

NEXT STEPS!

AN ASSESSMENT OF NATIONAL URBAN FORESTRY POLICY & OUTREACH

*PREPARED FOR THE
SUSTAINABLE URBAN FORESTS COALITION*

DECEMBER 28, 2007

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ABSTRACT

This project was a process of discovery to explore and understand collective priorities for policy and outreach actions by the national Sustainable Urban Forests Coalition (SUFC). A two-phase, abbreviated Delphi process was conducted, inviting input from SUFC member organizations. Action needs were first identified using an open response on-line survey. Priorities were nominated in a second Delphi survey. This report summarizes the results and provides material for focused discussions resulting in an action plan for the SUFC.

ACKNOWLEDGEMENTS

Funding for this assessment exercise was provided under a USDA Forest Service grant administered by International Society of Arboriculture on behalf of the SUFC. Key individuals from many SUFC member organizations took time to participate in the Delphi process; their contributions are highly appreciated.

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INTRODUCTION

The environmental conditions of human environments face unique challenges, especially urban communities in the United States. The U.S. Census estimates 83 percent of America's residents live in urban areas. The trees and green spaces in these urban areas, or *urban forests*, offer diverse functions, services, and benefits that have been empirically confirmed. Urban forestry is defined as the art, science and technology of managing trees, forests and natural systems in and around cities, suburbs and towns for the health and well-being of all people.¹ Focused, strategic action and policy is needed to sustain urban natural resources and promote a higher quality of life for people within urban areas.

The Sustainable Urban Forests Coalition (SUFC) was formed in 2004 to bring together diverse organizations at the national level to support and implement a collective agenda for urban forests. The SUFC is a coalition of organizations with direct interests in urban forests (e.g. International Society of Arboriculture, American Forests, and Society of Municipal Arborists) or whose respective professional members are engaged in urban greening and landscape design (e.g. the American Society of Landscape Architects or Tree Care Industry Association). In addition, other organizations have been recruited that represent professionals whose work intersects with city trees and forests at local governmental levels (e.g. American Planning Association or American Public Works Association). The SUFC is now an association of 18 national organizations whose collective action advocates for healthier urban forests and communities.

The first few years of SUFC activity included member recruitment, efforts to understand the unique character and needs of each member organization, and the construction of the purpose and activities that best represented shared member interests. Generally, initial activities were focused at the national level, including outreach to national agency staff (such as the Environmental Protection Agency), U.S. Congress elected officials and their staff, as well as visioning efforts with national and regional representatives of the U.S. Forest Service.

After its first year, the SUFC held two annual meetings (2005 and 2006) and conducted regular ongoing phone and electronic communications concerning its purpose and activities. The SUFC has been progressing through the organizational development stages of "forming, storming, norming and performing."² At the 2006 annual meeting it became apparent that the SUFC had successfully built a foundation of membership and shared interests. The SUFC is now at a point where it needs clarified goals and a longer-term vision and action plan to develop into a sustainable entity. Clear audience identification and message development are required to proceed with short and long-term action plans, effective communication, advocacy activities, as well as potential fundraising/sustainability efforts.

The project reported here was a process of discovery to explore and understand collective priorities for the national SUFC. A two-phase, abbreviated Delphi process was conducted, inviting input from SUFC member organizations. In phase one of the Delphi action needs were identified

¹ National Urban and Community Forestry Advisory Council (NUCFAC). 2006. Ten-Year Action Plan (2006-2016).

² Tuckman, Bruce. 1965. Developmental sequence in small groups. *Psychological Bulletin* 63: 384-399.

using an open response on-line survey. Next, priorities were nominated in a second Delphi survey. More information about this interactive visioning process is found at the end of the report.

The resulting information, summarized here, provides a *framework* to guide future action and outreach. This report presents the outcomes of the first and second rounds of the Delphi process, followed by an explanation of the Delphi process itself. The final products are ratings and rankings of potential action targets, including audiences and messages with limited interpretation and explanation. The results provide concrete information for focused discussions about SUFC's national action plan.

UNDERSTANDING THE SUFC

Member Organizations

Before presenting the Delphi outcomes, it is useful to understand the SUFC itself. The following questions were designed to get an updated sense of SUFC member services and where their interest or connection to urban forestry lay. This empirical background information is valuable for both current and future members of the SUFC.

In total, the coalition represents a remarkable range of organizations committed to urban natural resources and engaged in a wide range of activities. Table 1 lists all 17 SUFC organizations at the time of the Delphi survey.³

Member Organization
Alliance for Community Trees
American Forests
American Nursery and Landscape Association
American Planning Association
American Public Works Association
American Society of Landscape Architects
Arbor Day Foundation
Conference of Mayors
Davey Tree Expert Company
International Society of Arboriculture
International City/County Management Association (ICMA)
National Association of Conservation Districts
Society of American Foresters
Society of Municipal Arborists
Tree Care Industry Association
TreeLink
Utility Arborist Association

TABLE 1 SUFC Member Organizations

³ Keep American Beautiful (KAB) joined post-survey process (SUFC membership is 18 with several ex officio members as of Dec. 2007).

Urban Forestry Connections

For some member organizations city trees, urban forestry and arboriculture are at the center of their mission and activities. Others include urban forestry as one dimension of a more diverse mission or purpose.⁴ Understanding this range of activities and services is important. As the SUFC acts on behalf of the nation’s urban forests, there is potential for synergies of outreach and communications to multiple external audiences.

Table 2 lists responses to the question, ***“What services do you provide your members? Check the 3 most important services.”*** Future SUFC actions might dovetail with services already provided by the majority of members, such as professional education and training “infrastructure” or advocacy issues regarding their respective member concerns.

Service	Count*
professional education & training	8
annual conference or meeting	8
advocacy for members’ concerns	8
national public outreach or program	5
professional/scientific publications	5
networking	4
professional certification or licensing	3
direct sales, services or products	1
regional conferences or meetings	1

*15 respondents; sums are > 15 due to multiple responses

TABLE 2 SUFC Organizations’ Member Services⁵

Despite the diverse individual mission and services of the SUFC members, all member organizations find value in the policy and practices supporting healthy urban forestry. However, to further narrow these common denominators, we asked the question: ***“Why is urban forestry important to your organization? In other words, how does urban forestry connect to the purposes and functions of your organization?”***

Table 3 below lists the primary responses. One interpretation of the responses is that general communications about urban forestry elevate general public awareness of broader urban environments and opportunities for sustainability - emerging issues at the core of many member organizations.

⁴ Table C-1 in Appendix C provides mission statements for each of the organizations. Table C-2 in Appendix C lists responses to the question “What is your organization doing to address urban forestry issues?”

⁵ Here is an example of the inter-relationship of answers to Delphi One and Two. Table C-3 in Appendix C lists the full answers provided in Delphi One. The themes listed in the columns of the table became the items used for ratings in Delphi Two and are reported in Table 2.

Urban Forestry Importance	mean*	Sd[^]
addresses sustainable resources & the urban environment	4.7	0.70
increases public awareness & education	4.6	0.49
addresses environmental services	4.4	0.95
is a professional responsibility or concern of members	4.3	0.79
addresses community benefits & costs	4.2	1.11
is part of our organization's core mission	3.8	1.38

*15 respondents; 1=low importance, 5=high importance

[^] sd or standard deviation indicates level of agreement, low sd indicates high agreement

TABLE 3 Urban Forestry Importance to SUFC Organizations⁶

Individuals or organizations may gain satisfaction by contributing to a larger purpose through partnership, but there are *also* current and increased future rewards from participation. SUFC liaisons were asked, ***“What function(s) of the SUFC is/are valuable to your organization?”*** The results are listed in Table 4 below. Strong responses address the efficiency and increased synergy of multiple organizations delivering coordinated message. This opens the door for the SUFC to develop both an *internal* strategic networking/communication and *external* communication plan.

SUFC Purpose or Functions	mean*	sd[^]
organizational networking & collaboration	4.7	0.44
advocacy/outreach opportunity & resources	4.5	0.72
shared communications & outreach efforts	4.1	0.96
increased awareness of our organization	3.8	1.05
technical & educational resources	3.4	1.14
provides advantages to organization members	3.1	1.20

*15 respondents; 1=little value, 5=high value

[^] sd or standard deviation indicates level of agreement, low sd indicates high agreement

TABLE 4 SUFC Value to Member Organizations⁷

Discussion

A quick note about the statistical reports. Means provide a relative sense of value or importance. The standard deviation (sd) gives a sense of the variability of responses. An sd of about 0.5 suggests strong consensus in the scores for an item; an sd of 1.0 or more suggests that the item

⁶ All Delphi responses in Table C-4, Appendix C.

⁷ All Delphi responses in Table C-5, Appendix C

received a mix of high and low ratings. Not surprisingly, considering the brief history of SUFC, most items in Tables 3 and 4 are rated highly and have been discussed extensively at previous annual meetings. The highest rated items might serve as the starting points for action plans, with subsequent items to be addressed later in more depth.

As exhibited by items with higher means and small standard deviations for Tables 3 and 4, there are key services and purposes that urban forestry generally, and the SUFC specifically, provide for coalition member groups. Future SUFC actions could be focused on enhancing the activities that mutually benefit all coalition members to the greatest degree. The high response items might also be developed into messages to recruit additional member organizations.

There may also be opportunities to pool resources (such as communications products) of individual member organizations to give them a broader identity with the coalition or its purposes. The coalition could look inward to identify shared strengths before embarking on creating new message products yet avoid re-inventing any “wheels”.

URBAN FORESTRY NEEDS

The remaining tables report on questions about SUFC actions focused beyond the membership. A Delphi Two question asked, *“As a national coalition, what audience(s) should SUFC focus on for the next three years? Indicate how important you see each audience.”* Table 5 reports the rating results. Moving forward, two possible options are: 1) To focus on two to three key audiences for a communications and outreach plan, with all members contributing to those activities, OR 2) To identify which member organizations are best suited to communicate to the highest rated audiences, thus specified teams of SUFC organizations would commit to focusing on a single audience. For instance, six SUFC members may commit to an outreach program to mayors, while another six target federal leadership.

SUFC Audiences	mean*	sd^
mayors & city leadership	4.7	0.79
federal elected officials & policy makers	4.6	0.71
aligned industries & professional, & NGOs (LAs, planners, utilities)	4.6	0.49
smart growth & sustainability advocates	4.5	0.72
climate change advocates (agencies & organizations)	4.3	0.77
diversify from traditional audiences	4.2	1.11
urban forestry “base” (including US Forest Service)	4.1	1.00
general public & local constituencies	3.7	1.01

*15 respondents; 1=low importance, 5=high importance

^ sd or standard deviation indicates level of agreement, low sd indicates high agreement

TABLE 5 Important Outreach Audiences⁸

⁸ All Delphi responses in Table C-6, Appendix C

To help identify what messages about urban forestry are judged to be important we asked SUFC representatives to rate several items provided with the question, *“As a national coalition, what message(s) does the SUFC need to get out to audiences in the next three years? How important are each of the messages?”*

Responses to the messages are diverse and range among economic, environmental, and social topics. All were rated quite high. Thus, this list doesn’t reveal the most important messages, but it does distill unlimited message possibilities into a concise set for further discussion and decision needed at the January 2008 meeting in DC.

SUFC Messages	mean*	sd^
economic return on investment	4.7	0.47
green infrastructure	4.7	0.47
carbon & climate change	4.7	0.60
environmental services (e.g. heat island, energy)	4.5	1.09
sustainable development	4.5	0.62
resources & need for proper tree selection & care	4.3	0.93
quality of life values (including physical activity)	4.3	0.87
general public awareness	4.1	0.81
kids & nature	3.7	1.06

*15 respondents; 1=low importance, 5=high importance

^ sd or standard deviation indicates level of agreement, low sd indicates high agreement

TABLE 6 Important Outreach Messages⁹

What are the potential combinations of audiences and messages? The final question in the Delphi Two survey queried participants, *“This question goes one more step to match messages to audience(s). Select the FOUR most important messages and then indicate which audience(s) need to hear each message.”*

This was an effort to go one step beyond Tables 5 and 6 and attempt to connect urban forestry outreach messages and audiences. Table 7 presents results. While some messages are common to almost all audiences (such as carbon & climate change), others are judged to be more relevant to specific audiences. It is worth noting that although the audience of “smart growth and sustainability advocates” was deemed an important audience by SUFC members, no particular message was identified or connected to this audience. This may indicate a different type of outreach goal or message is desired for this audience (versus a message tailored to decision makers or industry professionals).

⁹ All Delphi responses in Table C-7, Appendix C

Audience	Count*	Message (4 highest counts)
mayors and city leadership	13	positive economic return on investment
	9	carbon & climate change
	9	environmental services (such as heat island, energy)
	8	resources & need for proper tree selection & care
	8	green infrastructure
federal elected officials & policy makers	11	positive economic return on investment
	11	carbon & climate change
	11	environmental services (such as heat island, energy)
	9	green infrastructure
aligned industries, professionals & NGOs	8	environmental services (such as heat island, energy)
	8	carbon & climate change
	8	resources & need for proper tree selection & care
	8	sustainable development
smart growth & sustainability advocates	0	no messages selected for this audience

*15 respondents; sums greater than 15 due to multiple responses

TABLE 7 Outreach Audiences & Messages

CONCLUSIONS

This document reports the outcomes of a brief process to explore and understand urban forestry policy and outreach opportunities and needs at the national level by SUFC members. A two-phase, abbreviated Delphi process queried representatives of the Sustainable Urban Forestry Coalition member organizations, revealing a wide range of urban forestry issues, with many judged to be of high importance. The results offer sets of clearly articulated topics that can serve as the basis for selection and development of future actions and strategies.

New, successful organizations typically proceed through several stages that generate increased effectiveness and member cohesion. The development stages have been labeled “forming, storming, norming and performing.”¹⁰ It seems that the SUFC has been focused on forming during the past several years, with little “storming” being evident, perhaps due to a unified sense of purpose among the member organizations. The results of the Delphi may provide the foundation needed for the next stage of “norming.” In this stage members develop a deeper, broadly shared sense of purpose and commitment to a program of action. Member talents and resources feed into an action program more effectively, mutually benefiting individuals as well as the collective organization.

¹⁰ Tuckman, Bruce. 1965. Developmental sequence in small groups. *Psychological Bulletin* 63: 384-399.

This Delphi was a three-month exercise in group dynamics. It is our hope that the results will provide a baseline of information about the Sustainable Urban Forestry Coalition and enable it to be a stronger, more resourceful national advocate for our urban forests and communities.

DELPHI METHOD

The Delphi method is a systematic interactive technique for obtaining information from a panel of independent experts without the need to meet face-to-face. It is used to help identify issues, set goals and priorities, clarify positions and differences across groups, and identify solutions.¹¹ It is based on well-researched principles and provides a good option for involving experts who cannot meet physically. It is conducted by mail or e-mail and results in information that is more accurate than that obtained from unstructured groups.¹²

Background

Using Delphi procedures experts are asked to respond to a small number of questions over two or more rounds. In each round a facilitator sends out a set of questions (or one broad question that is the focus of the Delphi effort) and if the panel of experts accept, they follow instructions and present their understanding and perspectives. The initial questions are very broad in scope, and focus on issues, objectives, needs, solutions, or forecasts. The second question set builds on first round responses and may ask for clarification, level of agreement or requests that respondents rank or prioritize items submitted in previous rounds.

After each round, the facilitator provides a generalized summary of the responses received. While the facilitator knows the identities of respondents and how they have responded, the information reported to the group is not attributed to specific individuals. The process stops when submissions have changed little between rounds, consensus is approached or sufficient information is obtained to satisfy the needs of the effort. Final round responses are combined, summarized, and reported back to participants.

SUFC Delphi Process

For this project two rounds of Delphi method were used. The purpose of the Delphi was to discover an array of potential policy and outreach topics, and then determine priorities. A team made up of the SUFC convener, Jennifer Hinrichs, and Dr. Kathleen Wolf of the University of Washington prepared and conducted the Delphi. Hinrichs prepared the participant recruitment materials and designed questions. Wolf served as the Delphi facilitator and provided experienced guidance as needed for the survey development. Two rounds of questions were posed to participants using WebQ, the University of Washington's web-based survey tool.

The project team developed, pre-tested, and finalized the Delphi questions, then recruited participants. Each member organization of the SUFC has a designated liaison person. Each of these representatives was asked to participate. Participants were asked to respond on behalf of their organizations rather than reporting their personal opinions.

¹¹ Delbecq, A.L., A.H. Van De Ven, and D.H. Gustafson. 1986. *Group Techniques for Program Planning: A Guide to Nominal Group and Delphi Processes*. Middleton, WI: Green Briar Press, 174 p.

¹² Rowe, G., and G. Wright. 1999. The Delphi technique as a forecasting tool: issues and analysis. *International Journal of Forecasting* 15: 351-381.

Rowe, G., and G. Wright. 2001. Expert opinions in forecasting: the role of the Delphi technique. In J.S. Armstrong (ed.), *Principles of Forecasting*. Boston: Kluwer Academic Publishers, pp. 125-144.

An e-mail invitation provided a link to the online Delphi questions, with multiple reminders via phone and email during the survey response period. In the first Delphi round there were eleven out of seventeen potential replies. After analysis of the first phase, the second phase was designed and the recruitment process was repeated with fifteen member organizations responding.

Procedures and Results

The first phase of the Delphi process was conducted in October 2007. Appendix A contains the first Delphi on-line survey. Questions were designed to learn more about member organizations, and begin to identify issues of policy and outreach beyond the core membership. Questions were presented on-line. Each participant was asked for multiple replies on a series of questions provided in an unstructured, open-ended format. At the close of phase one, responses were electronically downloaded, then prepared as text lists. Content analysis is a process of condensing large amount of text into a thematic structure. Analysis generated summary theme lists. Counts of text items were done for each theme. Draft themes were reviewed and refined, and then final versions were used to design the second round. The Delphi One outcomes are not all reported in their entirety here; additional analysis tables are in Appendix C.

Delphi Two is in Appendix B. The second round of the Delphi process was conducted in December 2007. An on-line instrument was again used. Questions were developed based on the themes of Delphi One. Participants were asked to rate text items based on the level of importance or value to their organization, using a scoring range of 1 (low) to 5 (high). Mean values and standard deviations were calculated for each set of questions.

Outcomes of both the Delphi One and Two are combined in the Appendices of this report. While the two phases differed in format, each approach captures the range and relative importance of various responses to key issues now before the SUFC.

LIST OF APPENDICES

APPENDIX A: DELPHI ONE SURVEY

APPENDIX B: DELPHI TWO SURVEY

APPENDIX C: DELPHI ONE ANALYSIS TABLES

In the first phase of the Delphi process questions were designed to learn more about member organizations, and begin to identify issues of policy and outreach beyond the core membership. Questions were presented on-line. Each participant was asked for multiple replies on a series of questions that were provided in an unstructured, open-ended format. At the close of phase one, responses were electronically downloaded, then prepared as text lists. Content analysis is a process of condensing large amount of text into a thematic structure. Analysis generated summary theme lists based on inspection and interpretation. Counts of text items were done for each theme. Draft themes were reviewed and refined, and then final versions were used to design the second round.

This Appendix includes the following tables:

TABLE C-1 What is the mission statement of your organization?

TABLE C-2 What is your organization doing to address urban forestry issues?

TABLE C-3 What services does your organization provide to members? List the 3 most important services.

TABLE C-4 Why is urban forestry important to your organization?

TABLE C-5 What function(s) of the SUFC is/are most valuable to your organization?

TABLE C-6 As a national coalition, what audience(s) should SUFC focus on for the next three years? List one to three responses.

TABLE C-7 What message(s) does the SUFC need to get out to this/these audiences? Provide up to three responses.

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SUSTAINABLE URBAN FORESTRY COALITION DELPHI PROCESS

Urban Forestry Needs and Priorities

The SUFC, in cooperation with the University of Washington, is assessing priorities and focus areas for SUFC planning and development. This is a logical next step for the Coalition.

We are using a series of efforts to develop a clear national action agenda for the SUFC.

You will find several questions below. It should take you about 15 minutes to answer the questions.

The project team will collate this information, then contact you again with some follow-up questions (known as a Delphi process). This information will then be used for several internal purposes including time-saving pre-planning and refined discussion topics at the January 2008 annual meeting.

Section I: COALITION MEMBERS

Member organizations of the coalition are active in urban forestry and sustainability in various ways. Here are some questions about your organization.

I.1. Why is urban forestry important to your organization?

Required.

I.2. What is your organization doing to address urban forestry issues?

Required.

I.3. What function(s) of the SUFC is/are most valuable to your organization?

Required.

Section II: COALITION OUTREACH

The coalition was formed to interact with decision-makers on behalf of urban forestry. These questions get at outreach priorities.

II.1. As a national coalition, what audience(s) should SUFC focus on for the next three years? List one to three responses.

Required.

II.2. What message(s) does the SUFC need to get out to this/these audiences? Provide up to three responses.

Required.

Section III: BACKGROUND QUESTIONS ABOUT YOUR ORGANIZATION

III.1. What is the name of your organization?

III.2. What is the mission statement of your organization?

III.3. What services do you provide your members? List the 3 most important services.

III.4. How many members does your organization have? Are members individuals, organizations, cities, or?

III.5. Can you recommend any other organizations that should be invited to join the SUFC?

Thanks for taking the time to answer these questions!

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Questions or Comments?

Contact Dr. Kathy Wolf at kwolf@u.washington.edu



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SUSTAINABLE URBAN FORESTS COALITION

DELPHI PROCESS - ROUND 2

Urban Forest Needs and Priorities NEEDS and ISSUES IDENTIFICATION

The SUFC, in cooperation with the University of Washington, is assessing priorities and focus areas for SUFC planning and development.

We are using a series of efforts to develop a clear national action agenda for the SUFC.

We asked for input from members last month. We collated and analyzed that information and now have some follow-up questions (known as a Delphi process). Results of this second (and final) phase will be used to discuss SUFC priorities at the January 2008 annual meeting.

The project team appreciates the time and effort you are giving this project!

You will find several sets of questions below. It should take about 15 minutes.

Section I: SUFC CONNECTIONS

We did a content analysis on the first round of answers to questions about member organizations and their connections to the coalition. The following sets of questions explore shared needs a little more.

I.1. What services do you provide your members? Check the 3 most important services.

Limit response to three answers.

- professional education & training
- annual national conference or meeting
- professional/scientific publication
- networking
- direct sales, services or products

- regional conferences or meetings
- advocacy for members' concerns
- national public outreach or program
- professional certification or licensing
- new jobs directory
- Other:

I.2. Why is urban forestry important to your organization? In other words, how does urban forestry connect to the purposes and functions of your organization?

	5 = high importance	4	3	2	1 = low importance
addresses sustainable resources and the urban environment	<input type="radio"/>				
increases public awareness and education	<input type="radio"/>				
is a professional responsibility or concern of members	<input type="radio"/>				
is part of our organization's core mission	<input type="radio"/>				
addresses community benefits & costs	<input type="radio"/>				
addresses environmental services	<input type="radio"/>				

I.3. What function(s) of the SUFC is/are valuable to your organization?

	5 = high value	4	3	2	1 = little value
organizational networking & collaboration	<input type="radio"/>				
advocacy/outreach opportunity & resources	<input type="radio"/>				
shared communications & outreach efforts	<input type="radio"/>				
technical & educational resources	<input type="radio"/>				

increased awareness of our organization	<input type="radio"/>				
provides advantages to members	<input type="radio"/>				

Are there any other functions of the SUFC that provide value to your organization?

type item and rating

Section II: FUTURE POLICY & ACTIONS

This set of questions explores how the SUFC and its member organizations might act on behalf of urban forestry. Your answers will provide input on how to prioritize SUFC policy and outreach actions.

II.1. As a national coalition, what message(s) does the SUFC need to get out to audiences in the next three years? How important are each of the messages?

	5 = high importance	4	3	2	1 = low importance
environmental services (such as heat island, energy)	<input type="radio"/>				
green infrastructure	<input type="radio"/>				
resources & need for proper tree selection & care	<input type="radio"/>				
economic return on investment	<input type="radio"/>				
carbon & climate change	<input type="radio"/>				
quality of life values (including physical activity)	<input type="radio"/>				
sustainable development	<input type="radio"/>				
kids & nature	<input type="radio"/>				
general public awareness	<input type="radio"/>				

II.2. As a national coalition, what audience(s) should SUFC focus on for the next three years? Indicate how important you see each audience.

	5 = high importance	4	3	2	1 = low importance
mayors & city leadership	<input type="radio"/>				
federal elected officials & policy makers	<input type="radio"/>				
aligned industries, professionals, & NGOs (e.g. landscape architects, utilities, planning)	<input type="radio"/>				
climate change advocates (agencies & organizations)	<input type="radio"/>				
general public & local constituencies	<input type="radio"/>				
urban forestry "base" (including US Forest Service)	<input type="radio"/>				
smart growth & sustainability advocates	<input type="radio"/>				
diversify from traditional audiences	<input type="radio"/>				

II.3. This question goes one more step to match messages to audience(s). Please select the FOUR most important messages (left hand column) and then indicate which audience(s) need to hear each message. For example, if you feel the message about "environmental services" should be one of SUFC's top communication priorities, mark one, or more than one, target audience on that line. Then do the same for three other messages in the matrix.

	mayors & city leaders	federal elected officials & policy makers	aligned industries, professionals, & NGOs	climate change advocates	general public & local constituencies	U&CF base, including USFS
environmental services (such as heat island, energy)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
green infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
resources & need for proper tree selection & care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

positive economic return on investment	<input type="checkbox"/>					
<hr/>						
carbon & climate change	<input type="checkbox"/>					
<hr/>						
quality of life values (including physical activity)	<input type="checkbox"/>					
<hr/>						
sustainable development	<input type="checkbox"/>					

Thanks for taking the time to answer these questions!

Next

Cancel

Questions or Comments?

Contact Dr. Kathy Wolf at kwolf@u.washington.edu



Organization Name?	TABLE C-1 What is the mission statement of your organization?	Forests & Natural Resources Creation & Stewardship	Leadership and Identity	Professional Development & Affiliation	Education & Communications	Resource Awareness & Support	City & Environment Improvement	Quality Services & Products	Diverse Markets or Audiences	Organizational Character	Economic Return
	TALLY OF RESPONSES (sum is greater than number of respondents due to multiple answers)	7	3	3	4	2	2	0	0	0	0
Society of Municipal Arborists (SMA)	Leading the world in building the confidence, competence and camaraderie of the family of professionals who create and sustain community forests.	1	1	1							
The American Society of Landscape Architects	The mission of the American Society of Landscape Architects is to lead, to educate and to participate in the careful stewardship, wise planning and artful design of our cultural and natural environments.	1	1		1						
TreeLink	Vision: To provide information and communications that inspire people to cultivate sustainable urban forests worldwide. Mission: To raise awareness and raise support for healthy urban forests.	1			1	1					
International Society of Arboriculture	Through research, technology, and education promote the professional practice of arboriculture and foster a greater public awareness of the benefits of trees.	1		1	1	1					
National Association of Conservation District	To serve conservation districts by providing national leadership and a unified voice for natural resources conservation	1	1								
Arbor Day Foundation	Inspire people to plant, nurture and celebrate trees	1									

Alliance for Community Trees	ACT is dedicated to improving the environment where 80% of Americans live: our cities, towns, and villages. Together, ACT's national network of members have planted and cared for 7.8 million trees with help from 450,000 volunteers. We engage the public in tree planting, care and education to improve the health and livability of cities.	1			1		1				
American Planning Association	APA is a national nonprofit public interest and research organization committed to urban, suburban, regional, and rural planning. APA and its professional institute, the American Institute of Certified Planners, advance the art and science of planning to meet the needs of people and society.			1			1				
Utility Arborist Association	UAA is the premier organization for individuals who desire to provide professional utility arboricultural services. Our mission is to provide our members with opportunities to improve their skills and knowledge, and enhance public awareness.	1	1	1		1		1			
The Davey Tree Expert Co.	To provide premium arboricultural and horticultural services to the U.S. and Canadian utility, residential, commercial, and governmental markets; and to be the recognized leader in each of these markets as defined by integrity, employee commitment, customer satisfaction, focused and profitable growth, and return on shareholders' investment. To do this we will: Demonstrate high ethical standards, fairness and integrity in all of our business activities consistent with our heritage.		1	1				1	1	1	1

TABLE C-2 What is your organization doing to address urban forestry issues?	Professional Education & Training	Organizational Collaboration	Public Education & Relations	Advocacy & Local Govt Communications	Providing Products & Services	Research & Technology	Benefits Communications
TALLY OF RESPONSES (sum is greater than number of repondents due to multiple answers)	8	7	6	4	4	3	2
Education and training re: professional management of the urban forest. Working with other orgs to craft messages and reach other stakeholders/decision makers.	1	1		1			
We work to educate the public about the need to plant the right tree in the right place. We also educate our members and the public about proper pruning practices.	1		1				
We invest significantly in urban forestry research initiatives. Most of these efforts are connected with quantifying the environmental services benefits trees provide. There are a number of on-going research projects in process targeted at improving all aspects of tree care in the urban forest ranging from product use to cultural practices. Our corporation also is committed to amplifying the voice and relevance of urban forestry through partnerships and donations for partnerships such as SUFC (and participating member organizations). We also provide a palette of urban forestry operations consulting options and tree, landscape, and lawn care services. Another focus for our company is the overlapping strategic and management issues urban and utility foresters share.		1		1	1	1	1
We are participating with the Sustainable Urban Forests Coalition and advocating tree and green -friendly government policies.		1		1			
Providing the best links to resources, research and people to get to the best information to make the best decisions about forestry issues. One of the most effective and quickest tools for forestry issues is the urbNRnet which provides on line discussions about problems and issues between foresters, researchers, public at large and anyone needing advice or sharing new knowledge. There are many downloadable tools and tutorials available to utilize to help resolve issues.	1	1	1		1	1	
ISA develops educational materials for people in the industry. We also engage in promotion of the benefits that properly cared for trees provide to communities and other tree owners through our public relations program.	1		1				1
NACD is working to educate and engage conservation districts in local urban and community forestry activities.	1						

<p>We have several programs aimed at encouraging and recognizing best practices in urban forestry including Tree City USA, Tree Line USA, Building With Trees, numerous conferences and seminars, tree planting events and educational programs for children. These program help increase awareness in the value and importance of trees in our communities. We work daily to engage diverse constituencies in the care of and management of urban forests through these programs.</p>	1	1	1	1			
<p>Building a national network of grassroots organizations that engage the public in urban tree planting, care and education. We provide training, programs, and transfer best practices throughout our network.</p>	1	1	1		1		
<p>APA will launch the SuperTopic "Green Communities" at the AICP Symposium at the National Building Museum on October 23. A SuperTopic becomes a focus of our entire organization for 18 to 24 months, meaning that all our conferences, training, and publishing will give the topic special extra emphasis.</p> <p>APA is also completing a Best Practices Manual on how best to integrate urban forestry into all stages of urban and regional planning. APA is partnering with the USDA Forest Service, American Forests, and the International Society of Arboriculture, as well getting input from other SUFC organizations, on this \$240,000 project. It will be completed by the spring of 2008.</p>	1	1	1		1	1	

Organization Name?	TABLE C-3 What services does your organization provide to members? List the 3 most important services.	professional education & training	annual natl conference or meeting	professional & scientific publication	networking	direct sale services or products	advocacy for member concerns	regional conference or meeting	national public outreach or program	professional certification or licensing	new jobs directory
	TALLY OF RESPONSES (sum is greater than number of respondents due to multiple answers)	8	6	6	5	4	3	3	3	2	1
Society of Municipal Arborists (SMA)	Annual Conference and Trade Show City Trees bi-monthly magazine Municipal Forester Institute	1	1	1							
Utility Arborist Association	Education & Training Networking Annual & Regional Meetings	1	1		1			1			
The Davey Tree Expert Co.	Residential tree and lawn care Utility vegetation management Commercial landscape services					3					
The American Society of Landscape Architects	1. Federal advocacy tools, such as our organization's Advocacy Network 2. Annual Lobby Day, where members travel to Washington, DC to personally meet with their members of Congress to push support of issues of interest to landscape architects 3. Annual Meeting, which gives members the opportunity to get Continuing Education credits (which are mandatory for keeping their licenses) and networking opportunities	1	1		1		1			1	
TreeLink	We do not have members but the closest to membership would be our iTreeBank sites. iTreeBank provides a cost effective technology program to raise support online. Other very valuable tools: job link, urbNRnet, and all of the tools and resources available at no charge.	1		1	1						1
International Society of Arboriculture	the primary member services are the Arborist News, a member magazine that provides access to the latest practical advancement in the industry, Arboriculture and Urban Forestry a scientific journal providing access to the latest research findings in the industry, and the ISA Certified Arborist Program the industry recognized standard for professional arborists.	1	1	1				1		1	

National Association of Conservation Districts	1. Public awareness/public relations 2. Support services for state associations and conservation districts (training,etc) 3. Advocacy for federal policies and resources	1			1		1		1		
Arbor Day Foundation	1. Information and expertise on trees for planting and tree care, 2. Advancing the celebration of Arbor Day and tree planting nationally, 3. Planting trees.			1		1			1		
Alliance for Community Trees	1. Annual meeting and training seminars 2. NeighborWoods (TM) Program 3. Communications /news/ best practices info	1	1	1	1		1		1		
American Planning Association	1. National Planning Conference brings over 6000 planners and related profession together over 4 days in April (200+ sessions, 50 mobile workshops). 2. APA's Research Department and Research Centers engage in cutting edge applied reseach on best practices in urban and regional planning. 3. In addition to the National Planning Conference, APA's other training outlets include 5 audi/web conferences a year, AICP's Planners Training Service (PTS), which offers 4 two-day trainings a year on focused topics, on-line courses, and CD-ROM training packages. 4. Publishing includes: APA's flagship monthly magazine, Planning; Planning & Environmental Law, a monthly law journal; the Journal of the American Planning Association (JAPA), an academic journal; The Commissioner, a quarterly publication for lay planning commissioners; Practicing Planner, a quarterly electronic publication for AICP members; Planners Press, a publishing arm of APA with 50 books in print; PlanningBooks.com, APA's online bookstore; PAS Memo, a quarterly publication for Planning Advisory Service	1	1	1				1			

TABLE C-4 Why is urban forestry important to your organization?	Sustainable Resources & Urban Environments	Public Awareness & Education	Professional Responsibility or Concern	Part of Organizational Core Mission	Community Benefits & Costs	Environmental Services
TALLY OF RESPONSES (sum is greater than number of repondents due to multiple answers)	5	5	4	4	3	1
Members are managers of our cities' urban forests.			1			
The wrong trees planted in the wrong places cause utilities to have to spend billions of dollars per year to maintain. If we can get the right trees planted in the first place we can decrease this cost and avoid a lot of bad publicity about how we damage trees.		1			1	
Expanding (population – geographic extents) urban areas increase the importance of maintaining and improving our urban forests. This is the case for each of our market segments and as responsible corporate citizens alike.	1	1				
We are committed to sustainability. Our organization feels urban forests are a great way to reduce carbon emissions and decrease residential and institutional energy use. Additionally, we represent landscape architects and anticipate opportunities for them to participate in maintenance and development of urban forests.	1		1		1	1
TreeLink is the "go-to" place for information, communications and support for urban forestry nationally and internationally. We link people to each other and to the important research, technology, tools and support to heighten awareness about trees and their importance to cities and the people who live there.	1	1			1	
It is a primary component of the work of the members of our organization and also a component of the organizations mission.			1	1		
Our member conservation districts across the nation provide information, technical assistance and at times financial assistance to landowners, users, and communities to help them best use and protect natural resources. Urban forestry and green infrastructure are key to resource management in developing and developed areas.	1	1				
Urban forestry is a key part of many of the programs we manage at the Arbor Day Foundation and integral to our mission of inspiring people to plant, nurture and celebrate trees.		1		1		
It is the central mission for our organization. (ACT)				1		
Urban forestry and other components of green infrastructure are extremely important features to be recognized and provided for in urban and regional planning, which is the principal mission of the American Planning Association (APA). Our 42,000 members need to know how best to integrate urban forestry into all stages of planning.	1		1	1		

TABLE C-5 What function(s) of the SUFC is/are most valuable to your organization?	Organizational Networking & Collaboration	Advocacy/Outreach Opportunity & Resources	Shared Communications Efforts	Access to Technical & Educational Resources from Other Members	Increased Awareness of Organization	Advantages to Members
TALLY OF RESPONSES (sum is greater than number of repondents due to multiple answers)	7	5	3	2	2	1
Meeting decision makers from other orgs who can align with our efforts.	1					
The opportunity to spread the right tree right place message and hopefully avoid propogating the problems of the past.			1			
Learning from "adjacent" industry partners / networking.	1					
We appreciate the opportunity to get technical know-how and support.				1		
1. The cross pollination of information and ideas among the members of the organization and 2. Shared information about each of the member organizations to collaborate more effectively 3. The ability to heighten awareness through their networks about our organizations purpose	1				1	
The network is the most valuable. The SUFC provides access to policy makers that typically are not found through our membership. It provides us access to these policy makers and opportunity to dialog with these group to determine how our organization might better communicate our information about the benefits of trees to these groups.	1	1	1			
Two areas... 1. Educating and connecting our members with local urban forestry efforts, and 2. Advocating policy positions of mutual interest and in keeping with current Board approach.		1		1		1
Connecting with different constituencies, staying aware of current issues and collaborating on legislative and communications strategies.	1	1	1			
1. Coalition voice for advocacy. 2. Opportunities for partnership and joint programs with other SUFC members. 3. Networking	1	1				
1. APA values the partnerships it has formed with other SUFC members for project work. 2. APA's legislative and policy staff in our DC office appreciates the information it gets on important legislative and budget matters. 3. APA considers SUFC an important audience for getting the word out about how urban planning can help urban forestry interests reach their goals.	1	1			1	

TABLE C-6 As a national coalition, what audience(s) should SUFC focus on for the next three years? List one to three responses.	Mayors & City Leadership	Federal Electeds and Policy Makers	Aligned Industries, Professionals, & NGOs (e.g. LAs, utilities, planning)	General Public & Local Constituencies	Climate Change Advocates (agencies & orgs)	Urban Forestry "base" (including USFS)	Smart Growth/Sustainability Advocates	Diversify From Traditional Audiences
TALLY OF RESPONSES (sum is greater than number of repondents due to multiple answers)	7	5	4	3	3	2	1	1
Mayors who already support climate change initiatives.	1				1			
Congress		1		1		1		
Public in general								
Tree planting groups/agencies								
1. City leadership 2. Smart growth / sustainability programs 3. Investor-owned electric utilities	1		1				1	
Federal landscape architects; you would think that there aren't too many of these, but there are. Places like the NRDC and other agencies that are pushing climate change awareness would also be a good bet.			1		1			
I think those organizations that we can share information with that have networks so that we can continue to provide urban forestry information through a vast network of organizations to educate and inform a greater number of people about the importance of urban forestry as part of a communities infrastructure and the benefits of trees, etc. Also, I think that we should consider looking at more diverse cultural organizations.	1		1					1
Policy makers, the coalition provides the opportunity for a unified message on urban forestry and what it can do to assist with the global climate concerns of the day. Urban forestry management requires a multidisciplinary approach and the coalition allows for a more inclusive dialog with the various policy makers to make better more informed policy decisions.		1			1			
Congressional members and staff on value and needs of U&CF		1		1				
General public on basic awareness								
Congress	1	1				1		
Mayors								
Forest Service								

I think we should target Policymakers at different levels, either directly or by creating resources for our various local constituencies to use.	1	1		1				
<p>1. Urban and regional planners. With the release of the Best Practices Manual in 2008, this is a perfect time to ramp up efforts to get planners on board.</p> <p>2. NGOs allied to and supportive of good urban and regional planning. There are many NGOs that need to hear about urban forestry: ULI, CNU, ICMA, ASLA, AIA, Local Government Commission in California, Rocky Mountain Land Use Institute in Denver, Lincoln Institute of Land Policy in Cambridge, and many more.</p> <p>3. Elected and appointed public officials, primarily at the local level: Mayors, councilmen, planning commissioners, conservation commission members, city managers, public works superintendents, etc.</p>	2		1					

TABLE C-7 What message(s) does the SUFC need to get out to this/these audiences? Provide up to three responses.	Environmental Services (heat island, energy)	Green Infrastructure	Resources & Need for Proper Tree Selection & Care	Economic Return on Investment	Carbon & Climate Change	Quality of Life Values (include physical activity)	Sustainable Development	Kids and Nature	General Public Awareness
TALLY OF RESPONSES (sum is greater than number of respondents due to multiple answers)	5	4	4	3	3	2	2	1	1
We need to get on board with all the climate protection efforts and orgs who support it since it is a tree message that is resonating with people.					1				
Trees are important - we must plan, plant and maintain properly.			2						
Plant the right tree in the right place to obtain maximum long term benefits.									
Trees pay us back.				1					
1. Urban forests decrease energy use and sequester carbon.	2				1			1	
2. Urban forests are an essential component to give children the opportunity to interact with the outdoors.									
3. Urban forests decrease the Urban Heat Island effect and can greatly reduce the overall temperature of a city.									
1. Trees are essential to quality of life - why people need trees (values)		1		1		1			
2. Trees are part of a communities infrastructure (economic/environmental/social)									
3. Investing in trees provides a return on your investment (economic)									
Urban forest management is an integral component of sustainable development. It takes into account the ecological factors that influence the success of the living components of the urban environment. Practiced properly it works with and models natural systems to accomplish sustainable goals versus traditional models that attempt to conquer natural systems.	1		1				1		
See II.1									1
Value of Green Infrastructure/Trees in communities		1		1					
Trees save money and add real value									

<p>1. National Legislators and Federal Agencies ----> a. to grow financial and technical resources for urban forests, and b. add components to existing federal programs to address green infrastructure. For instance, all GSA projects should demonstrate 'the best' design and installation of trees, DOT should require states to do a better job w/ trees and landscape of highways, etc.</p> <p>2. Elected and civic leaders of cities and counties ----> to promote policies and direct funding to support green infrastructure in land use planning, development, and city infrastructure maintenance.</p> <p>3. Top environmental funders/think tanks -- Pew, HP, Heinz, and Ford, who themselves heavily influence the policymakers on environment issues.</p>	1	2	1				1		
<p>While the way messages will be framed may differ from audience to audience, the basis messages will be the same for all three audiences.</p> <p>1. Importance of urban forestry for energy and climate changes mitigation.</p> <p>2. Environmental services other than energy and climate change.</p> <p>3. Quality of life aspect to urban forestry, such as aesthetics, connecting with nature, and relationship to walking and biking as new transportation choices.</p>	1				1	1			

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