

TEMPLATE FOR DRAFT PROGRAM OFFER NARRATIVE

Program Offer: Urban Forestry Maintenance

Definition: Ensures 24/7 emergency tree response and tree hazard mitigation in public streets and on City-owned properties, and maintains trees on all City-owned properties including PP&R properties.

Division: Urban Forestry

Information Lead: Brian Landoe

PROGRAM OFFER NARRATIVE SECTIONS

1. PROGRAM DESCRIPTION AND GOALS

The goal of the Urban Forestry Maintenance program is to perform tree work on City-owned properties and Portland public streets. The program primarily pursues this goal by providing tree planting and requested tree maintenance services in City parks, natural areas, and properties owned by other City bureaus. Maintenance also ensures the safety of road users by responding 24/7 to address tree hazards and failures in Portland's public rights-of-way and on Parks and other City bureaus' properties as the City's sole provider of this service.

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 Budgeted |
|-----------------------------|--------------------|--------------------|--------------------|---------------------|
| General Fund | \$1,567,404 | \$1,590,598 | \$1,640,691 | \$1,738,875 |
| Interagency & Miscellaneous | \$444,486 | \$242,502 | \$459,906 | \$587,166 |
| Total Revenue | \$2,011,889 | \$1,833,100 | \$1,738,412 | \$2,326,041 |
| Personnel | \$1,442,774 | \$1,180,213 | \$1,151,760 | \$1,494,341 |
| External M&S | \$169,372 | \$170,912 | \$91,896 | \$175,567 |
| Internal M&S | \$557,764 | \$479,846 | \$638,258 | \$656,133 |
| Total Expenses | \$2,169,911 | \$1,830,972 | \$1,881,915 | \$2,326,041 |

Urban Forestry Tree Maintenance Labor Hours

| Type of Work | FY 15-16 | FY 16-17 | FY 17-18 |
|-----------------------------------|----------|----------|----------|
| Services to Parks Properties | 11,876 | 11,046 | 12,510 |
| Services to Other City Properties | 2,396 | 1,780 | 4,044 |
| Emergency Tree Failure Response | 4,182 | 8,228 | 3,335 |

2. EXPLANATION OF SERVICES

The Urban Forestry Division is guided by the Urban Forest Management Plan (UFMP) and City code, Title 11 Trees. The UFMP was developed by City Staff in collaboration with a broad and diverse stakeholder group including the Urban Forestry Commission, Metro, Oregon Department of Forestry, and other community organizations.

Adopted in 2004, the UFMP established the following goals for the City’s Urban Forestry program:

- 1) Protect, preserve, restore, and expand Portland’s urban forest.
- 2) Promote stewardship of the urban forest
- 3) Provide equitable urban forest benefits for all residents of the city.

Title 11 Trees was adopted by City Council in 2015 to support implementation of the UFMP and protect the health, safety, and general welfare of the citizens of Portland, enhance the appearance of the City and protect important ecological, cultural, and economic resources for the benefit of the City’s residents and visitors.

The Urban Forestry Maintenance program specifically advances these goals by serving as the “City’s arborists” through the following services:

- **Tree Maintenance and Removal:** By request, prunes and manages trees on Parks and other City-owned properties by request, to promote health, longevity and public safety; removes dead or hazardous trees.
- **Tree Emergency Response:** Responds 24-hours a day to tree failures and tree hazards in all public roadways, Parks properties and other City-owned properties.
- **Planting and Establishment:** Plants and establishes trees in Parks and natural areas to replace removed dead and hazardous trees, and for City bureaus’ capital improvement projects.
- **Heritage Tree Maintenance:** Provides limited cyclical tree care services to approximately 150 publicly-owned Heritage Trees.
- **Dutch Elm Disease Management:** Includes monitoring, inoculation, and public outreach to limit the impacts of this fatal, contagious tree disease and rapidly remove infected elm trees within City limits.
- **Community Tree Stewardship Training:** Trains residents, volunteers and youth in tree maintenance through community stewardship, workforce development and equity programs and partnerships such as the Youth Conservation Crew and Community Tree Care.

| | FY 2014 | FY 2015 | FY 2016 | FY 2017 |
|--------------------|---------|---------|---------|---------|
| Park Trees Removed | 313* | 294* | 145 | 91 |
| Park Trees Planted | 111 | 240 | 72 | 92 |
| Park Trees Pruned | 589 | 317 | 230 | 332 |
| Emergencies | - | - | - | - |

*Includes removal of a large number of invasive tree species

3. EQUITY IMPACTS

Portland's urban forest is distributed inequitably across the city; the low-canopy areas are often also low-income and home to more people of color, immigrants and refugees. This long-standing reality, coupled with the previously discussed reactive nature of Urban Forestry Maintenance program, means the program's services are largely concentrated in the well-treed areas of the city.

In December 2018, Urban Forestry finalized its Citywide Tree Planting Strategy with an aim to grow a more equitable urban forest. Additional Urban Forestry services are needed to expand tree planting and maintenance in the high priority neighborhoods identified in the strategy.

4. CHANGES TO PROGRAM

Preserving and adding to the City's 1.2 million Park trees and 218,000 street trees is a crucial component to meeting the City's environmental goals including the 2015 Climate Action Plan. The longer, hotter, and drier summers brought about by the region's changing climate, along with the increase in extreme weather events, has placed heightened demands on the Urban Forestry Maintenance program. These changes reduce the health of the urban forest, which has negative downstream impacts on public health, air quality, wildlife habitat, water quality, heat island effects, and livability. Additional staff resources are required in order to proactively ensure the longevity of healthy trees, increase the watering and establishment care provided to newly planted trees and expand tree planting activities in underserved areas of the city.

5. PROGRAM BUDGET

Resources: The Urban Forestry Maintenance group is primarily funded through the City's general fund (\$1,738,875) with additional revenue from service to other city bureaus (\$587,166).

Expenses: Personnel costs are the primary expenses for the Urban Forestry Maintenance group, making up about 65% of the total budget. The program also incurs large equipment and supply expenses. Due to the inherently dangerous nature of tree work, expenses include extensive training, equipment maintenance, and supplies to ensure staff safety.

Staffing: In FY 2019 the Urban Forestry Maintenance group has the following budgeted positions: 16 arborists, a Senior Administrative Specialist, and a Supervisor. This is an increase of five FTE from previous years to meet increased responsibilities for 24/7 tree emergency response for public roads and City properties as part of a division-wide reorganization.

Urban Forestry arborists are required to hold and maintain professional certifications to ensure worker and public safety and effective tree care practices, including Certified Arborist, Tree

Worker Climber Specialist, State of Oregon Pesticide Applicator, Commercial Drivers Licenses, and others which require years of professional experience and demonstrated expertise.

The Urban Forestry Maintenance program largely provides reactive tree work to mitigate hazards created by fallen trees, remove dead or dying trees, and plant replacement Park trees. The backlog of non-emergency tree work requests generally extends several months. Additional arborist crews are required to conduct proactive, planned maintenance of Park trees to abate potential hazards to Park users and promote tree health, and implement tree planting programs to grow the urban forest.

Assets and Liabilities: The program has a large fleet of trucks and heavy equipment.

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TEMPLATE FOR DRAFT PROGRAM OFFER NARRATIVE

Program Offer: Urban Forestry Outreach & Science

Definition: Ensures tree services such as improved public health, improved air quality, improved water quality, stormwater management, wildlife habitat, reduced heat island effect, reduced effects of climate change, and livable and beautiful neighborhoods by implementing the City's tree regulations, supporting implementation of the City's tree regulations by others, and creating and implementing the city's Urban Forest Management Plan, including fostering community tree awareness and stewardship, developing tree policies and programs, monitoring and assessing the city's urban forest.

Division: Urban Forestry

Information Lead: Brian Landoe

PROGRAM OFFER NARRATIVE SECTIONS

1. PROGRAM DESCRIPTION AND GOALS

Urban Forestry Outreach & Science program is committed to preserving and expanding the city's forest to all communities through fostering a culture of community tree stewardship, conducting scientific analyses of the urban forest, and developing and implementing best policy practices. Urban Forestry Outreach and Science also implements Title 11 Trees, the city's tree regulations, and supports tree code implementation by others including UF Permitting and Regulation, other bureaus, property owners, and residents.

In recognition of the environmental, public health, and livability benefits of urban trees, Portland has a goal of expanding canopy cover (the area of land covered by trees when viewed from above) from its current 30.7% to a minimum of 33.3% by 2035. In addition to the citywide canopy target, PP&R Urban Forestry is committed to addressing historic inequities which have resulted in strong correlations between access to tree benefits and income.

| | FY16 Actual | FY17 Actual | FY18 Actual | FY19 Budget |
|-----------------------|--------------------|--------------------|--------------------|--------------------|
| General Fund | \$564,121 | \$548,680 | \$596,761 | \$658,768 |
| Total | \$564,121 | \$548,680 | \$596,761 | \$658,768 |
| Personnel | \$437,081 | \$612,480 | \$545,015 | \$570,215 |
| External M&S | \$57,144 | \$57,610 | \$40,899 | \$30,345 |
| Internal M&S | \$41,656 | \$58,837 | \$27,138 | \$58,208 |
| Total Expenses | \$535,882 | \$728,928 | \$545,015 | \$658,768 |

2. EXPLANATION OF SERVICES

The Urban Forestry Division is guided by the Urban Forest Management Plan (UFMP). The plan is developed by City Staff in collaboration with a broad and diverse stakeholder group including the Urban Forestry Commission, Oregon Department of Forestry, Metro, and other community organizations.

Adopted in 2004, the UFMP established the following goals of the Urban Forestry program:

- 1) Protect, preserve, restore, and expand Portland's urban forest.
- 2) Promote stewardship of the urban forest
- 3) Provide equitable urban forest benefits for all residents of the city.

Urban Forestry Outreach & Science program advances these goals through the following activities:

Forest Assessment: Tree inventory and assessment, pest and pathogen management, GIS, canopy monitoring and mapping, forest distribution, potential canopy

Title 11 Implementation: Tree code analysis, policy and process development and improvement, Heritage Tree program, Approved Street Tree Lists, Title 11 reporting, Urban Forest Management Plan update, compliance tracking, TRACS data entry, Local Tree Care Providers list and training, permit specifications development, Title 11 trust funds

Planting: Tree planting in Parks, schools, rights-of-way and yards; young tree monitoring; contracts and procurement; citywide tree planting strategy

Education and Outreach: Stewardship projects and volunteer management (14,000 volunteer hours annually), Arbor Day, workshops and trainings, UFC E+O Committee

Communication: Websites, permit handouts, newsletters, social media, web maps, press releases

Equity: Youth Conservation Crew, Neighborhood Tree Stewards, internships, Language Access Plan implementation, partnerships, Racial Equity Plans implementation

3. EQUITY IMPACTS

Portland's urban forest is distributed inequitably across the city, with strong links to income, race, and ethnicity. In a survey conducted by PP&R in 2017 of 2,800 community members, more than 40% disagreed or strongly disagreed with the statement "My neighborhood has enough trees." Nearly 85% of respondents strongly agreed that "Portland's trees are important to me." In particular, lower-income neighborhoods on the east side of the Willamette River have far less access to the many health service and benefits provided by urban trees. The Outreach & Science program prioritizes these historically underserved communities in its programming.

Further, in December 2018 Urban Forestry finalized its Citywide Tree Planting Strategy with an aim to grow a more equitable urban forest. Extensive outreach and community engagement was conducted to ensure that PP&R heard directly from community members living in low-

canopy areas. Community engagement strategies included focus groups, stakeholder meetings, and working with a Community Advisory Committee to ensure significant representation from people of color, immigrant, refugee, and low-income communities.

4. CHANGES TO PROGRAM

Urban Forestry Outreach and Science has become the central diversity, equity and inclusion (DEI) implementation arm of Urban Forestry. All outreach and volunteer programs feature goals and design to achieve improved DEI outcomes.

In recognition of limited staff resources and to foster greater community tree stewardship, Urban Forestry Outreach and Science programs are transitioning to more volunteer-led and neighborhood-based models, and rely to a significant degree on partnerships with tree stakeholders, resident groups, local communities, and non-profits, and volunteer participation.

5. PROGRAM BUDGET

Describe the program budget and key fiscal constraints. Use the following areas:

- **Resources:** The Outreach & Science program is almost entirely supported by the general fund with the exception of one FTE and seasonal staff funded by two trust funds established by Title 11: the Tree Planting & Preservation Fund (11.15.010) and the Urban Forestry Fund (11.15.020).
- **Expenses:** Personnel costs are the majority of expenses for this program, with additional materials and supplies to support the outreach and education aspects.
- **Staffing:** The program has two Botanic Specialist I's, three Botanic Specialist II's, and a Supervisor.
- **Assets and Liabilities:** The program has no assets or liabilities.

TEMPLATE FOR DRAFT PROGRAM OFFER NARRATIVE

Program Offer: Urban Forestry Permitting and Regulation

Definition: Ensures tree services such as improved public health, improved air quality, improved water quality, stormwater management, wildlife habitat, reduced heat island effect, reduced effects of climate change, and livable and beautiful neighborhoods by implementing and enforcing the City's tree regulations.

Division: Urban Forestry

Information Lead: Brian Landoe

PROGRAM OFFER NARRATIVE SECTIONS

1. PROGRAM DESCRIPTION AND GOALS

Title 11 Trees was adopted by City Council in 2015 to support implementation of the City's Urban Forest Management Plan (UFMP) and protect the health, safety, and general welfare of the citizens of Portland, enhance the appearance of the City and protect important ecological, cultural, and economic resources for the benefit of the City's residents and visitors.

The Urban Forestry Permitting & Regulation program is the primary entity responsible for implementing and enforcing most of Title 11. This includes all trees on City-owned properties and streets in development situations (such as construction on City-owned properties) and impacts on street trees from building on near-by property. This also includes non-development situations involving street and city trees, for example, removal, maintenance and planting of street trees and trees on City-owned properties.

PP&R Urban Forestry is also responsible for implementing and enforcing tree regulations for all private properties when no development activity is present, for example, removal of a yard tree from a privately-owned business or residential property, with a few exceptions when overlay zones are involved. The Bureau of Development Services is responsible for implementation and enforcement of City codes related to trees on private properties in development situations.

| | FY16 Actual | FY17 Actual | FY18 Actual | FY19 Budget |
|-----------------------|--------------------|--------------------|--------------------|--------------------|
| General Fund | \$859,357 | \$676,962 | \$649,510 | \$496,453 |
| Permit Fees | \$506,736 | \$906,038 | \$1,026,604 | \$1,901,151 |
| Interagency | \$70,463 | \$52,954 | \$62,298 | \$381,700 |
| Total | \$1,436,556 | \$1,635,954 | \$1,738,412 | \$2,779,304 |
| Personnel | \$1,254,455 | \$1,436,262 | \$1,590,060 | \$1,733,304 |
| External M&S | \$32,088 | \$26,617 | \$26,247 | \$759,132* |
| Internal M&S | \$88,671 | \$271,778 | \$257,006 | \$286,434 |
| Total Expenses | \$1,375,215 | \$1,734,658 | \$1,873,315 | \$2,779,304 |

*Reflects one-time vehicle and equipment costs. Typical expenses are about \$25,000/yr

2. EXPLANATION OF SERVICES

Urban Forestry Permitting & Regulation preserves and enhances the City's forest and trees by facilitating, implementing and enforcing the regulatory requirements of Title 11 Trees.

- **Single Point of Contact (823-TREE/trees@portlandoregon.gov):** Serve as Portland's "one-stop-shop" for all tree information. Receive and respond to or distribute all tree-related calls/emails sent to the city. Dispatch Urban Forestry staff to tree emergencies and track union overtime offer requirements. Provide in-person permitting assistance at the city's Development Services Center. Perform initial plan review for building permits and research inquiries and tree permitting records for the media, City Risk, Commissioner's Office and others. Review applications and issue certain tree permits which do not involve site visits. Receive and process permit payments, and document and route tree permitting activity in city databases. Represent Urban Forestry in development of certain city permitting databases, e.g., Portland Online Permitting System.
- **Non-Development Tree Permitting:** Inspect, review, issue and enforce permits for private property trees, trees in the right-of-way and trees on City property as they pertain to Title 11; tree removal, tree pruning, tree planting, tree health inspections, tree root pruning, chemical applications, holiday lighting permits, tree attachment permits, assess and submit requested tree work for City property trees to Urban Forestry Maintenance, e.g. Parks tree work requests, inter-agency tree work requests, Bureau of Transportation safety hazard tree inspections. Present at and represent the public interest in appeals and code hearings of certain tree permit decisions.
- **Development Tree Permitting:** Review, inspect, attend meetings, and enforce development permits as they relate to Title 11 Trees including, commercial and residential building permit review, early assistance/pre-application meetings, land use review, public works permits, tree preservation inspections, right of way vacations, root pruning.
- **Capital Projects Tree Permitting:** Review, inspect and attend meetings for citywide capital projects for both on-site and right of way trees from concept to completion. Includes plan review, permitting, tree preservation inspections, on-site root inspections, quality control and enforcement of permit requirements.
- **Title 11 Code Compliance:** Review, inspect, and perform tree risk assessments and follow-up on all tree-related code concerns called in to Urban Forestry. Includes both development and non-development code compliance tracts including; planting compliance, illegal removals, safety hazards, administrative reviews, Code Hearings Appeals, application of monthly enforcement liens. Ensuring compliance with tree code and permit requirements is primarily reactive; reported potential violations are pursued as resources allow, however routine follow-up on permit and code requirements is seldom undertaken due to insufficient staff resources. UF studies of compliance with

permit tree planting requirements - planting trees to replace those permitted for removal – show 2,000 required trees go unplanted each year, a significant concern.

- **Forest Management:** Communicate tree benefits and urban forest management practices and provide arboricultural expertise to tree permit applicants and others including developers, property owners, property managers, City staff, residents, Heritage Tree Committee volunteers, commercial tree companies, etc.

| Calendar Year | Permits Issued* | Permitting FTE | Permits Per FTE | Permit Volume |
|---------------|-----------------|----------------|-----------------|---------------|
| 2015 | 8,620 | 8 | 1,077 | - |
| 2016 | 9,138 | 10 | 840 | +6% |
| 2017 | 9,956 | 10 | 995 | +9% |

*Includes responses to tree emergencies

3. EQUITY IMPACTS

Portland’s urban forest is distributed inequitably across the city; the low-canopy areas are often also low-income and home to more people of color, immigrants and refugees. This long-standing reality, coupled with the previously discussed reactive nature of the Permitting and Regulation program, means the program’s services are largely concentrated in the well-treed areas of the city.

Permitting and Regulation documents and services are readily available in multiple languages, including phone translation services for callers to 823-TREE and staff access while working on-site with property owners and residents, and safe harbor languages are on all key UF tree permitting forms and general public communication documents.

4. CHANGES TO PROGRAM

Permitting & Regulation issues two broad types of permits: development and non-development. Development permit fees cover approximately 85% of the cost to the City to issue the permit. Non-development permit fees cover only 8% of the cost to issue and high non-development permit fees can be a barrier to tree code compliance. Consequently, development permits account for the vast majority of permit revenue, despite only accounting for 18% of total permit volume. This results in a disconnect between the primary revenue source (development permit fees) and the vast majority of workload (non-development permits).

Since Title 11 implementation in 2015, general fund support for Permitting & Regulation has declined from nearly \$900,000 in 2015 to under \$500,000 currently, while being replaced with rising permit revenue. With development activity in the city beginning to decline, Urban Forestry is therefore expecting a revenue shortfall beginning in 2019. Total permit income is expected to continue to decrease. This is resulting in reduced tree code implementation and enforcement due to increases in non-development permits and non-elastic services such as enforcing tree regulations.

5. PROGRAM BUDGET:

- Resources: The Permitting & Regulations program is primarily funded through permit fees (\$1,900,00) with additional revenue coming from inspection services to City bureaus (\$380,000) and the general fund (\$495,000).
- Expenses: Personnel costs are the primary expenses for the permitting and regulation group, making up about 90% of the total budget.
- Staffing: In FY 2019 the Permitting & Regulation program has the following budgeted positions: 13 Tree Inspectors, three Development Service Technicians II (Tree Techs), one Development Service Technician III (Tree Tech Lead), one Assistant Program Specialist, and one Supervisor. However, due to declining permit revenue, several of these positions are currently unfilled.
 - Current staffing levels are insufficient to meet desired levels of service and maintain reasonable workload expectations for City staff. From 2014 to 2017 non-development permits increased 270% from 1,641 to 4,374 with no changes to staffing levels.

Assets and Liabilities: The program's 10 vehicles for Tree Inspectors are the only assets.