

# URBAN AND COMMUNITY FORESTRY PROGRAM STRATEGIC PLAN



2016

New Mexico State Forestry  
New Mexico Urban Forest Council

# Urban and Community Forestry Program Strategic Plan

## INTRODUCTION

The New Mexico State Forestry Division, in collaboration with U.S. Forest Service Region 3 and the New Mexico Urban Forest Council, has updated our 5-Year Strategic Plan for the Urban and Community Forestry Program. The purpose of the plan is to clearly define our critical issues, strategies, and actions to support our mission.

### Why the Community Forest Matters

The community forest includes any and all trees, woody vegetation, and associated natural resources within and around the inhabited area of a community. Community trees include those found in parks, on streets, in neighborhoods and yards, at schools or commercial/industrial areas, and any trees within the wildland-urban interface between communities and adjacent forestlands.

While urban and community lands and their corresponding forests account for just 2% of New Mexico's total land area, close to 80% of New Mexicans live in these areas. In New Mexico, community forestry has been an undervalued mechanism for addressing critical natural resource and social issues.

***Mission: To empower communities to develop and sustain healthy urban forests for the benefit of current and future citizens of the state and the environment***

**Close to 80% of New Mexicans live in areas served by the community forest**

**The urban forest provides essential benefits we cannot live without.** This includes ecosystem services such as carbon sequestration, air pollutant removal, oxygen production, stormwater runoff reduction, water pollution filtration, and the reduction of greenhouse gases through energy savings.

**Healthy urban forests help solve many community problems.** Urban forests help create safer and more sociable communities, reducing physical and mental stress, improving local economies, decreasing noise, and providing a sense of place.

The U.S. Forest Service (USFS) publication *Trees Pay Us Back* estimates that a single large tree in the Interior West region of the United States--where New Mexico sits--can provide nearly \$3,100 in environmental and other benefits over its lifetime, and provide over a 450-percent return on investment.

### Environmental Benefits

- Reduce greenhouse gases/moderate climate change
- Improve air quality
- Improve water quality
- Reduce stormwater runoff and erosion
- Provide wildlife habitat
- Absorb noise and increase privacy
- Improve soil quality
- Provide shade and slow evaporation
- Reduce glare
- Reduce wind speed

### Economic Benefits

- Increase property values
- Lower energy cooling costs
- Positively impact consumer spending at businesses
- Provide urban wood products
- Increase community and business district appeal
- Increase pavement life from shade
- Reduce expenditures for stormwater infrastructure
- Provide benefits of green infrastructure

### Social Benefits

- Create safer and more sociable neighborhoods
- Improve human health
- Provide shade and cooling
- Create visual and sound buffering
- Create walkable streets and encourage physical activity
- Lower levels of domestic violence
- Reduce physical and mental stress
- Decrease need for medication and speed recovery times

## BENEFITS OF URBAN TREES

Community trees are excellent multi-taskers, simultaneously providing a variety of environmental, economic, and social benefits.



## Why this Plan Matters

New Mexico State Forestry (NMSF) conducts strategic planning based on a current assessment of resource needs and conditions to:

- Sustain the statewide Urban and Community Forestry Program
- Enhance, protect, and conserve the state's urban and community forest resources
- Build local community capacity to actively manage resources
- Identify emerging strategic issues and priorities

*If you fail to plan, you plan to fail.*

- Benjamin Franklin

The New Mexico Urban Forest Council advises and assists NMSF in the development of the program's emphasis and priorities.

**A healthy community forest doesn't happen by chance – it is the result of proper planning, management, and community investment.**

Unhealthy forests can become an economic detriment to a community. Trees can become a safety risk to the public and expensive to mitigate. A decline in tree health reduces the livability of communities, impacting resident retention and attraction. Without proactive community forest management the hazards, risks, and costs associated with the community forest can quickly outweigh their benefits.



**Urban forests and rural forests are connected, and good management of one helps the other.** This plan is integrated with and incorporated into the larger *New Mexico State Forestry Forest Action Plan (2015)*. The Forest Action Plan (FAP)

identifies a number of priority landscapes for the state, which guide funding and resource decisions. Urban and Community Forests are identified as one of New Mexico's priority landscapes.

## GUIDING PRINCIPLES

Healthy urban forests are **essential to the quality of life** of citizens throughout NM and contribute to a sense of community, economic viability, environmental sustainability and healthier people where they live, work, and play.



Effective stewardship of NM's urban forests and natural resources can be achieved through the **collaborative efforts** of stakeholders from industry, all levels of government, urban forestry professionals, local organizations, and ordinary citizens.



Increased community awareness, outreach programs, and ongoing programs that **champion the value of trees and urban forests** are necessary strategies for mobilizing support and funding.



**Advocacy and urban forestry research** are important to identify and acknowledge specific community needs, clearly define public policy, and assess the impact that healthy urban forests have on New Mexico's environment and citizens.



## STATE OF THE URBAN AND COMMUNITY FOREST PROGRAM

### Program Administration and Funding

The U.S. Forest Service Region 3 annually provides funding to New Mexico State Forestry to administer the New Mexico Urban and Community Forestry Program. As a requirement of this funding, NMSF must:



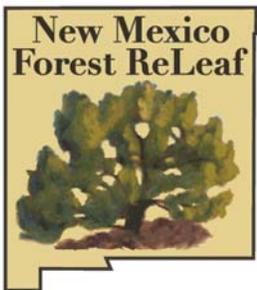
- Have a full-time State Urban and Community Forestry Program Coordinator
- Provide volunteer/partnership coordination, including delivering technical assistance to communities, extending external partnerships, leveraging program support, and promoting diverse stakeholder and citizen engagement
- Have an appropriately broad-based Urban and Community Forestry Council
- Incorporate urban and community forestry program strategic planning into the FAP

USFS Region 3 provides a base funding amount to New Mexico, and then allocates additional funds based on state populations living in communities that manage or are developing local urban and community forestry programs. To qualify as a managing community, the community must have all of the following (developing communities must have one or more):

- Urban/Community Forestry Management Plan
- Professional forestry staff
- A tree ordinance or governing policy
- A tree advocacy or advisory organization

As part of USFS funding, the New Mexico Urban and Community Forestry Program Coordinator, under the direction of the New Mexico Urban Forest Council, offers competitive forestry assistance grants to communities throughout the state. Additional technical assistance is offered to communities through the NMSF District Offices and the Forest and Watershed Health Office.

USFS also offers competitive State and Private Forestry grant funding, for which the Urban and Community Forestry Program can apply.



NMSF also administers the New Mexico Forest Re-Leaf Program, a state revolving fund created by the New Mexico State Legislature in 1990. Through a grant application process, the Re-Leaf Program provides funding to communities, schools, civic organizations, and others to plant trees and provide public education. The program is funded completely through private and corporate donations.

Both USFS program funding and Re-Leaf funding have been on a decline for a number of years. **NMSF generally receives community requests for funding at levels more than twice that available, and there are many additional communities that could benefit from community forestry assistance.**

### Communities

There are approximately 150 communities in New Mexico that could be assisted by the Urban and Community Forestry Program. These communities vary widely in population, demographics, and environment,

and are spread over the fifth largest state in the United States. In turn, strategies to help New Mexico community forests vary widely.

New Mexico's overall economy is one of the worst in the nation, with over 20% of the population living in poverty. Local municipal budgets are small, and the community forest rarely receives local funding resources. **Few communities in New Mexico have actively managed urban and community forestry programs.** The lack of trained arborists/community foresters often results in poor tree planting, maintenance, and irrigation practices. Little public education and outreach exists at the local level.

The responsibility for tree care in communities is often not clearly defined, especially along private/public boundaries. For example, citizens often think residential street tree maintenance within city easements are the responsibility of the city, but these are almost always the responsibility of the property owner. Both share liability for the tree, just as both receive its benefits. Unfortunately, this lack of understanding often leads to nothing being done at all, even when the tree presents a risk.

There is an active and interested volunteer community in New Mexico. Many community forest volunteer organizations exist throughout the state.

## Collaborators

The New Mexico Urban and Community Forestry Program is fortunate to have a number of key collaborators:

- **The New Mexico Urban Forest Council** and the **Re-Leaf Program's Tree Planting Advisory Committee** have members who actively work, volunteer, and support the community forestry programs in their own communities statewide, in addition to supporting state-level efforts.
- **Think Trees New Mexico** is a non-profit organization dedicated to promoting education, training, and appreciation of arboriculture and horticulture throughout New Mexico and across the southwest, and produce an annual urban tree care conference.
- **Tree New Mexico** is a non-profit organization dedicated to ensuring sustainable forests in urban and rural communities and natural areas through restoration, public education, and advocacy. Tree New Mexico has done nationally recognized work in urban forest advocacy and volunteer coordination.
- **New Mexico State University's Cooperative Extension Service** provides the citizens of New Mexico practical, research-based knowledge and programs to improve their quality of life. They coordinate the Master Gardeners, which provides assistance to citizens on yard and garden concerns.
- **The Rocky Mountain Chapter of the International Society of Arboriculture** provides education and outreach, fosters an appreciation for trees in the Rocky Mountain region, and supports the practice, technology, and research of arboriculture.
- **The New Mexico Chapter of the American Society of Landscape Architects** advances landscape architecture through advocacy, communication, education, and fellowship, and is an important partner in the design and planning of the community forest.
- **The Xeriscape Council of New Mexico** is a non-profit organization of green industry professionals who offer educational programs, training sessions, and conferences on resource-efficient landscaping and related subjects.

Within New Mexico State Forestry, there are also a number of programs that serve communities and their forests. In addition to NMSF's overall forest and watershed protection and restoration efforts, these programs include Community Wildfire Protection Planning, Wildland Urban Interface Programs, Woody Products Utilization, Tree Farm/Family Forest Certification Program, and the Conservation Seedlings Program.

However, beyond the arboriculture/forester/landscape architect involvement, there is limited collaboration with other sectors that benefit from the community forest, such as energy, real estate, business, and health. There is also **limited knowledge and support of the community forest program** from state legislature and municipal leaders.

## Environment

New Mexico has a primarily arid landscape, with limited water resources. Increasing population growth and water demands have led to statewide **water quantity and quality issues**. Water conservation practices are in place statewide. Some New Mexico communities have bans on private landscape irrigation. In other areas, reclaimed wastewater is used for irrigation, which often has higher salinity levels. These practices inadvertently lead to drought stress for community trees.

There has been an **increase in drought, extreme wind, and other severe weather conditions** in New Mexico, dramatically impacting all landscapes in the state. Within the community forest, this has led to rising risks to human health and property from stressed, damaged, and dead trees. These threats drive the need for New Mexico to have effective risk management and emergency response plans.

## Urban and Community Forest Health

The health of urban and community forests in New Mexico is in decline. In addition to the environmental challenges discussed above, urban and community forests have several unique challenges:

- The community tree population is **lacking in age diversity**. It is dominated by over-mature and rapidly declining Siberian elms and cottonwoods.
- The community forest is **lacking in species diversity**. Siberian elms and cottonwoods are not only dominant, but Siberian elms are an invasive species, and easily propagate. There are very few native shade trees appropriate for public settings, and nursery selection is often limited.
- Soil quality in most New Mexico communities is poor. Over-compaction makes it difficult for the soil to hold moisture and for trees to develop strong root systems.
- **Poor tree planning, planting, maintenance, and irrigation practices** are used throughout the state, in both the residential and commercial sectors. There is a lack of trained and qualified businesses to perform work in many parts of New Mexico.

The challenges listed above, however, are primarily notional and anecdotal. **Little empirical urban forest health data exists** for New Mexico. Few communities have any type of inventory or assessment done. The lack of community forest health data has been identified as a significant data gap in the Forest Action Plan. Not having data means we do not understand the extent of our risk and cost, and prevents a clear approach to identifying priorities and opportunities.

## But What About the Water?

With limited and unreliable water resources, and a naturally arid landscape, why would we want to expand the community forest?

In many communities, we have replaced natural vegetation and soil cover with roads, buildings, parking lots, and other surfaces that absorb heat and don't let precipitation soak in. This has disrupted both the solar energy cycle and water cycle of our natural landscape.



In the natural landscape, very little solar energy is absorbed by the ground – it is converted into heat in the air. Vegetation's evapotranspiration process uses heat from the air to evaporate water, cooling air temperatures. The vegetation also helps precipitation infiltrate into the soil, decreasing the evaporation rate.



Pavements, buildings, and other built surfaces absorb solar energy, releasing it throughout the day and night. Precipitation either immediately evaporates, or is transported out of the area in runoff, instead of infiltrating into the ground. The result is polluted stormwater in our rivers and an effect called the "urban heat island".



Strategically placed trees provide shade, cooling the pavement and buildings (thus reducing energy cooling costs). Evapotranspiration aids cooling. Vegetation helps precipitation soak into the ground, which also reduces pollution into our rivers.

**We must always be conscious of our water use in New Mexico. Selecting strategic planting locations, promoting drought tolerant species, and using responsible irrigation are critical in community forestry.**

## CRITICAL ISSUES, STRATEGIES, AND ACTIONS

### Critical Issues

The most critical issues facing the community forest were synthesized from the assessment of the Urban and Community Forestry Program. A key word was identified for each critical issue.

Issue
Limited community forest health <b>data</b>
Limited knowledge and <b>support</b> of community forestry programs
Lack of funding and other <b>resources</b> for the community forestry program at local, state, and Federal levels
Poor tree planning, planting, maintenance, and irrigation <b>practices</b>
Community forest lacking in age and species <b>diversity</b>
Limited <b>water</b> availability
Increase in drought, extreme wind, and other severe <b>weather</b>

### Strategies

Ideas on how to address our critical issues were solicited from the Urban Forest Council, New Mexico State Forestry, and other members of the forestry community. Distinct strategies emerged from this idea collection, represented by the “word cloud” of ideas:



<b>The action is...</b>	<b>Its purpose...</b>
<b>S</b> pecific	targets a specific area for improvement
<b>M</b> easurable	has an indicator of progress
<b>A</b> ssignable	specifies who will accomplish the action
<b>R</b> ealistic	is realistic, given the resources available
<b>T</b> ime-Based	specifies when the result can be achieved

### **Existing Programs**

First, a review of existing programs was done to make sure they are addressing the identified critical issues. These programs are all relatively well-established, with action items meeting the “SMART” standard. The goals of these actions are measurement and assessment of the progress made against the critical issue.

Existing Programs	Data	Support	Resources	Practices	Diversity	Water	Weather
<b>New Mexico Urban Forest Council</b>		X	X	X			
Quarterly meetings							
Scholarships for the Think Trees New Mexico Conference							
Newsletters							
“Tree Owner’s Manual” distribution							
Facebook							
Collaboration with CO and Western TX Urban Forest Councils							
<b>New Mexico Forest Re-Leaf Program</b>	X	X	X	X	X		
Tree Planting Advisory Committee							
Fundraising/press releases							
Administration of contracts and reimbursements							
Applicant workshop							
Annual inspections for five years							
<b>Partnership Coordinator Contract</b>		X	X	X	X		
Administration of contract and payments							
Community tree planting events							
Strategic Action Plans – leveraging partnerships							
Developing/implementing K-12 educational curricula							
Citizen outreach, training, manuals							
Community tree care workshops							
<b>Community Forestry Assistance Grants</b>	X	X	X	X			
Administration of contracts and reimbursements							
Community program development							
Community education and training							
Community inventorying and assessment							
Community certification and professional development							
<b>Tree City USA/campus/line programs</b>		X		X			
<b>“Plan Smart, Rethink Green” management toolkits</b>		X	X	X		X	X
<b>“Grow a Healthier Community” ecosystem service assessment</b>	X	X	X		X	X	X
<b>Arbor Day/Month promotion</b>		X					
<b>Think Trees New Mexico Conference – promotion/participation</b>	X	X		X	X		X
<b>Western UCF Network participation</b>	X	X	X	X			
<b>NM State Forestry website pages – Community Forestry, Re-Leaf</b>		X					
<b>Big Tree Program</b>		X					
<b>Forest Stewardship Committee participation</b>	X	X					
<b>Tree Farm Association participation</b>	X	X					

**Additional Actions**

The following tables identify additional actions to be taken over the next five years. They are grouped by critical issue, although any one action may serve multiple issues.

An additional action table was added to address the monitoring and assessment methods used to evaluate progress toward goals. It is anticipated that the identified actions will change routinely, as national and state priorities shift, and new issues and opportunities develop. The Urban Forest Council will refine these actions into more specific and measurable items during annual reviews.

**Issue: Limited community forest health data**

Goal	Action (specific, measurable)	Owner/Resources (assignable, realistic)	Ongoing	Annual	1-2 Years	3-5 Years
Create a statewide urban forest inventory	Research technology options in coordination with NMSF GIS personnel	NMSF GIS Manager UCF Manager			■	
	Create or acquire tools to collect data	UCF Manager			■	
	Accomplish a pilot project/establish templates and examples	UCF Manager/NMSF Districts			■	
	Develop a training on how to conduct a basic street tree/park tree inventory, and provide example data collection forms	UCF Manager/NMSF Districts			■	
	Develop a high school curriculum on school grounds tree inventoring that can be used by students to build statewide inventory data	Partnership Coordinator			■	
	NMSF personnel assist communities with street and park tree inventories	UCF Manager/NMSF Districts	■			
	Encourage communities to conduct tree inventories throughout the state through the community forestry assistance grants	UCF Manager/NMSF Districts	■			
	Compile existing tree inventory data, develop statewide mapping protocol	NMSF GIS Manager UCF Manager				■
Monitor and plan for pests and pathogens that are impacting the community forest	Collect urban forest health data in communities; develop monitoring and management plans as data becomes available	NMSF Forest Health Specialist UCF Manager				■
	Develop a statewide Emerald Ash Borer monitoring and response plan, including trapping programs, nursery outreach, and public awareness	NMSF Forest Health Specialist UCF Manager			■	
	Support statewide efforts to discourage firewood transport	NMSF Forest Health Specialist UCF Manager				■

<b>Issue: Limited knowledge and support of community forestry programs</b>						
<b>Goal</b>	<b>Action (specific, measurable)</b>	<b>Owner/Resources (assignable, realistic)</b>	<b>Ongoing</b>	<b>Annual</b>	<b>1-2 Years</b>	<b>3-5 Years</b>
Continue to develop and maintain partnerships with civic groups, private sector business, legislative and congressional representatives, local governments, state and federal partners, etc.	Increase diversity of the Urban Forest Council	Urban Forest Council			■	
	Start a “Guest Collaborator” series at Urban Forest Council meetings to share information, identify resources, and target funding and project opportunities	Urban Forest Council			■	
	Create a social map of organizations with interests in community forestry/green infrastructure/natural space to optimize efforts, share information and initiate new collaborations	UCF Manager			■	
	Develop pamphlets/“one sheets” on the NM UCF program that can be distributed through other NMSF community engagement activities	UCF Manager			■	
	Re-engage relationship with the New Mexico Municipal League, providing information on our resources and municipal planning guides	UCF Manager			■	
	Work more closely with universities/research centers to access latest research, translate it for use in the field, and identify new research needs	Urban Forest Council	■			
	Establish relationships with NM Main Street, Keep NM Beautiful, NM Tourism, and similar organizations to develop urban forestry along highways and historic corridors	UCF Manager			■	
Improve marketing of the community forestry program through media outlets and community events	Focus on one “brand” for the New Mexico Urban Forest to allow easier promotion to other collaborators/state leaders (e.g., “Grow a Healthier Community”)	NMSF Public Information Officer UCF Manager			■	
	Create a social media marketing plan and schedule; improve the NMSF website	NMSF Public Information Officer UCF Manager			■	
Increase the use of the urban forest for ecosystem services (carbon	Develop the green infrastructure GIS maps for the Forest Action Plan, identifying appropriate models and collecting spatial data	NMSF GIS Manager UCF Manager				■

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sequestration credits, MS4 stormwater credits, etc.)	Promote the use of the community forest as green infrastructure – identify projects, policies, and partners	Urban Forest Council UCF Manager	■			
	Target suitable landscape-scale projects that incorporate UCF and adjacent forested lands (watershed health)	Urban Forest Council NMSF Forest and Watershed Office UCF Manager				■
	Develop a statewide strategic tree planting program for energy conservation	UCF Manager				■
Improve programs targeted to community members/homeowners, to emphasize the importance of community involvement, citizen action, and their impact on community governance and action	Promote neighborhood tree/park tree stewardship programs.	Partnership Coordinator UCF Manager	■			
	Develop partnership and educational opportunities with NMSU Extension Master Gardener programs	UCF Manager				■
	Provide educational curriculums/hand-outs for K-12 students to take home to parents	Partnership Coordinator			■	
Increase interaction with diverse communities and environmental justice issues, and provide benefits of urban forestry to those communities	Perform targeted outreach to offer UCF program resources when we learn of project opportunities in diverse and under-served communities	Urban Forest Council UCF Manager	■			
	Utilize the Portland State University “Healthy Trees, Healthy Cities” application to demonstrate the impact of urban forest canopies on public health in vulnerable communities to planners and public health officers	Urban Forest Council UCF Manager			■	
	Initiate tracking of tree planting projects in diverse and underserved communities to track implementation rates and success	Partnership Coordinator UCF Manager				■

<b>Issue: Lack of funding and other resources for the community forestry program at the local, state, and federal levels</b>						
<b>Goal</b>	<b>Action (specific, measurable)</b>	<b>Owner/Resources (assignable, realistic)</b>	<b>Ongoing</b>	<b>Annual</b>	<b>1-2 Years</b>	<b>3-5 Years</b>
Maximize additional UCF program funding from USFS	Work with collaborators to submit at least one UCF project for consideration annually for a USFS Landscape Scale Restoration Grant that addresses the critical issues	Urban Forest Council/ Collaborators		■		
	Submit ideas/grant applications for additional USFS funding opportunities as they become available	USFS/UCF Manager	■			
	Develop a list of priority communities to work with on developing local UCF programs - target two new communities per year	UCF Manager		■		
Seek additional funding and/or policy support from the NM State Legislature to support urban forestry grant award programs or fund projects	Develop a “wish list” of prioritized community forestry projects and approximate funding amounts	Municipalities Collaborators			■	
	Identify policies in use nationwide that could benefit NM community forestry	Urban Forest Council Collaborators			■	
	Develop a cohesive marketing strategy for State Forester, EMNRD Secretary and Legislators, highlighting benefits of community forestry and providing a list of policies and priority funding needs	UCF Manager				■
	Identify/develop key allies in state legislature	Urban Forest Council	■			
	Schedule a day during the legislative session to go to the Capitol and talk to legislators about urban forestry and funding/policy support	Urban Forest Council				■
Seek additional UCF program funding and/or resource support through privately raised funds to support community forestry	Develop and annually update list of information for communities on partnership and grant opportunities for the community forest, and assist communities with identifying opportunities and incorporating community forestry/green infrastructure into proposals	UCF Manager			■	

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initiatives that can be administered through non-profit partners	Assist communities and non-profit organizations in identifying grant opportunities that can incorporate community forestry/green infrastructure into proposals, and assist in grant applications; expand funding opportunities to include community planning, resiliency, green infrastructure, landscape architecture, and development of ordinances	Partnership Coordinator UCF Manager Urban Forest Council	■			
	Identify one strategic collaborative issue related to the community forest per year, identify key collaborators and funding sources, and develop an action plan	Partnership Coordinator		■		
	Work with NMSU Cooperative Extension and their funders to invest in more urban forestry and arboriculture research and outreach	Urban Forest Council UCF Manager	■			
Provide municipalities with cost-saving tools to assist in management of the community forest - emphasizing the maintenance of community forest resources, rather than planting	Conduct research/establish demonstration projects to examine the cost-benefit analysis of high up-front design and build costs in the establishment of urban tree sites	UCF Manager Urban Forest Council				■
	Provide community forestry management plan templates for small communities with few staff and resources that can realistically be implemented	UCF Manager				■
	Develop a tool to assist communities in identifying tree pruning and removal prioritization, based on hazard/safety tree identification	UCF Manager NMSF Districts				■
	Provide a street tree framework (tool kit, success stories, liability)	UCF Manager and Collaborators				■
	Provide tools to communities to develop strong tree care ordinances or policies	UCF Manager NMSF Districts				■
	Provide template contractor specifications and success measurement for common municipal tree planting, pruning, and maintenance activities	UCF Manager NMSF Districts				■
	Educate policymakers on the value of trees in saving community expenses ("Grow a Healthier Community" campaign)	UCF Manager NMSF Districts	■			

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<b>Goal</b>	<b>Action (specific, measurable)</b>	<b>Owner/Resources (assignable, realistic)</b>	<b>Ongoing</b>	<b>Annual</b>	<b>1-2 Years</b>	<b>3-5 Years</b>
Develop markets for urban forest wood products and urban forest waste	Incorporate urban wood products into the larger Forest Action Plan strategies for forest product utilization, and serve as an informational resource for communities, organizations, and individuals interested in utilizing urban wood.	NMSF				■
	Encourage communities to include proactive pruning programs to develop sound tree structure, not only improving the health of the trees, but improving their use and value for wood products.	UCF Manager	■			
	Work with communities to include urban wood waste management into overall management plans, and encourage its recycling and reuse.	UCF Manager	■			
	Collaborate with the NM Forest Industry Association on their goals of promoting healthy forests, community-based economic development, and NM forest products.	Urban Forest Council	■			

<b>Issue: Poor tree planning, planting, maintenance, and irrigation practices</b>							
<b>Goal</b>	<b>Action (specific, measurable)</b>	<b>Owner/Resources (assignable, realistic)</b>	<b>Ongoing</b>	<b>Annual</b>	<b>1-2 Years</b>	<b>3-5 Years</b>	
Increase statewide training opportunities on proper tree care and maintenance practices	Work with ISA-RM Chapter to start an arborist workshop series, focused on hands-on training for professional staff	Urban Forest Council			■		
	Develop one-page, high graphic content sheets on tree selection, planting, maintenance, and watering focused to homeowners; post on the website as a homeowner educational resource, to attract people to the page and information on other programs	Partnership Coordinator Tree Planting Advisory Committee				■	
	Develop a PowerPoint series of tree planning, planting, and maintenance classes that can be used repeatedly with many audiences statewide (provide as a web resource)	UCF Manager Collaborators				■	
	Start a traveling training workshop, focused on smaller organizations with tree care responsibility, master gardeners, collaborative organizations (CO Urban Forest Council model)	UCF Manager NMSF Districts Urban Forest Council				■	
	Develop an urban forest management class targeted to municipality staff (post on web, provide in person)	UCF Manager Urban Forest Council					
	Educate municipalities, organizations, planning and design groups on the need to acknowledge and work with the biological realities of trees when planning urban sites	Urban Forest Council Collaborators					
	Increase our delivery of technical assistance by increasing our web presence with educational and informational resources	UCF Manager, NMSF Districts, NMSF Public Information Officer		■			
Improve planning and follow-through on tree planting projects	Incorporate long-term tree maintenance education into tree planting programs, with emphasis on structural pruning of young trees	Partnership Coordinator Tree Planting Advisory Committee NMSF Districts			■		
	Develop support groups/working groups for urban forestry and arboriculture issues in New Mexico	Urban Forest Council Collaborators				■	

<b>Issue: Community forest lacking in age and species diversity</b>						
<b>Goal</b>	<b>Action (specific, measurable)</b>	<b>Owner/Resources (assignable, realistic)</b>	<b>Ongoing</b>	<b>Annual</b>	<b>1-2 Years</b>	<b>3-5 Years</b>
Expand the available tree species for different climate zones of the state in the face of climate change and water scarcity--especially shade tree species appropriate for park or turf grass settings	Set up working group of nursery representatives and city forester representatives to establish needs and specifications - Engage NM Chapter of Colorado Nursery and Greenhouse Association - Engage NMSU Plant Research Center - Research West Texas, Arizona, Australia species	Urban Forest Council				■
	Work with local nurseries to expand appropriate offerings	Urban Forest Council Collaborators				
Develop statewide urban forest management plan	Inventory monoculture parks/plazas/streets throughout state, to assess magnitude of the issue and identify management needs	UCF Manager, 2015 LaSR Grant Contract				■
	Conduct proactive risk management for aging trees	UCF Manager, 2015 LaSR Grant Contract				■
	Develop municipality-specific management plans and budgets to transition urban forest to improve community forest health	UCF Manager, 2015 LaSR Grant Contract				■

<b>Issue: Limited water resources</b>						
<b>Goal</b>	<b>Action (specific, measurable)</b>	<b>Owner/Resources (assignable, realistic)</b>	<b>Ongoing</b>	<b>Annual</b>	<b>1-2 Years</b>	<b>3-5 Years</b>
Develop tools for tree species selection and tree management in the face of climate change and water priorities	Provide guides to cities with watering restrictions on how to promote strategic urban forestry	UCF Manager				■
	Develop/provide a tool to communities that helps them balance tree canopy and irrigation water use	UCF Manager and Western Urban Forest Coordinators				■
Increase information on how to make the greatest use of available water in supporting urban landscapes	Develop research-based tools for regionally appropriate details and specifications for tree and plant installation	UCF Manager USFS Research Stations				■
	Research what reduced water consumption and scarcity will mean to the urban forest	UCF Manager USFS Research Stations				■
	Support development of passive rainwater harvesting techniques and other permaculture for trees	Urban Forest Council Collaborators	■			
	Work with collaborators to increase distribution of information on tree irrigation (what works, what does not)	UCF Manager Tree Planting Advisory Committee			■	

Issue: Increase in drought, extreme wind, and other severe weather						
Goal	Action (specific, measurable)	Owner/Resources (assignable, realistic)	Ongoing	Annual	1-2 Years	3-5 Years
Provide communities tools to increase their resiliency to climate change and other extreme weather	Develop a template for community forest emergency response plans for severe weather events	UCF Manager and 2015 LaSR Grant Contract			■	
	Work with RM ISA chapter to increase the number of certified and TRAQ-trained arborists in the state	UCF Manager Think Trees New Mexico	■			
	Provide education and resources on tree selection in face of climate change	UCF Manager Nursery Collaborators USFS Research Stations				■
	Work with public health officials on Heat Island/Extreme Heat Toolkit	UCF Manager				■
	Establish collaboration with the NM Community Resiliency Teams, and work to incorporate urban forestry solutions into project funding	UCF Manager NMSF Forest and Watershed Health Office	■			

<b>Monitor and assess progress against goals</b>						
<b>Goal</b>	<b>Action (specific, measurable)</b>	<b>Owner/Resources (assignable, realistic)</b>	<b>Ongoing</b>	<b>Annual</b>	<b>1-2 Years</b>	<b>3-5 Years</b>
Monitor and assess progress against goals	At each Urban Forest Council meeting, report on action item progress; distribute any final deliverables or products, and discuss dissemination of the information	Urban Forest Council	■			
	At the first Urban Forest Council meeting of the year, perform a formal review of all programs and actions; make recommendations for change	Urban Forest Council		■		
	Following the Urban Forest Council's recommendations, update the plan's action tables to add, delete, or modify actions based on impact and effectiveness	UCF Manager		■		

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