

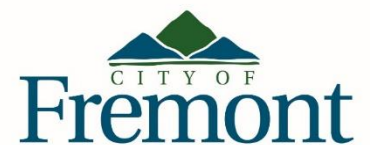


IMPLEMENTATION AND MONITORING PLAN

URBAN FOREST MANAGEMENT PLAN

CITY OF FREMONT, CALIFORNIA

APRIL | 2023



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IMPLEMENTATION PLAN

The framework of the goals, strategies, and actions in the Urban Forest Management Plan provides the City of Fremont with the means to measure progress and adapt to an everchanging environment and availability of resources. Each of the five goals align with the U.S. Forest Service's Urban Forest Audit System and the actions are intended to guide the City towards improvements in ranking for each of the 130 elements within the 11 categories of urban forest management. As actions are implemented, the City may conduct new iterations of the Urban Forest Audit to gauge success, evaluate progress, and adjust accordingly. View the [Evaluate](#) section of the Monitoring Plan for more information.

As part of the project, an interactive worksheet of goals, strategies, actions, and targets was provided to enable the City's implementers to sort actions by order, priority, effort, goal theme, implementation year, and other action attributes. It is recommended the City establish an urban forestry working group to manage Plan implementation and monitoring. This team should coordinate the implementation of actions with the respective partners or collaborators. For the Plan, actions were provided by goal theme and strategy though the City may find it advantageous to view the actions by recommended order, priority, level of effort, or target year.

Based on the assessment of Fremont's urban forest resource, the programs that manage it, and the community that shapes and benefits from it, the following implementation schedule is recommended. Implementing the Plan in this manner will effectively and efficiently address the City's shared challenges and priorities using the resources available. As the Plan progresses, more resources will become available to implement the longer-term strategies and actions.



URBAN FOREST MANAGEMENT PLAN GOALS AND STRATEGIES

Overview of the Goals and Strategies

GOAL A: Managing the Urban Forest Asset

- Strategy: A1** *Routine analyses of the urban forest support data-driven decisions to sustainably manage the community asset.*
- Strategy: A2** *Industry best practices and standards are fully integrated into urban forestry workflows and supporting plans.*
- Strategy: A3** *The urban forest is sustainably managed to maximize the associated benefits and services for all current and future residents of the City.*

GOAL B: Growing a Sustainable Urban Forest

- Strategy: B1** *Canopy goals and tree planting targets are adopted and implemented to benefit all residents of Fremont.*
- Strategy: B2** *The urban forest is planted and grown to be a sustainable and resilient resource benefiting all residents of Fremont.*

GOAL C: Strengthening the Urban Forestry Program

- Strategy: C1** *The Urban Forestry Program structure enables effective and efficient management of the urban forest for optimal levels of sustainability and customer service.*
- Strategy: C2** *Sound and fair regulations and procedures enable the accomplishment of shared goals.*
- Strategy: C3** *The Urban Forestry Program has dedicated adequate funding for optimal levels of management and customer service.*

GOAL D: Preserving the Urban Forest

- Strategy: D1** *Tree regulations, policies, programs, and procedures effectively preserve the urban forest.*
- Strategy: D2** *The urban forest is effectively managed for resiliency.*

GOAL E: Engaging the Community

- Strategy: E1** *Partnerships represent all communities of Fremont and common goals are reached.*
- Strategy: E2** *The public is educated on, engaged in, and committed to the stewardship of Fremont's urban forest.*
- Strategy: E3** *The Urban Forestry Program and its partners provide optimal customer service levels through the lens of tree equity and environmental justice.*

Acronyms (as presented in the following actions): UFMP = Urban Forest Management Plan (2023); TCA = Tree Canopy Assessment; ANSI = American National Standards Institute; ISA = International Society of Arboriculture; BMPs = Best Management Practices; SOPs = Standard Operating Procedures; CAP 2.0 = Climate Action Plan (2022 update); TRAQ = Tree Risk Assessment Qualification (ISA); CAL FIRE = California Department of Forestry and Fire Protection; U.S. = United States (of America); CA = California; CEU = Continuing Education Units; MOUs = Memorandum of Understanding; USA = United States of America; CALEnviroScreen = mapping tool developed by the California Environmental Protection Agency (CALEPA).

Short-Term Actions

Short-Term (0-3 Years) - 2023 through 2025

A1a) Track tree plantings and maintenance of public trees by partners to the extent possible utilizing tree inventory software and/or city asset management program.

A1b) Align work plans with the short-term actions in this UFMP and prepare an annual activity calendar to achieve the mid- and long-term actions.

A2a) Adhere to industry standards and best practices for all City-led tree-related operations and services.

A3a) Provide notices, resources, and information regarding the need to properly maintain public trees for adjacent property owners where the inventory identifies a priority or need.

A3b) Update protocols and procedures for evaluating risk and condition of public trees and in cases where trees are involved in construction and development projects. Utilize ANSI A300 Tree Risk Standards for guidance.

B1a) Share internally and externally through messaging and materials the City's urban tree canopy goal of 24% tree canopy cover by 2062.

B2a) Promote the goal to plant 800 trees per year in areas that address tree equity and sustainability. Engage with the community for public park and street plantings to instill ownership and stewardship of the new trees.

B2b) Review and finalize the recommended tree list developed as part of the UFMP project and update the City's webpage for "Approved Street Trees".

C1a) Establish an Urban Forestry Working Group as required in the CAL FIRE Grant as the technical advisory committee with regular meetings to monitor progress of implementing the 2020 CAL FIRE Grant actions.

D1a) Evaluate tree-related ordinances, policies, and regulations to identify changes that would support the goals of the UFMP.

E2a) Develop a communications plan for public outreach, education, and engagement with strategies for clear and consistent design and messaging about the urban forest.

E3a) Target urban forestry outreach and education to under-represented communities, renters, and non-English speaking residents that aligns with the audiences' values, priorities, and other considerations.

Mid-Term Actions

Mid-Term (4-5 Years) - 2026 through 2027

A1d) Secure and implement an online platform for the public to view the public trees inventoried and to seek opportunities for residents to add trees planted and/or established on their properties.

A1e) Complete an urban forest audit using similar criteria as the 2021 audit completed for the UFMP to evaluate improvements in urban forest management and adapt strategies.

A1f) Complete an updated Tree Canopy Assessment (TCA) and review Plan every 5 years.

A1g) Analyze changes to the public tree population by evaluating the inventory in terms of tree structure, characteristics, trends, and ecosystem benefits to inform maintenance, management, and outreach approaches.

A2c) Update City resources with references and information relating to industry standards and best practices. Utilize ANSI A300, ANSI Z133.1-2012, and ISA BMPs for guidance.

A3e) Create a maintenance practice that is based on the public tree inventory and maintenance standards.

A3f) Conduct a sample or windshield survey to identify public trees that may pose a risk and utilize the ISA Level 2 Risk Assessment procedures for the trees in question.

B1b) Integrate the tree canopy goal and supporting metrics into relevant City and partner plans, regulations, and messaging, such as the Climate Action Plan update, and the General Plan.

B2e) Scale up public tree plantings based on the tree canopy goals and continue to address the areas of greatest need and sustainability.

B2f) Incorporate the recommended tree list into City resources and messaging.

B2g) Utilize the findings from the UFMP to provide information on the locations and types of trees to plant for the Capital Improvement Program, Climate Action Plan, stormwater management, and development projects.

C1e) Provide or support training to departments involved in the tree permitting processes, development plan reviews, tree inspections, building inspections, project design, and construction. Ensure the involvement of ISA Certified Arborists with these efforts.

C2a) Update or establish urban forestry protocols, specifications, and standards for capital projects, construction administration, maintenance, contracts, and performance monitoring.

D2c) Educate and train property owners and contractors to identify and manage tree pests and diseases, and other best practices such as watering.

E1b) Support in a technical capacity the strengthening of a local community organization(s) devoted to stewardship of the urban forest. Establish regular meetings and MOUs where applicable. Use the guidance provided in the UFMP to implement.

E1c) Utilize the Urban Forestry Working Group as needed under the Recreation Commission's guidance when additional community input is required under this management plan.

E2f) Finalize the draft Tree Maintenance Manuals for residents and tree care professionals that were developed as part of the UFMP and share with the appropriate audiences.

E3c) Prioritize areas of the City with the highest CalEnviroScreen Scores for new tree plantings.

Long-Term Actions

Long-Term (Beyond 5 Years) - 2028+

A2d) Educate, train, and monitor adherence to industry standards, best practices, and specifications by partners, contractors, residents, and others interacting with public trees.

A3g) Establish and implement a proactive pruning community education program to include the recommended rotation of 5-7 years.

A3h) Update the public tree inventory with an ISA Level 2 Risk Assessment for trees greater than 8 inches in diameter or by using criteria recommended by an ISA Certified Arborist.

B1c) Evaluate and revise priority planting areas on public land subsequent to regularly updated TCA.

B2h) Communicate and collaborate with City programs, partners, and the public to understand, support, and implement local tree canopy goals and goals for sustainability.

C2b) Update tree-related classifications in the City Urban Forestry classifications to include industry credentials such as ISA Certified Arborist and Tree Risk Assessment Qualification (TRAQ).

D2d) Strengthen storm and disaster preparations, mitigations, and recovery strategies, protocols, and mechanisms. Prepare a new emergency action plan that is developed and overseen by the Urban Forestry manager.

D2e) Explore amendments to City tree-related ordinances and regulations that expand on tree planting, maintenance, and preservation requirements to support the goals of the UFMP and other City Plans such as the Climate Action Plan.

E1d) Plant a more diverse palette of trees that meets the City's tree diversity requirements and updated planting recommendations.

E2g) Engage residents in tree planting events and trainings with emphasis in neighborhoods that have lower tree canopy cover area than the Citywide tree canopy cover of 14%.

E2h) Gather input and feedback from the public as it relates to the UFMP implementation progress, the resulting outcomes, and potential changes needed.

E2i) Recognize exemplary urban forest stewards and volunteers representing youth, residents, organizations, and business owners. Consider a tree donation or tree fund framework for costs associated with this program and utilize local community partners and any new tree-related boards or working groups.

Ongoing Actions

Ongoing	
	A1c) Maintain the public tree inventory in tree inventory software as changes occur.
	A2b) Provide urban forestry-related data, resources, regulations, and goals when the City is updating or creating plans and resources.
	A3c) Continue to prioritize contracted tree maintenance and removals based on the inventory data, service requests, and observations.
	A3d) Analyze the public tree inventory to identify priorities for maintenance and removals.
	B2c) Select tree species, locations, and timing for planting that supports the goals for species and age diversity, sustainability, tree equity, and resiliency.
	B2d) Update the recommended tree list based on the tree inventory, climate change projections, site suitability, drought tolerance, ecosystem services, tree canopy goals, among other factors.
	C1b) Utilize a continuous improvement framework (Commitment, Strategy, Process, Performance) to improve operational workflows and coordination among departments impacting or influencing the urban forest.
	C1c) Stay current with industry research, science, and technology through various platforms. An example includes management of current and potential exotic tree pest and disease threats.
	C1d) Maintain relevant qualifications, certifications, and trainings for City staff to effectively manage the urban forest.
	C3a) Continue to evaluate annual public tree inventory collection and data management equipment needs.
	C3b) To support the goals of the UFMP, explore options for dedicated, sustained funding beyond the City's General Fund, such as the Gas Tax. Continue to seek and acquire funding and technical assistance from organizations such as the CAL FIRE, U.S. Forest Service, CA Natural Resources Agency, and others.
	D1b) Provide information and resources regarding the Street Tree Ordinance and the Tree Preservation Ordinance to raise awareness and decrease violations.
	D1c) Continue to review construction and development plans, designs, and projects to promote the preservation of healthy and beneficial trees throughout the City's urban forest.
	D1d) Continue to manage the Landmark Trees Program and increase awareness through education.
	D1e) Explore opportunities to expand the Landmark Trees Program that recognizes and protects the trees to continue sustaining Fremont's urban forest value and heritage.
	D2a) Maintain the public tree inventory to effectively monitor for existing and potential tree pest and disease vulnerability.
	D2b) Manage invasive species in public parks, rights-of-way, and on public properties as feasible with available funding.
	E1a) Continue to build and strengthen partnerships with community groups, institutions, agencies, and organizations to raise awareness, support, and stewardship of the urban forest.
	E2b) Aligned with the public communications plan, provide urban forestry information, resources, and updates on a regular basis.
	E2c) Partner with local neighborhood organizations to diversify the volunteers and event attendees in an effort to build community-wide awareness, support, and stewardship of the urban forest.
	E2d) Evaluate the 50/50 program to ensure that it is aligned with the needs of residents and make policy recommendations to align with the UFMP.
	E2e) Continue to track and annually report urban forestry activities of all partners to maintain Arbor Day Tree City USA designation.
	E3b) Continue to strengthen or build partnerships with community-based organizations that are inclusive of the diverse demographics of the City.

MONITORING PLAN

This Urban Forest Management Plan will be updated and revised periodically to reflect changes in the urban forest resource structure and function, to incorporate changes in industry standards, to consider community response, and to measure the progress of the urban forest partners in implementing the recommendations and reaching the established goals. This process should be overseen by an urban forestry working group consisting of City staff and stakeholders (see Action C1a) using the Evaluate, Monitor, Report, and Revise methodology.

Knowing how the City of Fremont and its partners are doing will require a continual process of evaluation. This section presents examples of how to monitor, analyze, and revise the Plan, which will keep stakeholders informed of the status of the Urban Forestry Program. To monitor progress toward implementing the Plan recommendations, an evaluation similar to the U.S. Forest Service's Urban Forest Audit (details below in the [Evaluate](#) section) conducted to develop the initial Plan should be completed. This evaluation will identify progress and shortfalls compared to the baseline audit.

In addition, a report card could be created based on outcomes of the audit and distributed to the public every two to three years. This will measure the progress toward implementing the Plan actions. The [Report](#) section provides a suggested structure to measure and report success toward accomplishing each goal. Other indicators to measure progress may need to be developed to ensure a thorough and accurate evaluation.

Figure 1. Summary of the Plan implementation and monitoring process



EVALUATE



The U.S. Forest Service's Urban Forest Audit System provides a framework for routine evaluations of the urban forest, the programs that manage it, and the community that shapes and benefits from it. The deliverables to this Urban Forest Management Plan project include guidance for completing an update to the audit completed in 2021 to develop the Plan. This audit system consists of 11 categories of urban forest management, sustainability, and community. Within the 11 categories are approximately 130 subcategories or elements. Each element was ranked or scored based on the consultants' evaluations in 2021 for the Urban Forest Management Plan. It is recommended the City's urban forestry working group (or similar) complete a bi-annual audit to inform any alterations to actions and strategies.

About the Urban Forest Audit

The primary objectives of the audit are defined by the Urban Forest Audit System authors and adapted by the City's urban forestry consulting team to engage the full spectrum of the organizations' management team, provide program direction that increases the level of professionalism in management, conduct a gap analysis of management practices and the health of urban forests, provide strategic direction to improve the health of the urban forest, and optimize management for environmental justice and equitable distribution of resources.

Urban Forest Audit Process

The process of analyzing the urban forest involved extensive information and document gathering and research to identify policies, practices, programs, and standards pertaining to categories of urban forest sustainability and management as defined by Clark et al. (1997), Kenney et al. (2011), and the Forest Service. The categories are listed in the table above.

Each category has a series of subcategories pertaining to the specific category. As an example, the subcategories listed on the right are in the Management Policy and Ordinances category:

Table 1. Categories for evaluation using the U.S. Forest Service's Urban Forest Audit System

- 1) Management Policy and Ordinances
- 2) Professional Capacity and Training
- 3) Funding and Accounting
- 4) Decision and Management Authority
- 5) Inventories
- 6) Urban Forest Management Plans
- 7) Risk Management
- 8) Disaster Planning
- 9) Standards and Best Management Practices
- 10) Community
- 11) Green Asset Evaluation (Observed Outcomes)

Table 2. List of subcategories within the Management Policy and Ordinances category of the audit

- ❖ 1.01) Climate Change (Sustainability)
- ❖ 1.02) No Net Loss
- ❖ 1.03) Risk Management
- ❖ 1.04) Tree Canopy Goals
- ❖ 1.05) Tree Protection
- ❖ 1.06) Utility
- ❖ 1.07) Human Health
- ❖ 1.08) Wildlife Diversity/Habitat/Protection
- ❖ 1.09) Performance Monitoring
- ❖ 1.10) Private Tree Ordinances
- ❖ 1.11) Public Tree Ordinances
- ❖ 1.12) Development Standards
- ❖ 1.13) High-Conservation Value Forests
- ❖ 1.14) Urban Interface (WUI)

All available documents and plans were reviewed and tallied in the audit worksheet as part of the information discovery phase. Based on the evaluation of the documents and outcomes of all planning processes (i.e., research, City staff interviews, urban forest benchmarks, data analyses, and community engagement) each subcategory within the 11 categories was “ranked” using the following system:

- 0) Not Practiced - Component doesn't exist or is not practiced; 0 points
- 1) In Development - Component is in development as part of or aside from this Plan; 1 point
- 2) Adopted Practice - Component is routinely practiced; 2 points
- 3) Exceeds Adopted Practice - The component is exceeded; 3 points

The points were then totaled for an overall rating to provide a summary of the City's level of achieving each category of urban forest management and sustainability.

Urban Forest Audit Results for Fremont

Table 3. Outcomes of the urban forest audit completed in 2021 for Fremont's Urban Forest Management Plan

#	Category	SOC* (% Achieved)	Base** (% Achieved)	Overall Rating	Overall (% Achieved)
1	Management Policy, Ordinances	100%	67%	22	79%
2	Professional Capacity and Training	100%	NA	13	81%
3	Funding and Accounting	100%	NA	8	67%
4	Decision, Management Authority	100%	50%	6	75%
5	Inventories	NA	63%	19	73%
6	Urban Forest Management Plans	NA	42%	12	50%
7	Risk Management	75%	50%	12	67%
8	Disaster Planning	NA	83%	11	79%
9	Standards and BMPs***	50%	75%	39	65%
10	Community	100%	NA	23	82%
11	Green Asset Evaluation	NA	NA	14	70%
TOTAL		89%	61%	179	70%

*Standard of Care (SOC) elements represent the minimum group of urban forestry management “best practices” that a municipality should consider for implementation. SOC refers to the degree of prudence and caution required of an individual who is under a duty of care (i.e., legal obligation of the controlling authority, owner, or manager) to minimize risk. Neither state, regional, nor national minimum management components have been established for SOC but these are interim recommendations for consideration. (NA = not applicable)

**Base Practices (BP) elements represent additional urban forest management activities or components that may effectively expand a program beyond the SOC group (see footnote above). These elements are typically precursors to other “non-core” elements in the category. (NA = not applicable)

***Best Management Practices (BMPs)

Urban Forest Audit Summary Discussion

The main purpose of the urban forest audit is to apply the research and findings gathered throughout the planning effort to inform the Plan's goals, strategies, and actions. This audit or "gap analysis" enables the Urban Forestry Program to control different aspects of its program with data. This gap analysis identified the shortcomings that the Urban Forestry Program should overcome and by quantifying them, the program can make improvements. It also enables effective monitoring of Plan strategies in that the audit categories and elements can be revisited at key intervals in the Plan implementation process to measure progress and adapt strategies accordingly. A separate report provides the comprehensive evaluation of all subcategories within the Urban Forest Audit.

The information provided in the table above describes the current conditions of Fremont's urban forest, the programs that manage it, and the community framework. As recommended in the Plan's monitoring methods, the City should use this framework to evaluate implementation progress, report successes, and inform changes to Plan actions. Many of the urban forest audit elements were given a rating of "In Development" as they previously did not exist but are addressed in this Urban Forest Management Plan. This means that the City is already well underway in advancing its program and its Urban Forest Audit score.



Figure 2. Summary of the 2021 Urban Forest Audit for Fremont's Plan

Interpreting the Urban Forest Audit Scores

The Urban Forest Audit System should serve as a baseline assessment from which progress can be measured and strategies can be adjusted using an adaptive management approach. Overall, Fremont scored a 70 out of 100 based on the consultants' evaluation. The scores resulting from the evaluation are informative but should not be considered a definitive assessment or a reason for excessive action due to a currently low score or inaction due to a high score. The following provides an interpretation of the scores for the City to consider when implementing the Plan's corresponding actions.

Management Policy and Ordinances

Table 4. Interpretation of the 2021 Urban Forest Audit scores

Category	Implications
Management Policy and Ordinances Rating of 79%	<p>STRENGTHS: The City scored relatively high in this category due to the existing climate change and sustainability efforts (CAP, CAP 2.0, General Plan), draft canopy goals provided in the UFMP, development standards, and recognition of trees as positive influencers on human health.</p> <p>OPPORTUNITIES: Continued administration and enforcement of tree ordinances supports a "no net loss" strategy for retaining the benefits of the urban forest. The Climate Action Plan 2.0 addresses sustainability and aligns with the goals of the Urban Forest Management Plan.</p>
Professional Capacity and Training Rating of 81%	<p>STRENGTHS: Staff have industry certifications, qualifications, and training. The City recently converted the Urban Forester to City Arborist and moved the Urban Forestry Program to the Park Division to improve structure, efficiency, and service.</p> <p>OPPORTUNITIES: Fremont scored high in this category since an Urban Forestry Program with staff exists, but a new Urban Forester is needed as of February 2023. The City should periodically evaluate the Urban Forestry Program's structure, staffing levels, customer service, and needs of the urban forest to continue to align with the goals in the UFMP.</p>
Funding and Accounting Rating of 67%	<p>STRENGTHS: Urban forestry is budgeted annually.</p> <p>OPPORTUNITIES: Based on benchmarking research, Fremont is below regional averages in terms of budget per public tree (\$21.80 for FY 2022-23 compared to \$44.85 for cities with similar population size). A diversified, sustainable, and dedicated funding source is needed. Fremont has a strong network of engaged community residents who are in support of reallocating resources for urban forestry and provide tree stewardship support (i.e., young tree training). The statistically-valid survey for the Plan showed a majority support the use of the Gas Tax for additional urban forestry funding.</p>
Decision and Management Authority Rating of 75%	<p>STRENGTHS: Fremont's Urban Forestry Program has authority over day-to-day activity and closely engages other City divisions and sections. The City scored high in this category because the audit only contains four subcategories but can be expanded as described in the opportunities below.</p> <p>OPPORTUNITIES: The City recently reorganized the Urban Forestry Program which supports the goals of the Urban Forest Management Plan. The coordination among city departments and programs should continue and standard operating procedures should be documented.</p>

Category	Implications
Inventories Rating of 73%	<p>STRENGTHS: Fremont has a comprehensive public tree inventory and an assessment of Citywide urban tree canopy cover completed in 2020. The data is used to inform management and prioritize tree planting and preservation for environmental justice and equity.</p> <p>OPPORTUNITIES: The City should support in a technical capacity the inventory of trees private property trees including campuses and corporations. In addition, a sample survey of trees in open space and natural areas would provide data to support sustainable urban forest management. The City should maintain these inventories and conduct reassessments of tree canopy cover every 5 to 10 years to monitor change, track canopy goals, and adapt strategies.</p>
Urban Forest Management Plans Rating of 50%	<p>STRENGTHS: Tracking and reporting of urban forest management activities, the Urban Forest Management Plan, and urban forestry referenced in the General Plan resulted in a relatively high score for this category.</p> <p>OPPORTUNITIES: The City should explore developing or updating plans related to open space, trees on public facility grounds, campus/university trees, and green stormwater management in support of this Plan. Implementation of this Plan will increase the rating as will plans for public tree maintenance and strategic street tree planting plans.</p>
Risk Management Rating of 67%	<p>STRENGTHS: Staff trained in tree risk assessments and standard of care adopted. The City completed a sample risk assessment of City-maintained public trees in 2021 to inform management strategies.</p> <p>OPPORTUNITIES: Additional internal technical support for assessing trees questioned for removal would improve the efficiency, effectiveness, resourcefulness, and appeal of City operations. A maintained inventory of trees in public rights-of-way is necessary to identify, monitor, plan, prioritize, and mitigate risk. The inventories detail Fremont's vulnerabilities to tree pests and diseases, climate change impacts, storm events, invasive species, and the natural or premature senescence of trees. The Plan provides recommendations for implementing risk management standards and best practices.</p>
Disaster Planning Rating of 79%	<p>STRENGTHS: The City's maintenance staff addresses downed trees and limbs and collaborates when extensive response is needed.</p> <p>OPPORTUNITIES: Primarily, a multi-faceted disaster plan for public trees is needed.</p>

Category	Implications
<p>Standards, and Best Practices</p> <p>Rating of 65%</p>	<p>STRENGTHS: Fremont has an average rating for this category due to the Street Tree Ordinance, Tree Preservation Ordinance, General Plan, tree specifications, and the Landscape Development Requirements and Policies manual.</p> <p>OPPORTUNITIES: The City should periodically explore amendments to tree-related ordinances, policies, and standards to ensure regulations align with the Urban Forest Management Plan, city goals, and community priorities. When exploring amendments, the City should engage the staff, partners, stakeholders, and the public in developing proposed amendments to bring forward to City Council for adoption.</p>
<p>Community</p> <p>Rating of 82%</p>	<p>STRENGTHS: Fremont is a Tree City USA city, demonstrating the value placed on urban forests. This Plan included public surveys and has engaged the public in community meetings and the Plan website (FremontUrbanForest.com). The Urban Forestry Program has a successful 50/50 Street Tree Program, Landmark Trees Program, permitting program, and a growing network of partners. The City conducts Arbor Day events, engages the public through social media, website, and other platforms, has an extensive email listserv, addresses service requests, and works closely with community partners.</p> <p>OPPORTUNITIES: Continue to utilize this Plan's website, address the concerns and questions posed in the surveys and meetings, conduct outreach to the public based on survey feedback, establish a recognition program by sector for exemplary urban forest considerations, address underserved areas as identified in the canopy and tree equity assessments, and facilitate more trainings both internally and for the public. Align efforts with ongoing initiatives such as CAP 2.0 and garner community partnerships that represent the diverse population in the City. Formally creating the Urban Forestry Working Group or similar will increase capacity, provide support for urban forest advocacy, and support community engagement. Lastly, the City should utilize local non-profit organizations that support urban forestry goals.</p>
<p>Green Asset Evaluation</p> <p>Rating of 70%</p>	<p>STRENGTHS: Based on the 2021 tree inventory analysis, the public tree population is diverse, relatively young (58% in the 1-11-inch size class), and mostly in good condition (44%).</p> <p>OPPORTUNITIES: This category is for documenting observed outcomes and improvements which will occur as this Plan is implemented and the comprehensive public tree inventory is maintained. Continued use of industry standards and best practices along with a robust community education program will likely contribute to urban forest health, preservation, and growth.</p>

MONITOR



Measuring accomplishment of the actions will require ongoing analysis. The outcomes of the Urban Forest Audit System in the [Evaluate](#) section can be used to monitor change over time. These benchmark values should be tracked, and a state of the urban forest report could be prepared and distributed to the public every 2 to 5 years. Analysis may include an updated public tree inventory, i-Tree benefits analyses, or urban tree canopy assessments. The state of the urban forest report should include the benchmark values as reported in the Plan and the Urban Forest Audit System as of 2021, so that the City can measure and compare changes to the urban forest. The report should reflect changes to the audit system that are measured.

The following table provides a summary of the benchmark values that can be used to monitor and report on Plan progress.

Primary Urban Forest Benchmark Values to Measure Plan Progress

Table 5. Fremont's primary urban forest benchmark values to measure Plan progress

URBAN TREE CANOPY (UTC) COVER (2020)	
Tree Equity Score (2021)	72 out of 100
UTC	14.4% (urbanized area)
Short-term Canopy Goal	2032: 0.6% increase
Long-term Canopy Goals	2042: 1.2% increase 2052: 2.2% increase 2062: 5.5% increase
City-led Tree Plantings to Reach Goals	50% of total trees required
PUBLIC TREE COUNTS (2021)	
City-Maintained Street Trees	8,600
Trees in Maintained Areas of Parks	8,673
Total City-Maintained Public Trees	17,273
Total Public Trees (inventoried)	22,169
Privately-Maintained Street Trees	55,218
All Public Street/Park/Median/Backup Lot Trees	77,387
Open Space and Natural Areas Trees (est.)	~480,000
Total Public Trees (est.)	557,387
TREE BENEFITS	
Citywide (UTC Assessment)	2020: \$44 million (total)
Inventoried Public Trees	2021: \$6.9 million (annual)
Inventoried Public Trees Estimated Dollar Value	2021: \$492 million
Cost : Benefit of Public Trees	1:7.44 → for every \$1 spent, \$7.44 return
TREE AND BUDGET DISTRIBUTION (FY 2022-2023)	
Public Trees (street and park) per Capita	0.34 (2021 human population)
Budget per Capita, Budget per Public Tree (street/park)	\$7.42, \$21.80
Urban Forestry Program FTEs	8.00
Total Public Trees per Staff	9,700 trees for every 1 FTE
MANAGEMENT ACTIVITIES (2021)	
Public Trees Pruned (street and park)	2,140
Public Trees Removed	874
Public Trees Planted	1,961
Permits Received, Trees Inspected	857 permits, 1,018 trees inspected
Number of Volunteers and/or Hours	1,123 hours
URBAN FOREST AUDIT SYSTEM (TOTAL SCORE OF 2021): 70%	
Management Policy and Ordinances	79%
Professional Capacity and Training	81%
Funding and Accounting	67%
Decision and Management Authority	75%
Inventories	73%
Urban Forest Management Plans	50%
Risk Management	67%
Disaster Planning	79%
Standards and Best Management Practices	65%
Community	82%
Green Asset Evaluation	70%
PUBLIC PERCEPTION (2021)	
Health of the urban forest in the past 10 years	34% feel the health has declined
Management of the urban forest in the past 10 years	40% feel public trees are managed fairly
Amount of urban tree canopy cover	86% support increasing canopy cover

REPORT



Based on the evaluation of Plan implementation progress, the City's urban forestry working group (or similar) should track, record, and report on the metrics described below that are measures or indicators of success for each goal and supporting actions. Note, the series of urban forestry goals detailed below are not listed in any particular priority or order.

Table 6. Evaluation, monitoring, and reporting techniques to achieve the urban forestry goals

<p style="text-align: center; font-size: 2em; font-weight: bold;">A</p>	<p>MANAGING THE URBAN FOREST <i>using industry standards and best practices and adequate resources for sustainable management.</i></p> <ul style="list-style-type: none"> ❖ Report the ecosystem benefits of the inventoried tree population. ❖ Report the number of public trees pruned and removed. ❖ Provide a map of the trees prioritized for programmed pruning. ❖ Report on the public tree pruning rotation (i.e., number of years). ❖ Report the number of trees managed for pests and diseases. ❖ Report the volume of woody biomass utilized. ❖ Report the condition, structure, and diversity of the public trees. ❖ Provide a summary of existing tree canopy cover by District. ❖ Summarize a list of plans in which urban forestry is integrated. ❖ List the industry standards (i.e., ANSI) and best practices (i.e., ISA) applied. ❖ List audit score and actions/targets achieved, ongoing, and not started.
<p style="text-align: center; font-size: 2em; font-weight: bold;">B</p>	<p>GROWING A SUSTAINABLE URBAN FOREST <i>by addressing tree equity and low canopy areas and growing an urban forest that is sustainable and resilient to pests, diseases, and the effects of climate change.</i></p> <ul style="list-style-type: none"> ❖ Report the total number of trees planted. ❖ Report the number of trees planted in City projects (e.g., CIP, climate action). ❖ Report progress towards canopy goals and tree planting targets. ❖ Provide a map of priority planting areas for the upcoming year. ❖ Report on the count of unique tree species and species diversity. ❖ List audit score and actions/targets achieved, ongoing, and not started.
<p style="text-align: center; font-size: 2em; font-weight: bold;">C</p>	<p>STRENGTHENING THE URBAN FORESTRY PROGRAM <i>by improving program efficiencies, procedures, trainings, planning, coordination, and funding.</i></p> <ul style="list-style-type: none"> ❖ Provide a list of members of the urban forestry working group. ❖ List the number and type of certifications and qualifications maintained. ❖ Provide a count of the number of trainings completed. ❖ Report the proportion of public trees to tree management staff. ❖ Report the proportion of budget to the total public tree population. ❖ Report the proportion of public trees to the City population. ❖ Report the number of volunteers and volunteer hours. ❖ List the unfunded urban forestry needs. ❖ Report the budget, partner funding, permit revenue, and donations. ❖ List all City and partner-led planning efforts. ❖ List audit score and actions/targets achieved, ongoing, and not started.

D

PRESERVING THE URBAN FOREST

with sound policies, the resources to monitor and enforce regulations, the management of tree pests and diseases, and integration with other City programs.

- ❖ Report the number of plan reviews, trees preserved, and trees removed.
- ❖ Report the number of mitigation plantings.
- ❖ Report the number of trees in the Landmark Trees Program.
- ❖ Report the number of permits received and approved.
- ❖ Report the number of trees inspected.
- ❖ Provide an estimate on the amount of invasive plant species managed.
- ❖ Report on the number of trees planted through climate action efforts.
- ❖ Count the newly introduced trees planted to address changing climates.
- ❖ List audit score and actions/targets achieved, ongoing, and not started.

E

ENGAGING THE COMMUNITY

by strengthening partnerships and volunteer programs, supporting organizations and tree working groups that advocate for the urban forest, and consistent outreach and engagement through the lens of equity and environmental justice.

- ❖ List the existing and potential outreach platforms and initiatives.
- ❖ List existing and potential partners.
- ❖ Report the number of planting events and trees planted.
- ❖ Report the history/count of Tree City USA and supporting awards.
- ❖ Report the number of volunteers, events, and volunteer hours.
- ❖ Report the number of City residents reached through messaging.
- ❖ Report on the website user traffic.
- ❖ Report on the number of 50/50 requests and funding applied.
- ❖ Report the number of private tree plantings as feasible.
- ❖ Report the number of trainings, workshops, and attendees.
- ❖ Report the results of public surveys.
- ❖ Report on the activities of the Tree Advisory Board or similar.
- ❖ Report on the activities of local community organizations.
- ❖ Recognize exemplary urban forest stewards.
- ❖ List audit score and actions/targets achieved, ongoing, and not started.

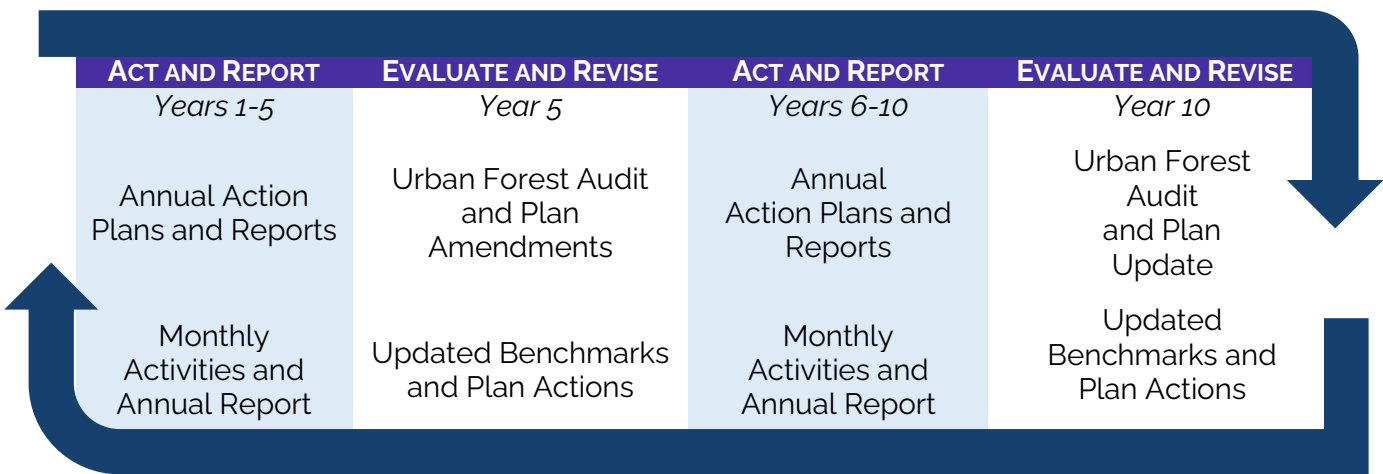
REVISE

ADAPT & REVISE



Completion of this Plan is a critical step towards meeting the vision for Fremont's urban forest. Continual monitoring, analysis, and reporting will help to keep urban forest partners involved and focused on accomplishing the actions. Plans are typically revised every 10 to 15 years; hence, the Plan will need formal revision to respond and adapt to changes as they develop. Formal revision of the Plan should coincide with the update of the City's General Plan, Climate Action Plan, and other relevant planning efforts. Recommendations and goals of each should be compared. Revisions to the Plan should occur with major events, such as newly discovered pests or diseases, changes in program budget and resources, or significant changes to industry standards or legal codes.

Figure 3. Example of the plan implementation, evaluation, and revision process



Applying the Urban Forest Audit to Revise the Plan

The Urban Forest Audit can serve as the tool for the City to effectively Evaluate, Monitor, Report, and Revise the Plan as part of the implementation and monitoring protocols. As found in the 2021 Urban Forest Audit completed to develop the Plan, there are areas of urban forest management where the City is performing at a high level and other areas where improvements are needed. The strategies and actions in the Plan address both these strengths and challenges. The following summarizes the relationship of the Plan's actions to the categories in the Urban Forest Audit. Each action in the Plan includes a reference to the Audit's category and subcategory (see Appendix B of the UFMP).

Table 7. Summary count of the evaluations completed in the 2021 Urban Forest Audit

Ranking	Count	%	% of Total
1) In Development	73	29%	57%
2) Adopted Common Practice	53	42%	41%
0) Not Practiced	3	0%	2%
Category Total	129	70%	100%

Out of the nearly 130 elements (or subcategories) within the Audit, the majority (73 elements or 57%) ranked "1) In Development" followed by 53 (42%) elements ranked as "2) Adopted Common Practice". Most of the elements given the "In Development" ranking were a result of the outcomes from the Urban Forest Management Plan or the strategic actions within the Plan to be implemented.

Table 8. Urban Forest Audit scores applied to the Plan's actions

Ranking	Rating	UFMP Goal*	Corresponding Actions
Management Policy and Ordinances	79%	Goal C Goal D	Actions supporting tree-related ordinances
Professional Capacity and Training	81%	Goal C	Actions recommending program structure and staffing levels
Funding and Accounting	67%	Goal C	Actions recommending budget analyses and needs
Decision and Management Authority	75%	Goal C	Actions recommending program structure and staffing levels
Inventories	73%	Goal A	Actions recommending maintaining inventories
Urban Forest Management Plans	50%	Goal A	Actions recommending strategic planning
Risk Management	67%	Goal A	Actions recommending assessments and maintenance
Disaster Planning	79%	Goal A	Actions recommending strategic planning
Standards and BMPs	65%	Goal C Goal D	Actions supporting tree-related ordinances
Community	82%	Goal E	Actions recommending community engagement
Green Asset Evaluation	70%	Goal B	Actions recommending proper planting and maintained inventory
Category Total	70%		

*Goal A: Managing the Urban Forest Asset; Goal B: Growing the Urban Forest; Goal C: Strengthening the Urban Forestry Program; Goal D: Preserving the Urban Forest; Goal E: Engaging the Community

As the Plan is being implemented, the status or score of the categories within the audit will change. The implementation worksheet provided as part of the Plan includes a reference to the audit category and element to effectively reevaluate and adjust strategies and actions for the revisions to the Plan.

APPENDIX A. INTERACTIVE STRATEGY AND ACTION WORKSHEET

Framework of Plan Actions

Action #	Urban Forest Management Plan Action	Order	Priority	Effort	Timeframe	Target Calendar Year	Lead & Collaborator(s)	Co-Benefits*	Audit Category / Element Reference
Goal, strategy, and action number. Cell is color-coded to match the goal reference color	The action statement	The recommended overall order of implementation	1-3 ranking of action importance indicated by cell color (3 = highest priority)	1-3 ranking of resources required indicated by cell color (3 = highest level of effort)	Ranges from 0-3, 4-5, 5+ and ongoing years to implement the action	Year to complete the action	UFP = Urban Forestry Program; PWMS = Public Works Maintenance Services; PM = Park Maintenance Division; CDPD = Community Development Planning Division; NPO = Non-Profit Organization; UFWG = Urban Forestry Working Group	C = Community, E = Equity, H = Human Health, N = Natural Environment First in order = greatest	Reference to the audit completed to develop the Plan for action monitoring. Bold references indicate highest impact

Table 9. Description of attributes in the action tables

Framework of Plan Targets

SHORT-TERM ACTION TARGET	MID-TERM ACTION TARGET	LONG-TERM ACTION TARGET	Key Issue(s) or Consideration(s)	Potential Funding Mechanism	Fremont General Plan Policies
Supporting target leading to final target aligned with action "target year" and desired outcome	Supporting target leading to final target aligned with action "target year" and desired outcome	A target in bold font is the primary target to measure success of implementing the corresponding action	A statement to build support for implementing the respective action	Existing and potential sources to fund the respective action	Policy number impacted or supported by the UFMP action.

Table 10. Description of attributes in the targets tables

Acronyms

ANSI=American National Standards Institute; CAP=Climate Action Plan; FAQs=Frequently Asked Questions; FY = Fiscal Year; ISA=International Society of Arboriculture; MOUs=Memorandums of Understanding; OSHA = Occupational Safety and Health Administration; RFP=Request for Proposal; SOPs=Standard Operating Procedures; UFWG = Urban Forestry Working Group; TCA=Tree Canopy Assessment; UFMP=Urban Forest Management Plan; UFP=Urban Forestry Program

Fremont Urban Forest Management Plan Actions and Targets

Table 11. Fremont Urban Forest Management Plan actions and targets

Action #	Urban Forest Management Plan Action	Order	Priority	Effort	Time-frame	Target Calendar Year	Lead & Collaborator(s)	Co-Benefits	Audit Reference
A1a	Track tree plantings and maintenance of public trees by partners to the extent possible utilizing tree inventory software and/or City asset management program.	25			0-3 Years	2025	UFP, PM, PWMS, CDPD, NPO	N	3.03, 5.03, 5.04 , 5.05 , 5.06 , 5.07, 5.15 , 6.12, 7.05, 7.08, 9.24, 11.01-11.10
A1b	Align work plans with the short-term actions in this UFMP and prepare an annual activity calendar to achieve the mid- and long-term actions.	26			0-3 Years	2025	UFP	N, C, H	4.01, 4.02, 4.03, 6.01
A1c	Maintain the public tree inventory in tree inventory software as changes occur.	2			Ongoing	Annual	UFP, PM, PWMS, CDPD, NPO	N	1.01, 1.02, 1.04, 1.05, 1.13, 1.14, 5.01 , 5.02, 5.13, 5.14
A1d	Secure and implement an online platform for the public to view the public trees inventoried and to seek opportunities for residents to add trees planted and/or established on their properties.	36			4-5 Years	2027	UFP, PM, PWMS, CDPD, NPO	N	3.03, 5.03 , 5.04 , 5.05 , 5.06 , 5.07 , 5.15 , 6.12, 7.05, 7.08, 9.24, 11.01-11.10
A1e	Complete an urban forest audit using similar criteria as the 2021 audit completed for the UFMP to evaluate improvements in urban forest management and adapt strategies.	37			4-5 Years	2027	UFP, PM, PWMS, CDPD, NPO	N, C, H, E	1.01-11.10
A1f	Complete an updated Tree Canopy Assessment (TCA) and review Plan every 5 years.	38			4-5 Years	2027	UFP	N, E, C, H	1.01, 1.02, 1.04, 1.05, 1.13, 1.14, 5.01 , 5.02, 5.13, 5.14

SHORT-TERM ACTION TARGET	MID-TERM ACTION TARGET	LONG-TERM ACTION TARGET	Key Issue(s) or Consideration(s)	Potential Funding Mechanism	Fremont General Plan Policies
A1a: The City accurately maintains the tree inventory data	A1a: A system is established to methodically and routinely gather partners' tree planting and removal data	A1a: Tree planting and removal data from all partners is integrated into the City's asset system or similar	<i>Accurate tracking enables assessment of efficacy of actions and progress towards canopy goals.</i>	TBD	7-1.8
A1b: Management actions and urban forestry operations are detailed in a list	A1b: The list of actions and operations is organized into a monthly task sheet	A1b: An activity calendar is created and updated as needed on an annual basis, annual progress report is shared	<i>Organization of required services and operations enables effective planning and prioritization with limited resources.</i>	TBD	7-1.8
A1c: The City accurately maintains the tree inventory data	A1c: A system is established to methodically and routinely gather partners' tree planting and removal data	A1c: Tree planting and removal data from all partners is integrated into the City's asset system	<i>Accurate tracking enables assessment of efficacy of actions and progress towards canopy goals.</i>	TBD	7-1.8
A1d: The City accurately maintains the tree inventory data	A1d: A system is established to methodically and routinely gather partners' tree planting and removal data	A1d: Tree planting and removal data from all partners is integrated into the City's asset system	<i>Accurate tracking enables assessment of efficacy of actions and progress towards canopy goals.</i>	TBD	7-1.8
A1e: A team to complete the updated audit is established	A1e: The first City-led urban forest audit is completed	A1e: An urban forest audit is routinely (every ~5 years) conducted	<i>Evaluations enable adaptive management.</i>	TBD	7-1.8
A1f: A budget is prepared and approved for the TCA	A1f: An RFP is prepared and consultant selected to complete a TCA or the TCA is conducted in-house	A1f: An updated TCA is completed and updates are routinely made every 5 years	<i>An updated assessment of canopy gains and losses informs policy and management, provides a status of canopy goals, and offers a baseline to establish new goals.</i>	TBD	7-1.8

Action #	Urban Forest Management Plan Action	Order	Priority	Effort	Time-frame	Target Calendar Year	Lead & Collaborator(s)	Co-Benefits	Audit Reference
A1g	Analyze changes to the public tree population by evaluating the inventory in terms of tree structure, characteristics, trends, and ecosystem benefits to inform maintenance, management, and outreach approaches.	39			4-5 Years	2027	UFP	E, C, N	1.07, 1.09 , 3.03, 3.04, 5.02, 5.07
A2a	Adhere to industry standards and best practices for all City-led tree-related operations and services.	32			0-3 Years	2025	UFP, PM, PWMS, CDPD, NPO	N, C, H	1.03, 1.05, 1.06, 1.12 , 7.07, 7.08, 9.01-9.30
A2b	Provide urban forestry-related data, resources, regulations, and goals when the City is updating or creating plans and resources.	12			Ongoing	Annual	UFP, CDPD	N	1.01, 2.09 , 4.03 , 6.02-6.09, 6.10 , 6.11 , 6.12 , 6.13 , 7.08, 7.09 , 8.02 , 8.03 , 8.05
A2c	Update City resources with references and information relating to industry standards and best practices. Utilize ANSI A300, ANSI Z133.1-2012, and ISA BMPs for guidance.	44			4-5 Years	2027	UFP, PM, PWMS	N, C, H	1.05, 1.06, 1.10 , 1.11 , 1.12 , 9.01 , 9.03 , 9.04 , 9.05, 9.07-9.11, 9.12 , 9.13 , 9.17-9.21, 9.23 , 9.24, 9.30
A2d	Educate, train, and monitor adherence to industry standards, best practices, and specifications by partners, contractors, residents, and others interacting with public trees.	54			5+ Years	TBD	UFP, PM, PWMS	N, C, H	1.05, 1.06, 1.10 , 1.11 , 1.12 , 9.01 , 9.03 , 9.04 , 9.05, 9.07-9.11, 9.12 , 9.13 , 9.17-9.21, 9.23 , 9.24, 9.30
A3a	Provide notices, resources, and information regarding the need to properly maintain public trees for adjacent property owners where the inventory identifies a priority or need.	34			0-3 Years	2025	UFP, PM, PWMS	N, H, C, E	2.02, 5.03-5.07, 5.15, 6.03, 7.03, 10.13 , 11.01, 11.03, 11.09, 11.10

SHORT-TERM ACTION TARGET	MID-TERM ACTION TARGET	LONG-TERM ACTION TARGET	Key Issue(s) or Consideration(s)	Potential Funding Mechanism	Fremont General Plan Policies
A1g: The public tree inventory is current to the extent possible	A1g: The ecosystem services and benefits of the public tree population is understood	A1g: Ecosystem services and benefits of the public tree population are routinely updated (every 2 years) based on inventory data and industry research	<i>An understanding of benefits, services, and value can be conveyed to the public and inform management.</i>	TBD	7-1.6, 7-1.8
A2a: Annual training or resources shared with pertinent staff	A2a: Annual training or resources shared with pertinent staff	A2a: Data and observations show a reduction in tree planting and maintenance malpractice	<i>A well managed urban forest is sustainable, resilient, lower risk, and beneficial.</i>	TBD	7-1.6, 7-1.8
A2b: Relevant data and information in the UFMP are prepared to support updates to City plans	A2b: Regular (annual) meetings are attended to identify opportunities to integrate plans	A2b: Updates to relevant City plans incorporate urban forestry data	<i>Alignment of planning efforts reduces inefficiencies and supports achieving shared goals.</i>	TBD	7-1.8
A2c: City resources are updated to reflect standards and BMPs	A2c: In-house and contractor specifications meet ANSI, ISA, and OSHA standards	A2c: Observations show a decrease in tree malpractices on public and private property	<i>A well managed urban forest is sustainable, resilient, lower risk, and beneficial.</i>	TBD	7-1.8
A2d: In-house and contractor specifications meet ANSI, ISA, and OSHA standards	A2d: In-house and contractor specifications meet ANSI, ISA, and OSHA standards	A2d: Observations show a decrease in tree malpractices on public and private property	<i>A well managed urban forest is sustainable, resilient, lower risk, and beneficial.</i>	TBD	7-1.8
A3a: The public tree inventory is utilized to inform adjacent property owners of tree maintenance and removal needs	A3a: Observations show a reduced number of public trees requiring extensive maintenance or removal	A3a: Public street trees are pruned either through contracts, in-house, or by adjacent property owners resulting in a 5-7-year rotational cycle	<i>Increasing the number of trees pruned annually will address the impacts of deferred maintenance, reduce risk, maximize benefits, and lower costs.</i>	TBD	7-1.8, 8-2.1

Action #	Urban Forest Management Plan Action	Order	Priority	Effort	Time-frame	Target Calendar Year	Lead & Collaborator(s)	Co-Benefits	Audit Reference
A3b	Update protocols and procedures for evaluating risk and condition of public trees and in cases where trees are involved in construction and development projects. Utilize ANSI A300 Tree Risk Standards for guidance.	35			0-3 Years	2025	UFP, PM, PWMS	H, C, N	1.03, 2.09, 4.03, 7.01-7.09, 9.11, 9.20, 11.01, 11.03
A3c	Continue to prioritize contracted tree maintenance and removals based on the inventory data, service requests, and observations.	3			Ongoing	Annual	UFP	E, H, C, N	5.03-5.07, 5.15, 6.03, 7.03, 10.13, 11.01, 11.03, 11.09, 11.10
A3d	Analyze the public tree inventory to identify priorities for maintenance and removals.	4			Ongoing	Annual	UFP	E, H, C, N	5.03-5.07, 5.15, 6.03, 7.03, 10.13, 11.01, 11.03, 11.09, 11.10
A3e	Create a maintenance practice that is based on the public tree inventory and maintenance standards.	50			4-5 Years	2027	UFP	N, H, E, C	2.01-2.04, 3.01, 3.05, 5.03-5.07, 6.03, 7.03, 10.13, 11.01, 11.03, 11.09, 11.10
A3f	Conduct a sample or windshield survey to identify public trees that may pose a risk and utilize the ISA Level 2 Risk Assessment procedures for the trees in question.	51			4-5 Years	2027	UFP, PM, PWMS	H, C, N	1.03, 2.09, 4.03, 7.01-7.09, 9.11, 9.20, 11.01, 11.03

SHORT-TERM ACTION TARGET	MID-TERM ACTION TARGET	LONG-TERM ACTION TARGET	Key Issue(s) or Consideration(s)	Potential Funding Mechanism	Fremont General Plan Policies
A3b: Existing protocols and industry recommendations are compiled	A3b: Protocols and risk assessment criteria updated, documented, and distributed	A3b: Inventories show a reduction in tree risk, less service requests, and improved public perception	<i>Consistent assessments using industry best practices reduces risk and improves public perception.</i>	TBD	7-1.8, 8-2.1
A3c: Service requests and maintenance continue to be prioritized and contracted by the UFP	A3c: Service requests and maintenance continue to be prioritized and contracted by the UFP	A3c: All public young trees receive proper training and established trees are maintained on a recommended rotation	<i>Priorities enable appropriate management within the confines of resources.</i>	TBD	7-1.8, 8-2.1
A3d: Service requests and maintenance continue to be prioritized and contracted by the UFP	A3d: Service requests and maintenance continue to be prioritized and contracted by the UFP	A3d: All public young trees receive proper training and established trees are maintained on a recommended rotation	<i>Priorities enable appropriate management within the confines of resources.</i>	TBD	7-1.8, 8-2.1
A3e: The public tree inventory is maintained	A3e: Public tree maintenance is prioritized based on the inventory	A3e: Public street trees are pruned either through contracts, in-house, or by adjacent property owners resulting in a 5-7-year rotational cycle	<i>A proactive pruning program effectively manages risk, maximizes the benefits, and supports sustainable management.</i>	TBD	7-1.8
A3f: The public tree inventory is utilized to manage public tree risk based on available funding	A3f: The public tree population is routinely monitored for risk and risk is mitigated based on available funding	A3f: Inventories show a reduction in tree risk, less service requests, and improved public perception	<i>Consistent assessments using industry best practices reduces risk and improves public perception.</i>	TBD	7-1.8, 8-2.1

Action #	Urban Forest Management Plan Action	Order	Priority	Effort	Time-frame	Target Calendar Year	Lead & Collaborator(s)	Co-Benefits	Audit Reference
A3g	Establish and implement a proactive pruning community education program to include the recommended rotation of 5-7 years.	64			5+ Years	TBD	UFP	N, H, E, C	2.01-2.04, 3.01, 3.05, 5.03-5.07, 6.03, 7.03, 10.13, 11.01, 11.03, 11.09, 11.10
A3h	Update the public tree inventory with an ISA Level 2 Risk Assessment for trees greater than 8 inches in diameter or by using criteria recommended by an ISA Certified Arborist.	65			5+ Years	TBD	UFP, PM, PWMS	H, C, N	1.03, 2.09, 4.03, 7.01-7.09 , 9.11, 9.20, 11.01, 11.03
B1a	Share internally and externally through messaging and materials the City's urban tree canopy goal of 24% tree canopy cover by 2062.	27			0-3 Years	2025	UFP, PM, PWMS, CDPD, NPO	N, E, C, H	101, 102, 1.04 , 107, 109, 112, 306, 5.01 , 5.02, 5.13, 5.14, 6.10, 6.12 , 6.13, 10.02, 10.12 , 11.02, 11.05, 11.06, 11.07
B1b	Integrate the tree canopy goal and supporting metrics into relevant City and partner plans, regulations, and messaging, such as the Climate Action Plan update, and the General Plan.	40			4-5 Years	2027	UFP, CDPD, NPO	N, E, C, H	1.01, 2.09 , 4.03 , 5.01, 6.06-6.13
B1c	Evaluate and revise priority planting areas on public land subsequent to regularly updated TCA.	60			5+ Years	TBD	UFP	N, E, C, H	1.01, 1.04 , 5.01, 5.03-5.15, 6.12 , 10.03, 10.15
B2a	Promote the goal to plant 800 trees per year in areas that address tree equity and sustainability. Engage with the community for public park and street plantings to instill ownership and stewardship of the new trees.	28			0-3 Years	2025	UFP	N, E, C, H	6.12 , 9.02, 9.14, 9.22, 10.03

SHORT-TERM ACTION TARGET	MID-TERM ACTION TARGET	LONG-TERM ACTION TARGET	Key Issue(s) or Consideration(s)	Potential Funding Mechanism	Fremont General Plan Policies
A3g: The public tree inventory is maintained and maintenance contracts continue	A3g: The tree maintenance, removals, and risk priorities are adequately addressed	A3g: The public street trees are proactively pruned on a recommended 5-7 year cycle	<i>A proactive pruning program effectively manages risk, maximizes the benefits, and supports sustainable management.</i>	TBD	7-1.8
A3h: Existing protocols and industry recommendations are compiled	A3h: The public trees are assessed for risk using industry standards	A3h: Inventories show a reduction in tree risk, less service requests, and improved public perception (Year 10)	<i>Consistent assessments using industry best practices reduces risk and improves public perception.</i>	TBD	7-1.8, 8-2.1
B1a: Canopy goals and targets are evaluated and discussed with other divisions and partners	B1a: Canopy goals are supported by divisions and partners and amendments to City regulations are prepared	B1a: Canopy goals are integrated into the CAP 2.0 and other plans and regulations and milestones are achieved	<i>Equal access to green spaces and an equitable distribution of tree canopy provides social, economic, and environmental benefits.</i>	TBD	7-1.8, 7-8.1
B1b: Programs and partners are identified	B1b: Canopy goals and planting targets are adopted by partners	B1b: Tree equity is achieved in all neighborhoods	<i>Collaboration enables the efficient and effective achievement of goals.</i>	TBD	2-3.6, 2-3.7, 4-2.2, 4-2.3, 4-2.5, 4-5.3, 4-5.7, 7-1.7, 7-1.8, 7-7.2
B1c: Priority planting areas established in the UFMP begin to be stocked with trees	B1c: The updated TCA is utilized to refine priority planting areas and strategies	B1c: Tree equity is achieved in all City neighborhoods	<i>Continually evaluating priorities and opportunities ensures effective and sustainable outcomes.</i>	TBD	7-1.8
B2a: Tree planting locations, species, and support are identified	B2a: 800 trees are planted per year that are either City-led or with partners	B2a: A Master Tree Planting Plan based on the annual number of trees and priority planting areas guides strategic planting	<i>A strategic plan for planting informed by inventory data can achieve canopy goals, sustainability, and equity.</i>	TBD	4-2.2, 4-2.3, 4-2.5, 7-1.8

Action #	Urban Forest Management Plan Action	Order	Priority	Effort	Time-frame	Target Calendar Year	Lead & Collaborator(s)	Co-Benefits	Audit Reference
B2b	Review and finalize the recommended tree list developed as part of the UFMP project and update the City's webpage for "Approved Street Trees".	33			0-3 Years	2025	UFP	N, C	5.03-5.07, 6.12, 9.22, 10.01-10.07, 10.11, 10.12, 10.13, 11.02, 11.05, 11.06, 11.07, 11.10
B2c	Select tree species, locations, and timing for planting that supports the goals for species and age diversity, sustainability, tree equity, and resiliency.	13			Ongoing	Annual	UFP	N, E, C, H	6.12, 9.02, 9.14, 9.22, 10.03
B2d	Update the recommended tree list based on the tree inventory, climate change projections, site suitability, drought tolerance, ecosystem services, tree canopy goals, among other factors.	21			Ongoing	Annual	UFP	N	5.03-5.07, 6.12, 9.22, 10.01-10.07, 10.11, 10.12, 10.13, 11.02, 11.05, 11.06, 11.07, 11.10
B2e	Scale up public tree plantings based on the tree canopy goals and continue to address the areas of greatest need and sustainability.	45			4-5 Years	2027	UFP	N, E, C, H	6.12, 9.02, 9.14, 9.22, 10.03
B2f	Incorporate the recommended tree list into City resources and messaging.	46			4-5 Years	2027	UFP, CDPD, NPO	N, E, C, H	1.01, 2.09, 4.03, 5.01, 6.06-6.13
B2g	Utilize the findings from the UFMP to provide information on the locations and types of trees to plant for the Capital Improvement Program, Climate Action Plan, stormwater management, and development projects.	47			4-5 Years	2027	UFP, CDPD, NPO	N, E, C, H	1.01, 2.09, 4.03, 5.01, 6.06-6.13

SHORT-TERM ACTION TARGET	MID-TERM ACTION TARGET	LONG-TERM ACTION TARGET	Key Issue(s) or Consideration(s)	Potential Funding Mechanism	Fremont General Plan Policies
B2b: The recommended tree list is finalized	B2b: The tree inventory is maintained and tree lists are updated every 5 years	B2b: The tree list reflects the goals for diversity and sustainability and public tree species frequencies do not surpass the diversity thresholds	<i>A strategic plan for planting informed by inventory data can achieve canopy goals, sustainability, and equity.</i>	TBD	2-3.6, 2-3.7, 4-2.2, 4-2.3, 4-2.5, 7-1.8
B2c: The tree inventory is up-to-date and the recommended tree list is finalized	B2c: Planting decisions are based on tree inventory data	B2c: A Master Tree Planting Plan informs the timing of and species selection for tree plantings	<i>A strategic plan for planting informed by inventory data can achieve canopy goals, sustainability, and equity.</i>	TBD	4-2.2, 4-2.3, 4-2.5, 7-1.8
B2d: An analysis of the tree inventory and UFMP informs changes to the tree species planting palette	B2d: The tree list is updated based on the inventory data and urban forest needs	B2d: The tree list is updated as needed and analyses of the urban forest show climate change resiliency	<i>The recommended tree list provides options for planting the urban forest for a changing climate to be resilient and sustainable.</i>	TBD	7-1.8, 7-4.1, 7-8.1
B2e: The tree inventory is up-to-date and the recommended tree list is finalized	B2e: Incremental tree canopy goals and planting targets are achieved	B2e: Tree equity is achieved in all neighborhoods	<i>A strategic plan for planting informed by inventory data can achieve canopy goals, sustainability, and equity.</i>	TBD	4-2.2, 4-2.3, 4-2.5, 7-1.8
B2f: Relevant resources are identified	B2f: Relevant documents, resources, and messaging incorporate the approved tree list	B2f: The urban forest is resilient to climate change and tree pests / diseases	<i>Collaboration enables the efficient and effective achievement of goals.</i>	TBD	2-3.6, 2-3.7, 4-2.2, 4-2.3, 4-2.5, 4-5.3, 4-5.7, 7-1.7, 7-1.8, 7-7.2
B2g: Programs and partners are identified	B2g: Canopy goals and planting targets are adopted by City programs and partners	B2g: Tree equity is achieved in all neighborhoods	<i>Collaboration enables the efficient and effective achievement of goals.</i>	TBD	2-3.6, 2-3.7, 4-2.2, 4-2.3, 4-2.5, 4-5.3, 4-5.7, 7-1.7, 7-1.8, 7-7.2

Action #	Urban Forest Management Plan Action	Order	Priority	Effort	Time-frame	Target Calendar Year	Lead & Collaborator(s)	Co-Benefits	Audit Reference
B2h	Communicate and collaborate with City programs, partners, and the public to understand, support, and implement local tree canopy goals and goals for sustainability.	55			5+ Years	TBD	UFP, CDPD, NPO	N, E, C, H	1.01, 2.09, 4.03, 5.01, 6.06-6.13
C1a	Establish an Urban Forestry Working Group as required in the CAL FIRE Grant as the technical advisory committee with regular meetings to monitor progress of implementing the 2020 CAL FIRE Grant actions.	1			0-3 Years	2025	UFP	N, C	6.14, 1.01-11.10
C1b	Utilize a continuous improvement framework (Commitment, Strategy, Process, Performance) to improve operational workflows and coordination among departments impacting or influencing the urban forest.	14			Ongoing	Annual	UFP, PM, PWMS, CDPD	N	2.09, 4.03
C1c	Stay current with industry research, science, and technology through various platforms. An example includes management of current and potential exotic tree pest and disease threats.	15			Ongoing	Annual	UFP	N	2.01-2.08, 3.01, 7.09, 11.03, 11.09
C1d	Maintain relevant qualifications, certifications, and trainings for City staff to effectively manage the urban forest.	5			Ongoing	Annual	UFP, PM, PWMS, CDPD	N, C	2.01-2.08, 7.01, 8.07
C1e	Provide or support training to departments involved in the tree permitting processes, development plan reviews, tree inspections, building inspections, project design, and construction. Ensure the involvement of ISA Certified Arborists with these efforts.	41			4-5 Years	2027	UFP, PM, PWMS, CDPD	N	1.05, 1.10-1.12, 2.01-2.09, 4.03, 9.01, 9.03, 9.04, 9.12, 9.13, 9.19, 9.23

SHORT-TERM ACTION TARGET	MID-TERM ACTION TARGET	LONG-TERM ACTION TARGET	Key Issue(s) or Consideration(s)	Potential Funding Mechanism	Fremont General Plan Policies
B2h: Programs and partners are identified	B2h: Canopy goals and planting targets are adopted by partners	B2h: Tree equity is achieved in all neighborhoods	<i>Collaboration enables the efficient and effective achievement of goals.</i>	TBD	2-3.6, 2-3.7, 4-2.2, 4-2.3, 4-2.5, 4-5.3, 4-5.7, 7-1.7, 7-1.8, 7-7.2
C1a: Potential departments, partners, and sectors necessary for implementation of the UFMP identified	C1a: All necessary members join the workgroup	C1a: Meeting framework and responsibilities established. Team meets at least quarterly	<i>Coordinating implementation of the UFMP enables success.</i>	TBD	7-1.8
C1b: UFMP actions to improve efficiencies begin to be implemented	C1b: Regular meetings between departments and partners identify changes in workflows and resource needs	C1b: The framework shows improvements in workflows, efficiency, efficacy, and communications	<i>As cities grow and change, workflows will adapt.</i>	TBD	7-1.8
C1c: A framework for acquiring necessary information is established	C1c: Tree management staff attend relevant conferences, webinars, and trainings	C1c: Tree management staff attend relevant conferences, webinars, and trainings	<i>Long-term planning and management of a sustainable urban forest requires continual research and practice.</i>	TBD	7-1.8
C1d: UFP staff maintain all necessary credentials	C1d: All UFP staff maintain credentials and 2 new City staff become ISA Certified Arborists	C1d: All staff interacting with trees in the City are ISA Certified Arborists	<i>Qualified and certified staff that maintain credentials will apply standards and best practices for a sustainable urban forest.</i>	TBD	7-1.8
C1e: Training needs are identified	C1e: Annual training meets the needs of City staff and the urban forest	C1e: Annual training meets the needs of City staff and the urban forest and staff are equipped to train others	<i>Training will improve transparency, consistency, and effectiveness.</i>	TBD	7-1.8

Action #	Urban Forest Management Plan Action	Order	Priority	Effort	Time-frame	Target Calendar Year	Lead & Collaborator(s)	Co-Benefits	Audit Reference
C2a	Update or establish urban forestry protocols, specifications, and standards for capital projects, construction administration, maintenance, contracts, and performance monitoring.	48			4-5 Years	2027	UFP	N	102, 104, 105, 109, 110, 111, 112, 2.09, 3.04, 4.03, 7.07, 9.01-9.14, 9.17-9.24, 9.30
C2b	Update tree-related classifications in the City Urban Forestry classifications to include industry credentials such as ISA Certified Arborist and Tree Risk Assessment Qualification (TRAQ).	56			5+ Years	TBD	UFP	N	1.02, 1.04, 1.05, 1.10, 1.11, 1.12, 2.01-2.04, 4.01-4.03, 9.12, 9.13, 9.19, 9.22, 11.05, 11.06, 11.08, 11.09
C3a	Continue to evaluate annual public tree inventory collection and data management equipment needs.	6			Ongoing	Annual	UFP	N	3.01, 3.05
C3b	To support the goals of the UFMP, explore options for dedicated, sustained funding beyond the City's General Fund, such as the Gas Tax. Continue to seek and acquire funding and technical assistance from organizations such as the CAL FIRE, U.S. Forest Service, CA Natural Resources Agency, and others.	16			Ongoing	Annual	UFP	N, C, H, E	3.01, 3.05
D1a	Evaluate tree-related ordinances, policies, and regulations to identify changes that would support the goals of the UFMP.	29			0-3 Years	2025	UFP, CDPD, UFWG	N, C	1.02, 1.05, 1.10, 1.11, 1.12, 6.13, 7.07, 7.09, 9.01-9.14, 9.17-9.24, 9.29, 9.30, 10.02, 10.09, 10.12, 11.02-11.10
D1b	Provide information and resources regarding the Street Tree Ordinance and the Tree Preservation Ordinance to raise awareness and decrease violations.	22			Ongoing	Annual	UFP, CDPD, UFWG	N, C	1.02, 1.05, 1.10, 1.11, 1.12, 6.13, 7.07, 7.09, 9.01-9.14, 9.17-9.24, 9.29, 9.30, 10.02, 10.09, 10.12, 11.02-11.10

SHORT-TERM ACTION TARGET	MID-TERM ACTION TARGET	LONG-TERM ACTION TARGET	Key Issue(s) or Consideration(s)	Potential Funding Mechanism	Fremont General Plan Policies
C2a: Recommendations in the UFMP are reviewed and relevant documents are gathered	C2a: A document is prepared detailing necessary changes to City documents	C2a: Updates reflect changes to the UFP and goals of the UFMP and are revisited periodically	<i>Effective communications and protocols that are documented offers transparency and efficiency.</i>	TBD	7-1.8
C2b: Required certifications and qualifications for tree management staff identified	C2b: Staff maintain certifications, qualifications, and licenses	C2b: Staff maintain certifications, qualifications, and licenses	<i>Staff training reduces costs and improves production, safety, levels of service, and the urban forest.</i>	TBD	4-2.2, 4-2.3, 4-2.5, 7-1.7, 7-1.8
C3a: Database updated to reflect changes to the public tree population, budget request prepared	C3a: Annual budget is secured for inventory management needs	C3a: All public street, park, median, backup lot, and property trees are reinventoried every 5 years	<i>A current and well maintained inventory provides data for sustainably managing the public trees and urban forest at large.</i>	TBD	7-1.8
C3b: Resources of partners are utilized	C3b: At least 2 grant applications are awarded for projects like tree planting, planning, or inventory	C3b: The City and partners are awarded grants and adequately budgeted to meet all goals in the UFMP	<i>Diverse funding achieves long-term UFMP goals.</i>	TBD	7-1.8
D1a: The efficacy of tree-related ordinances is evaluated	D1a: The UFP works with City staff to formalize a stakeholder engagement process to inform proposed amendments to ordinances	D1a: Proposed amendments to ordinances are supported by the community and adopted by City Council	<i>Effective ordinances are the foundation for long-term urban forest sustainability.</i>	TBD	4-5.7, 7-1.8
D1b: The efficacy of tree-related ordinances is evaluated	D1b: Information and resources are prepared for sharing with various audiences	D1b: A measurable reduction in ordinance violations is observed	<i>Effective ordinances are the foundation for long-term urban forest sustainability.</i>	TBD	4-5.7, 7-1.8

Action #	Urban Forest Management Plan Action	Order	Priority	Effort	Time-frame	Target Calendar Year	Lead & Collaborator(s)	Co-Benefits	Audit Reference
D1c	Continue to review construction and development plans, designs, and projects to promote the preservation of healthy and beneficial trees throughout the City's urban forest.	17			Ongoing	Annual	UFP, PWMS, CDPD, UFWG	N, C	1.01, 1.02, 1.04, 1.05 , 1.10 , 1.11 , 1.12 , 2.01-2.04, 2.09 , 4.02 , 4.03 , 9.01, 9.03, 9.04, 9.12 , 9.13 , 9.19, 9.21, 9.24, 10.02, 10.09, 10.12
D1d	Continue to manage the Landmark Trees Program and increase awareness through education.	18			Ongoing	Annual	UFP, UFWG	N, C	1.05 , 1.10 , 10.02, 10.09 , 10.12
D1e	Explore opportunities to expand the Landmark Trees Program that recognizes and protects the trees to continue sustaining Fremont's urban forest value and heritage.	23			Ongoing	Annual	UFP, UFWG	N, C	1.11 , 10.02 , 10.09 , 10.12
D2a	Maintain the public tree inventory to effectively monitor for existing and potential tree pest and disease vulnerability.	7			Ongoing	Annual	UFP	N, H	5.03-5.12 , 7.09 , 9.16
D2b	Manage invasive species in public parks, rights-of-way, and on public properties as feasible with available funding.	8			Ongoing	Annual	UFP, PM, PWMS, NPO	N, H	1.01, 7.08 , 7.09
D2c	Educate and train property owners and contractors to identify and manage tree pests and diseases, and other best practices such as watering.	49			4-5 Years	2027	UFP, NPO	N, C, H	7.08, 7.09, 10.01-10.04 , 10.11, 10.12 , 10.13 , 10.15

SHORT-TERM ACTION TARGET	MID-TERM ACTION TARGET	LONG-TERM ACTION TARGET	Key Issue(s) or Consideration(s)	Potential Funding Mechanism	Fremont General Plan Policies
D1c: The UFP continues to be engaged in the process	D1c: Relevant projects are adequately reviewed	D1c: 90% compliance to tree regulations is achieved	<i>Effectively monitoring development designs and projects is essential to achieving canopy goals.</i>	TBD	7-1.7, 7-1.8
D1d: The role of the UFWG or similar in overseeing the Landmark Trees Program is finalized	D1d: The UFWG or similar is created and information about the Landmark Trees Program is shared with the public	D1d: The Landmark Trees Program expands to include voluntary designations of trees on private property	<i>Protection of significant trees in a city retains a community's character and associated benefits.</i>	TBD	7-1.8
D1e: The role of the UFWG or similar in overseeing the Landmark Trees Program is considered	D1e: The UFWG or similar is created and information about the Landmark Trees Program is shared with the public	D1e: The Landmark Trees Program expands to include voluntary designations of trees on private property	<i>Protection of significant trees in a city retains a community's character and associated benefits.</i>	TBD	7-1.8
D2a: Tree inventory is up-to-date	D2a: Tree inventory is analyzed and concerns are identified	D2a: The City routinely (annually) evaluates the inventory for susceptibility and has the necessary funds to respond	<i>A well maintained inventory and frequent monitoring will inform current and potential risks to the urban forest.</i>	TBD	7-1.8
D2b: Current maintenance regimen is continued	D2b: Sample inventory of parks and open space identifies extent of a management strategies for invasives species	D2b: City parks and properties are effectively managed to reduce and prevent invasive species	<i>A healthy and sustainable urban forest requires the management of non-native invasive plant species.</i>	TBD	7-1.1, 7-1.3, 7-1.8
D2c: Resources and information is shared on the City's website	D2c: Annual online or in-person workshops are supported by the City	D2c: The urban forest is sustainable and resilient to tree pests and diseases	<i>A healthy and sustainable urban forest can only be achieved with commitments from the City and community.</i>	TBD	7-1.6, 7-1.8

Action #	Urban Forest Management Plan Action	Order	Priority	Effort	Time-frame	Target Calendar Year	Lead & Collaborator(s)	Co-Benefits	Audit Reference
D2d	Strengthen storm and disaster preparations, mitigations, and recovery strategies, protocols, and mechanisms. Prepare a new emergency action plan that is developed and overseen by the Urban Forestry manager.	58			5+ Years	TBD	UFP	H, C, N	7.08, 8.01-8.07
D2e	Explore amendments to City tree-related ordinances and regulations that expand on tree planting, maintenance, and preservation requirements to support the goals of the UFMP and other City Plans such as the Climate Action Plan.	59			5+ Years	TBD	UFP, CDPD, NPO	N	1.01, 1.04, 1.10, 1.11 , 6.12, 7.08, 7.09, 9.02, 9.14 , 9.22, 9.23, 9.30
E1a	Continue to build and strengthen partnerships with community groups, institutions, agencies, and organizations to raise awareness, support, and stewardship of the urban forest.	9			Ongoing	Annual	UFP, NPO	C, N, E	10.01-10.15
E1b	Support in a technical capacity the strengthening of a local community organization(s) devoted to stewardship of the urban forest. Establish regular meetings and MOUs where applicable. Use the guidance provided in the UFMP to implement.	42			4-5 Years	2027	UFP, NPO	C, N, E	10.01-10.15
E1c	Utilize the Urban Forestry Working Group as needed under the Recreation Commission's guidance when additional community input is required under this management plan.	43			4-5 Years	2027	UFP	N, C	2.04, 2.08, 4.04 , 10.02, 10.06, 10.07, 10.09, 10.10, 10.12, 10.14
E1d	Plant a more diverse palette of trees that meets the City's tree diversity requirements and updated planting recommendations.	53			5+ Years	TBD	UFP, NPO	N, C	9.14, 9.22 , 10.12

SHORT-TERM ACTION TARGET	MID-TERM ACTION TARGET	LONG-TERM ACTION TARGET	Key Issue(s) or Consideration(s)	Potential Funding Mechanism	Fremont General Plan Policies
D2d: Resources to support storm and disaster management are gathered	D2d: Changes to storm and disaster procedures are drafted as needed	D2d: Procedures for urban forest and storm/disaster management are formalized in an emergency action plan	<i>Preparation, response, and recovery is essential to a sustainable urban forest and public health.</i>	TBD	7-1.8
D2e: The efficacy of tree-related ordinances is evaluated	D2e: Proposed amendments to ordinances are prepared for stakeholder input and feedback	D2e: Ordinances and regulations meet the needs of the urban forest while supporting community priorities and policies	<i>The recommended tree list provides options for planting the urban forest for a changing climate to be resilient and sustainable.</i>	TBD	4-2.2, 4-2.3, 4-2.5, 7-1.8, 7-4.1, 7-7.2, 7-8.1
E1a: A network of existing and potential partners is identified using the UFMP and community outreach plan	E1a: A diverse network of partners exists with clear communications and roles defined	E1a: All City neighborhoods, demographics, and cultures are represented through partnerships	<i>Partnerships enable efficient achievement of shared goals.</i>	TBD	7-1.6, 7-1.8
E1b: Local community partners are identified	E1b: Regular meetings and MOUs are established between the City and partner(s)	E1b: Community organizations establish a network of stewards to achieve local canopy goals	<i>Local community groups and organizations can effectively engage local community members and increase program capacity and impacts.</i>	TBD	7-1.6, 7-1.8
E1c: UFMP guidance is reviewed, refined, and finalized	E1c: UFWG or similar is established and members are selected	E1c: UFWG or similar supports implementation of the UFMP and supporting programs	<i>A city with a board devoted to the urban forest increases capacity, enables cohesive planning, and shared success.</i>	TBD	7-1.6, 7-1.8
E1d: Nursery partners identified	E1d: Master Tree Planting Plan completed	E1d: Nursery supply of diverse tree species meets City and public demand	<i>Limited availability of tree species can impede urban forest diversity and resiliency.</i>	TBD	2-3.7, 4-2.2, 4-2.3, 4-2.5, 7-1.8

Action #	Urban Forest Management Plan Action	Order	Priority	Effort	Time-frame	Target Calendar Year	Lead & Collaborator(s)	Co-Benefits	Audit Reference
E2a	Develop a communications plan for public outreach, education, and engagement with strategies for clear and consistent design and messaging about the urban forest.	30			0-3 Years	2025	UFP, UFWG, NPO	C, N, E	10.01, 10.02, 10.04, 10.05, 10.07, 10.09, 10.10, 10.11, 10.12, 10.13, 10.14, 10.15
E2b	Aligned with the public communications plan, provide urban forestry information, resources, and updates on a regular basis.	10			Ongoing	Annual	UFP, UFWG	C, N, E	10.01-10.15
E2c	Partner with local neighborhood organizations to diversify the volunteers and event attendees in an effort to build community-wide awareness, support, and stewardship of the urban forest.	19			Ongoing	Annual	UFP, NPO	C, N, E	10.01-10.07, 10.10-10.15
E2d	Evaluate the 50/50 program to ensure that it is aligned with the needs of residents and make policy recommendations to align with the UFMP.	24			Ongoing	Annual	UFP	C, N, E	10.01-10.07, 10.10-10.15, 11.01, 11.03, 11.09, 11.10
E2e	Continue to track and annually report urban forestry activities of all partners to maintain Arbor Day Tree City USA designation.	11			Ongoing	Annual	UFP, PM, PWMS, CDPD, NPO	C, N, E	10.07, 10.14
E2f	Finalize the draft Tree Maintenance Manuals for residents and tree care professionals that were developed as part of the UFMP and share with the appropriate audiences.	57			4-5 Years	2027	UFP, NPO	N, C, E, H	9.01, 9.03-9.05, 9.07-9.09, 9.21, 9.30, 10.01-10.15, 11.01, 11.03, 11.04, 11.09, 11.10

SHORT-TERM ACTION TARGET	MID-TERM ACTION TARGET	LONG-TERM ACTION TARGET	Key Issue(s) or Consideration(s)	Potential Funding Mechanism	Fremont General Plan Policies
E2a: Information from the UFMP is compiled and outreach strategies are drafted	E2a: UFMP outreach strategies are coordinated with other City departments and efforts	E2a: A community outreach plan clearly defines the messaging and approaches	<i>Consistent messaging resonates with the audience.</i>	TBD	7-1.6, 7-1.8
E2b: Urban forestry information relevant to the season and events is shared on various platforms	E2b: Urban forestry information relevant to the season and events is shared on various platforms	E2b: Urban forestry information relevant to the season and events is shared on various platforms	<i>Readily available information raises awareness and increases support to achieve common goals.</i>	TBD	7-1.6, 7-1.8
E2c: The Tree Inventory Report is distributed across neighborhoods on multiple platforms	E2c: The network of partners increases the diversity and count of volunteers by 5%	E2c: Annual volunteer reports show representation of all City neighborhoods, demographics, and cultures	<i>A community that participates in stewardship take ownership and provide support.</i>	TBD	7-1.6, 7-1.8
E2d: The 50/50 budget is fully utilized	E2d: The 50/50 budget increases to meet demand	E2d: The 50/50 budget meets the demand, specifically in lower income areas	<i>A cost-share program to maintain public trees builds relationships to care for a sustainable urban forest.</i>	TBD	7-1.6, 7-1.8
E2e: Receive Tree City USA recognition	E2e: Receive Tree City USA and Growth Award recognition annually	E2e: Receive Tree City USA recognition and Sterling status	<i>A city must demonstrate that it cares about its urban forest.</i>	TBD	7-1.6, 7-1.8
E2f: The manuals are reviewed, updated, and finalized	E2f: The manuals are available online and distributed to targeted audiences	E2f: A measurable improvement in adherence to industry standards and practices is observed	<i>It is primarily the responsibility of adjacent property owners to maintain street trees in the public right-of-way.</i>	TBD	7-1.6, 7-1.8

Action #	Urban Forest Management Plan Action	Order	Priority	Effort	Time-frame	Target Calendar Year	Lead & Collaborator(s)	Co-Benefits	Audit Reference
E2g	Engage residents in tree planting events and trainings with emphasis in neighborhoods that have lower tree canopy cover area than the Citywide tree canopy cover of 14%.	61			5+ Years	TBD	UFP, NPO	C, N, E	1.01, 1.02, 1.04, 6.12, 10.01-10.04, 10.11-10.15
E2h	Gather input and feedback from the public as it relates to the UFMP implementation progress, the resulting outcomes, and potential changes needed.	62			5+ Years	TBD	UFP, NPO, UFWG	C, N, E	10.05
E2i	Recognize exemplary urban forest stewards and volunteers representing youth, residents, organizations, and business owners. Consider a tree donation or tree fund framework for costs associated with this program and utilize local community partners and any new tree-related boards or working groups.	63			5+ Years	TBD	UFP, NPO	C, N	10.06
E3a	Target urban forestry outreach and education to under-represented communities, renters, and non-English speaking residents that aligns with the audiences' values, priorities, and other considerations.	31			0-3 Years	2025	UFP, NPO	E, C, N	10.01-10.15
E3b	Continue to strengthen or build partnerships with community-based organizations that are inclusive of the diverse demographics of the City.	20			Ongoing	Annual	UFP, NPO	E, C, N	10.02, 10.12, 10.15
E3c	Prioritize areas of the City with the highest CalEnviroScreen Scores for new tree plantings.	52			4-5 Years	2027	UFP, NPO	E, C, N	10.01-10.15

SHORT-TERM ACTION TARGET	MID-TERM ACTION TARGET	LONG-TERM ACTION TARGET	Key Issue(s) or Consideration(s)	Potential Funding Mechanism	Fremont General Plan Policies
E2g: Utilize the TCA to identify priority planting neighborhoods and areas	E2g: Annual tree planting events are well attended and support UFMP goals and actions	E2g: A Master Tree Planting Plan informs priority areas and tree species and all neighborhoods engaged	<i>A community that participates in stewardship take ownership and provide support.</i>	TBD	2-3.6, 2-3.7, 4-2.2, 4-2.3, 4-2.5, 4-5.7, 7-1.6, 7-1.8
E2h: Survey responses from the UFMP project are examined and addressed	E2h: An online survey is launched to gather input and feedback	E2h: An online survey is launched and feedback is received from all neighborhoods, demographics, and cultures	<i>Gathering feedback and input from the community informs future strategies, messaging, and resource needs.</i>	TBD	7-1.6, 7-1.8
E2i: Criteria and sectors of exemplary urban forest stewardship is established	E2i: Announcement of recognition program is shared with City partners and the public with a request for nominations	E2i: Exemplary urban forest stewardship recognition awarded to multiple sectors	<i>A city must demonstrate that it cares about its urban forest and the individuals caring for it.</i>	TBD	7-1.6, 7-1.8
E3a: The community outreach plan is implemented in target areas	E3a: The community outreach plan is implemented in target areas	E3a: All City neighborhoods, demographics, and cultures are represented and engaged in the urban forest	<i>Readily available information raises awareness and increases support to achieve common goals.</i>	TBD	7-1.6, 7-1.8
E3c: A network of existing and potential partners is identified using the UFMP and community outreach plan	E3c: A diverse network of partners exists with clear communications and roles defined	E3c: All City neighborhoods, demographics, and cultures are represented through partnerships	<i>Partnerships enable efficient achievement of shared goals.</i>	TBD	7-1.6, 7-1.8
E3d: The CalEnviroScreen Scores are evaluated and reported	E3d: Updates to tree canopy goals integrate CalEnviroScreen	E3d: Updates to CalEnviroScreen show improvements in all low-scoring areas	<i>Partnerships enable efficient achievement of shared goals.</i>	TBD	7-1.6, 7-1.8



FREMONT, CA

URBAN FOREST
MANAGEMENT PLAN

IMPLEMENTATION AND MONITORING PLAN

APRIL 2023

