasis on the roles of specific departments. (OSE, IDT)
	C2 - Continue to identify and address interdepartmental policy and project issues. (OSE, IDT)		**C9** - Review urban forestry staff functions, roles, and responsibilities with an eye toward achievement of management efficiencies. (OSE, IDT)
	C3 - Integrate urban forest management planning with other City efforts affecting vegetation, such as Green Storm water Infrastructure, Green Factor, etc., open spaces, and sustainable development. (OSE, IDT)		
	C4 - Develop decision-making tools related to tree retention or removal decisions where infrastructure conflicts exist. Develop methods to allow removal and replacement with appropriate species in appropriate locations. (OSE, IDT)		
	C5 - Develop a monitoring framework and robust set of indicators to track progress on achieving the Plan's goals. (OSE, IDT)		
	C6 - Build cross-departmental goals for habitat connectivity between forest fragments. (OSE, IDT)		

Table 7. Action Agenda for the Urban Forest Management Plan *(Actions in **bold** font will be prioritized for substantial completion by 2015) continued*

Strategy	Short-term actions (1 - 5 years)	Mid-term actions (5 – 10 years)	Long-term actions (10+ years)
Preserve, restore, and enhance the urban forest on City property	**Planning and design:** **P1 - Develop policy to prioritize expenditures for outreach and education; maintenance, preservation, and restoration; and planting. (OSE, IDT)**	**P29** - Diversify seed sources for restoration and reforestation of urban forests in the region in order to adapt existing plant ecotypes to novel bioclimatic conditions in a changing climate. (OSE, IDT)	**P34** - Take advantage of utility repair and replacement work being done and consider removing underground utilities from planting strips to increase street tree planting opportunities. (SDOT)
	P2 - Continue to revise and update City best-management practices for tree and forest maintenance on a 5-year cycle. (OSE, IDT)	**P30** - Develop an urban forest maintenance plan for street trees. (SDOT)	
	P3 - Develop metrics for soil volume, soil compaction, soil type, species diversity, and hydrologic information to help create sustainable forests requiring less maintenance. (OSE, IDT)	**P31** - Develop a risk assessment plan for street trees. (SDOT)	
	P4 - Design public spaces to maintain clear sightlines and avoid creating dark, unwelcoming spaces. (SDOT, Parks, DPD)	**P32** - Work across departments to restore forest composition, structure, and function in rights-of-way. (SDOT)	
	P5 - Implement a hazard tree abatement program for street trees. (SDOT)		
	P6 - Encourage understory plantings in tree planting projects. (SDOT, DPD, Parks, Seattle Center FAS, SPU)		
	P7 - Explore opportunities to maximize available planting space by using existing and new technologies such as root barriers, Silva Cells, and/ or specialized soil mixes. (SDOT, DPD, Parks, Seattle Center FAS, SPU)		
	P8 - Expand the use of tree planting strips rather than tree pits with grates to provide greater rooting area and enhanced storm water mitigation. (SDOT, DPD, Parks, Seattle Center, FAS, SPU)		
	P9 - Evaluate five years of Seattle City Light pruning for safety and reliability work expenditures and make an analysis comparing impacts from ongoing pruning to major removal. (SCL, SDOT)		
	P10 - Develop a policy that seeks to increase the portion of City right-of-way planted with street trees and other vegetation when SDOT conducts major maintenance or constructs street improvements. (SDOT, OSE)		
	Planting: **P11 - Plant a minimum of two trees for each tree removed across all departments. (OSE, IDT)**		
	P12 - Explore feasibility of increasing fruit and nut tree planting and/ or establishment of community orchards on Seattle public lands. (OSE, Parks, FAS)		
	Maintenance: **P13 - Improve maintenance cycles for all Seattle public trees to bring them closer to industry standard. (Parks, SDOT)**		
	P14 - Provide public education and outreach regarding reasons for tree removals as part of large City projects. (OSE, SPU, reLeaf, DPD, Parks, Seattle Center, FAS)		
	P15 - Improve management and harvesting of existing fruit- and nut-bearing trees on existing City-owned property. (OSE, Parks, FAS)		
	P16 - Identify and prioritize removal of invasive species from non-Parks City properties. (OSE, FAS, Seattle Center, SCL, SPU)		
	P17 - Seek to combine maintenance of adjacent areas such as shoreline street ends and street trees to reduce overall costs. (SDOT, Parks)		
	Tracking: **P18 - Develop consistent methodologies for tracking and reporting tree work and for performance metrics. (OSE, Parks, SDOT, SCL)**	**P33** - Develop reporting methodology that can support a dynamic inventory process. (Parks, SDOT)	**P35** - Link work record system with inventory so updates are continuous. (Parks, SDOT)
	P19 - Purchase or develop a tree management software system to track work performed on publicly owned trees. (Parks, SDOT, SPU)		
	P20 - Continue development of database management tools to assist with monitoring, documentation, and evaluation of forest restoration work. (Parks)		
	P21 - Link Vegetation Management Plan establishing hazard tree needs to the Work Order System prioritizing tree removals. (Parks)		

Table 7. Action Agenda for the Urban Forest Management Plan *(Actions in **bold** font will be prioritized for substantial completion by 2015) continued*

Strategy	Short-term actions (1 - 5 years)	Mid-term actions (5 – 10 years)	Long-term actions (10+ years)
Preserve, restore, and enhance the urban forest on City property	**Funding:** **P22 - Develop tools for measuring and monetizing the comprehensive benefits provided by a healthy urban forest in Seattle. (OSE, IDT)**		
	P23 - Use asset management and triple bottom-line cost-benefit analysis in assessing urban forest related projects. (OSE, IDT)		
	P24 - Explore options for dedicated funding sources for street trees. Explore creative financing mechanisms to ensure alternative funding to supplement general fund revenues. (SDOT)		
	P25 - Develop a coordinated approach to seek funding from sources such as local and regional foundations, industry, and corporations. (OSE, IDT)		
	P26 - Work with the business and non-profit communities (e.g., Seattle Parks Foundation) to create a tree donation account or other funding strategies. (OSE, IDT)		
	P27 - Explore funding opportunities with the business community and with regional donors, particularly for special projects identified in a management plan. (OSE, IDT)		
	P28 - Explore creative financing mechanisms to obtain funding for City urban forestry programs. (OSE, IDT)		

Strategy	Short-term actions (1 - 5 years)	Mid-term actions (5 – 10 years)	Long-term actions (10+ years)
Regulate private property to ensure minimum standards for care of the urban forest	**R1 - Improve design of street tree pits, including standards for soil volume, soil composition, and minimizing issues with tree grates. (SDOT)**	**R8** - Continue to evaluate the effectiveness of incentives and regulations and make changes on a regular basis. (OSE, DPD, IDT)	**R12** - Consider burying certain overhead utility lines to increase street tree planting opportunities. (SCL, SDOT)
	R2 - Update existing regulatory framework to promote the goals of the UFSP and mitigate the impacts of development, while providing flexibility for property owners to balance multiple goals and competing uses. (DPD)	**R9** - Explore opportunities to modify storm water rates to better reflect the value of trees. (SPU)	
	R3 - Continue to engage community stakeholders to identify opportunities and barriers for tree planting and preservation on private property. (SPU – reLeaf)	**R10** - Explore opportunities for allowing staging in the right-of-way to allow additional tree retention. (DPD, SDOT)	
	R4 - Explore opportunities to expand the range of incentives available for tree planting and retention, including job programs, and technical assistance. (SPU - reLeaf, Parks)	**R11** - Consider expanding and tailoring Trees for Neighborhoods programs to serve business and industrial areas. (SPU - reLeaf)	
	R5 – Explore options for increasing canopy on Industrial Landscape Streets, riparian areas, and commercial properties. (SDOT, DPD)		
	R6 - Consider opportunities for protecting significant groves of trees through Environmental Critical Areas Update. (DPD)		
	R7 - Train staff in tree protection practices. (DPD)		