

Implementation Strategies Matrix

Ref #	Goal	Objective	Implementation Action	Group*	Time Frame	Investment	Grant Opp	Partner Opp.	Depart.	Source
1	UA1 - Maintain Overall Canopy Cover	A. Develop and adopt an overall canopy goal.	Analyze existing canopy in context with emergency management (Defensible space and evacuation plans).	2	<1 year	\$	N	N	EM	
2	UA1 - Maintain Overall Canopy Cover	A. Develop and adopt an overall canopy goal.	Consider new policies to the Comprehensive Plan as part of the periodic update describing the tree canopy goals, timeframe and other key strategies.	2	2 years	\$\$	N	N	DCD	
3	UA1 - Maintain Overall Canopy Cover	A. Develop and adopt an overall canopy goal.	Evaluate historic mapping to identify average canopy cover percentage.	4	<1 year	\$\$	N	N	DCD	
4	UA1 - Maintain Overall Canopy Cover	B. Enhance canopy in key areas to reduce forest fragmentation and improve wildlife habitat corridors.	Develop a program to provide low-cost or no-cost trees to Sammamish property owners to increase canopy on private parcels.	3	1-3 years	\$\$	N	N	DCD	City Council
5	UA1 - Maintain Overall Canopy Cover	B. Enhance canopy in key areas to reduce forest fragmentation and improve wildlife habitat corridors.	Encourage use of Neighborhood Matching Grants to increase canopy in neighborhoods where canopy is needed.	3	1-3 years	\$\$	Y	N	DCD	City Council
6	UA1 - Maintain Overall Canopy Cover	B. Enhance canopy in key areas to reduce forest fragmentation and improve wildlife habitat corridors.	Work with homeowners' associations in on-going efforts to increase canopy and forest health in their neighborhoods.	3	1-3 years	\$\$	N	N	DCD	City Council

\* Groups: 1 (2021-2022) 2 (2023-2024) 3 (2025-2026) 4 (2027-beyond)

All items subject to change per City Council priorities

Implementation Strategies Matrix

7	UA1 - Maintain Overall Canopy Cover	B. Enhance canopy in key areas to reduce forest fragmentation and improve wildlife habitat corridors.	Increase tree canopy on city property by planting open spaces areas in parks consistent with park master plans, street trees, riparian and restoration plantings.	Ongoing	1-3 years	\$\$	N	N	PR PW	Public Comment
8	UA1 - Maintain Overall Canopy Cover	B. Enhance canopy in key areas to reduce forest fragmentation and improve wildlife habitat corridors.	Develop a specific right-of-way (ROW) strategy to retain and increase tree canopy.	2	1-3 years	\$\$	N	N	PW	Planning Commission
9	UA1 - Maintain Overall Canopy Cover	B. Enhance canopy in key areas to reduce forest fragmentation and improve wildlife habitat corridors.	Consider regulations that protect habitat & habitat corridors used for or potentially used by wildlife, salmonids and pollinators from the impacts of development.	2	2 years	\$\$	N	N	DCD	2020 Docket Item
10	UA1 - Maintain Overall Canopy Cover	B. Enhance canopy in key areas to reduce forest fragmentation and improve wildlife habitat corridors.	Consider regulations that preserve and connect pollinator and wildlife habitats via protected or preserved public and private open space, utility right-of-way, riparian corridors, wetland buffers, pollinator habitat or corridors and protected critical areas or other features.	2	1 year	\$	N	N	DCD	2020 Docket Item
11	UA1 - Maintain Overall Canopy Cover	B. Enhance canopy in key areas to reduce forest fragmentation and improve wildlife habitat corridors.	Review and update existing ordinances to clarify tree retention requirements within erosion hazard areas and erosion hazard near sensitive water bodies overlay.	2	2 years	\$\$	N	N	DCD	2020 Docket Item
12	UA1 - Maintain Overall Canopy Cover	C. Assess urban tree canopy every ten (10) years to determine changes and evaluate progress.	Acquire updated lidar dataset to reset canopy baseline.	4	1 year	\$\$	N	N	IT/GIS	
13	UA1 - Maintain Overall Canopy Cover	C. Assess urban tree canopy every ten (10) years to determine changes and evaluate progress.	Acquire Aerial Photography Canopy Analysis (1999 incorporation).	4	1 year	\$\$	Y	Y	IT/GIS	

Implementation Strategies Matrix

14	UA1 - Maintain Overall Canopy Cover	D. Develop an assessment method to identify and prioritize vegetation management efforts in the forest understory.	Detail the conditions that are a desirable forest understory, evaluate existing available information.	3	1-2 years	\$\$	Y	Y	PR	City Council
15	UA2 - Increase and promote resilience in the urban forest	A. Develop a city-wide planting plan.	Maintain and develop partnerships to assist in city tree planting.	1	1-3 years	\$\$	N	Y	PR	Planning Commission
16	UA2 - Increase and promote resilience in the urban forest	A. Develop a city-wide planting plan.	Identify planting goals within parks and public spaces.	2	1-3 years	\$\$	N	N	PR	Planning Commission
17	UA2 - Increase and promote resilience in the urban forest	A. Develop a city-wide planting plan.	Evaluate and establish planting space criteria.	4	<6 mos	\$	N	N	PW	Planning Commission
18	UA2 - Increase and promote resilience in the urban forest	B. Develop an approved tree list as a separate policy document that can be updated routinely and independently from other city policy documents.	Develop an approved tree list that is reviewed every two (2) years by the interdepartmental work group.	2	1 year	\$	N	N	PW PR	Planning Commission
19	UA2 - Increase and promote resilience in the urban forest	B. Develop an approved tree list as a separate policy document that can be updated routinely and independently from other city policy documents.	Work with local nurseries and utilities providers to promote right tree, right place.	4	2 years	\$	N	N	PW PR	Planning Commission
20	UA2 - Increase and promote resilience in the urban forest	C. Develop an Integrated Pest Management Program to assess and mitigate urban forest health issues.	Record known instances of tree related diseases and pests such as laminated root rot using the City's permit and GIS system.	1	1-2 years	\$\$	N	N	DCD	Parks & Recreation Commission City Council

21	UA2 - Increase and promote resilience in the urban forest	D. Develop recommendations to address defensible space around homes and in neighborhoods, reduction of fuel loading in the urban forest, and selective thinning of urban forest particularly along City ROWs.	Develop defensible space protocols based on countywide wildfire protection plan (in development).	2	1-3 years	\$\$	N	N	EM	
22	UA2 - Increase and promote resilience in the urban forest	D. Develop recommendations to address defensible space around homes and in neighborhoods, reduction of fuel loading in the urban forest, and selective thinning of urban forest particularly along City ROWs.	Consider Urban Tree Canopy (UTC) risks associated with defensible space areas and emergency corridors.	2	1-3 years	\$\$	N	N	EM	
23	UA2 - Increase and promote resilience in the urban forest	D. Develop recommendations to address defensible space around homes and in neighborhoods, reduction of fuel loading in the urban forest, and selective thinning of urban forest particularly along City ROWs.	Develop targeted education and outreach.	Ongoing	1-3 years	\$\$	N	N	EM	
24	UA2 - Increase and promote resilience in the urban forest	E. Collect, maintain, and make publicly available the information and data related to the overall health of the urban forest.	Identify metrics that can be updated annually. Communicate them in annual reports on the State of the Urban Forest Report.	Ongoing	<1 year	\$	N	N	DCD	City Council
25	UA3 - Assess effectiveness of design, construction and development standards that apply to trees and planting sites	A. Require compliance with ANSI A300 as the standard for care in all tree work.	Review and update City contracts and standard construction specifications to comply with industry standards.	1	<1 year	\$	N	N	DCD PW PR	
26	UA3 - Assess effectiveness of design, construction and development standards that apply to trees and planting sites	B. Develop design standards that include optimal design standards for large-stature trees.	Establish an interdepartmental work group to periodically review and update design details and specifications included in the 2016 Public Works Standards.	3	<6 mos	\$	N	N	PW	
27	UA3 - Assess effectiveness of design, construction and development standards that apply to trees and planting sites	C. Develop requirements that landscape designs and planting plans consider existing infrastructure above and below grade.	Review and update City contracts and standard construction specifications for tree planting options in relation to existing infrastructure above and below grade.	1	<1 year	\$	N	N	PW PR DCD	

Implementation Strategies Matrix

28	UA3 - Assess effectiveness of design, construction and development standards that apply to trees and planting sites	C. Develop requirements that landscape designs and planting plans consider existing infrastructure above and below grade.	Review and update guidelines and/or standards to emphasize right-tree right-place considerations.	2	<1 year	\$	N	N	DCD	
29	UA3 - Assess effectiveness of design, construction and development standards that apply to trees and planting sites	D. Establish tree inspections or audit requirements in development projects to ensure trees planted or protected remain healthy	Establish a protocol for inspections and audit requirements for tree planting on development projects.	1	1 year	\$\$	N	N	DCD/PW	Public Comment
30	UA3 - Assess effectiveness of design, construction and development standards that apply to trees and planting sites	D. Establish tree inspections or audit requirements in development projects to ensure trees planted or protected remain healthy	Establish an annual training program to review protocol procedures with city maintenance and inspection staff.	1	1 year	\$\$	N	N	DCD PR PW	Public Comment
31	UA3 - Assess effectiveness of design, construction and development standards that apply to trees and planting sites	E. Create incentives for new development projects to retain native trees and increase forest buffers between neighborhoods.	Create a list of the native tree for developers to reference.	2	1 year	\$	N	N	DCD	Public Comment
32	UA3 - Assess effectiveness of design, construction and development standards that apply to trees and planting sites	E. Create incentives for new development projects to retain native trees and increase forest buffers between neighborhoods.	Review the development code and identify desired outcomes.	2	1 year	\$	N	N	DCD	Public Comment
33	UA4 - Establish tree bank (fund) for applications beyond parks	A. Consider development of tree in-lieu fund to create provisions for trees to be planted on private properties.	Define the objective of a Fee in-Lieu fund.	2	1 year	\$	N	N	DCD	City Council
34	UA4 - Establish tree bank (fund) for applications beyond parks	A. Consider development of tree in-lieu fund to create provisions for trees to be planted on private properties.	Define project requirements to access the funds.	2	1 year	\$	N	N	DCD	City Council

35	UA4 - Establish tree bank (fund) for applications beyond parks	B. Ensure funds are dedicated specifically for tree care operations, including planting and replacement.	Create a city budget line-item for urban forestry.	1	1 year	\$	N	N	DCD	Parks & Recreation Commission
36	UA4 - Establish tree bank (fund) for applications beyond parks	B. Ensure funds are dedicated specifically for tree care operations, including planting and replacement.	Develop framework and budget for a city program.	1	1 year	\$	N	N	DCD	Parks & Recreation Commission
37	UA4 - Establish tree bank (fund) for applications beyond parks	C. Identify opportunities for additional sources of revenue.	Pursue grant funding to support tree canopy efforts.	Ongoing	2 years	\$	N	N	DCD PW	
38	UA4 - Establish tree bank (fund) for applications beyond parks	C. Identify opportunities for additional sources of revenue.	Explore utilizing utility services to provide information and request voluntary donation from ratepayers under RCW 35A.80.040 to raise funding for future canopy expansion or maintenance via a check-box on a billing statement or other request for donation.	1	2 years	\$	N	N	DCD	
39	UA5 - Assess the ecosystem services provided by public trees and natural areas to establish additional metrics for management	A. Complete a resource analysis (using i-Tree or another model).	Sample ~300 plots around the city using iTree Eco methodology. (1/10 <sup>th</sup> Acre Plots).	3	1 year	\$\$	Y	Y	DCD PW PR	
40	UA5 - Assess the ecosystem services provided by public trees and natural areas to establish additional metrics for management	A. Complete a resource analysis (using i-Tree or another model).	Integrate results as metrics for annual work plans and UFMP updates.	3	1 year	\$\$	N	N	DCD PW PR	
41	UA5 - Assess the ecosystem services provided by public trees and natural areas to establish additional metrics for management	A. Complete a resource analysis (using i-Tree or another model).	Inventory street tree population.	1	1 year	\$\$	N	N	DCD PR PW	

Implementation Strategies Matrix

42	UA5 - Assess the ecosystem services provided by public trees and natural areas to establish additional metrics for management	A. Complete a resource analysis (using i-Tree or another model).	Integrate this analysis into urban forestry reports and work plans.	1	1 year	\$\$	N	N	DCD PW	
43	UA5 - Assess the ecosystem services provided by public trees and natural areas to establish additional metrics for management	B. Periodically review changes and improvements to benefits, composition, and benefit versus investment ratio.	Adapt annual workplans and planting plans as new metrics are resolved.	Ongoing	1 year	\$	N	N	DCD PR	Planning Commission City Council
44	UA5 - Assess the ecosystem services provided by public trees and natural areas to establish additional metrics for management	C. Report changes and progress in the State of the Urban Forest Report.	Develop and present a State of the Urban Forest Report.	Ongoing	Ongoing	\$	N	N	DCD	
45	UA6 - Collect and maintain a complete inventory database for the community tree resource (public trees)	A. Develop a standard tree inspection protocol.	Consult industry experts to assist with the development of a standard inspection protocol.	1	1-2 years	\$	N	N	DCD PW	Public Comment
46	UA6 - Collect and maintain a complete inventory database for the community tree resource (public trees)	A. Develop a standard tree inspection protocol.	Establish an annual training program to review protocol procedures with city maintenance and inspection staff.	1	1-2 years	\$	N	N	DCD PW PR	Public Comment
47	UA6 - Collect and maintain a complete inventory database for the community tree resource (public trees)	B. Integrate inventory data into accessible data management system.	Coordinate the integration of inventory data into the City's Asset Management System (ASM)(CityWorks).	1	2 years	\$\$	N	N	DCD PW PR	
48	UA6 - Collect and maintain a complete inventory database for the community tree resource (public trees)	C. Develop a policy and assign responsibility for keeping inventory data current.	Develop methodology to improve tracking of trees planted on public and developed land.	2	2 years	\$\$	N	N	DCD PW PR	

49	UA6 - Collect and maintain a complete inventory database for the community tree resource (public trees)	C. Develop a policy and assign responsibility for keeping inventory data current.	Provide on-going data and records management training for city staff.	Ongoing	2 years	\$\$	N	N	DCD PW PR	
50	UA7 - Care for the community urban forest using the best available science	A. Set policies that any tree work complies with ANSI A300 Tree Care Standards.	Develop standardized tree work policy language.	1	<1 year	\$	N	N	DCD PW PR	
51	UA7 - Care for the community urban forest using the best available science	A. Set policies that any tree work complies with ANSI A300 Tree Care Standards.	Include ANSI A300 Tree Care Standards in Public Works and Park Projects.	1	<1 year	\$	N	N	DCD PW PR	
52	UA7 - Care for the community urban forest using the best available science	B. Set policies that any tree workers comply with ANSI Z133 Safety Standards.	Include ANSI Z133 safety standards training for city staff working with trees.	1	<1 year	\$	N	N	DCD PW PR	
53	UA7 - Care for the community urban forest using the best available science	C. Set policies that urban forestry work consider best management practices as advised by the International Society of Arboriculture.	Develop standard language to include in all projects involving trees.	1	<1 year	\$	N	N	DCD PW PR	City Council
54	M1 – Maintain Urban Forest Management Plan alignment with other City plans and policies	A. Review and revise the UFMP every five to ten (5-10) years.	Schedule review of UFMP in 2028 annual work plan.	4	1 year	\$\$\$	N	N	DCD	
55	M1 – Maintain Urban Forest Management Plan alignment with other City plans and policies	B. Collaborate with city staff experts to develop and establish a risk management policy for trees.	Insurance - Review and verify insurance claim recovers cost of tree replacement when claim is related to public property trees.	1	1 year	\$	N	N	DCD Legal	



Implementation Strategies Matrix

56	M1 – Maintain Urban Forest Management Plan alignment with other City plans and policies	B .Collaborate with city staff experts to develop and establish a risk management policy for trees.	Contracts -Ensure all contracts have appropriate liability agreements to protect city in cases where trees are being actively cared for.	1	1 year	\$	N	N	DCD Legal	
57	M1 – Maintain Urban Forest Management Plan alignment with other City plans and policies	B .Collaborate with city staff experts to develop and establish a risk management policy for trees.	Recovery Services-Ensure public trees are adequately documented in the event of catastrophe.	4	1 year	\$	N	N	DCD PW PR	
58	M1 – Maintain Urban Forest Management Plan alignment with other City plans and policies	B .Collaborate with city staff experts to develop and establish a risk management policy for trees.	Loss Control-Ensure the value of public trees and their replacement costs are recouped in instances of tree injury or death.	1	1 year	\$	N	N	Legal	
59	M1 – Maintain Urban Forest Management Plan alignment with other City plans and policies	C. Include urban forestry concerns in emergency response plans.	Evaluate emergency response plans related to maintaining the rights-of-way.	2	1 year	\$	N	N	EM	
60	M1 – Maintain Urban Forest Management Plan alignment with other City plans and policies	C. Include urban forestry concerns in emergency response plans.	Prioritize and inspect trees that could impact emergency response activity.	2	1 year	\$	N	N	EM PW PR	
61	M1 – Maintain Urban Forest Management Plan alignment with other City plans and policies	C. Include urban forestry concerns in emergency response plans.	Mitigate concerns that could impact urban forestry.	2	1 year	\$	N	N	PW PR	
62	M1 – Maintain Urban Forest Management Plan alignment with other City plans and policies	D. Work with Federal, State, County and local agencies and jurisdictions to develop wildfire prevention plans.	Identify specific agencies.	2	1 year	\$\$	N	Y	EM	City Council

63	M1 – Maintain Urban Forest Management Plan alignment with other City plans and policies	D. Work with Federal, State, County and local agencies and jurisdictions to develop wildfire prevention plans.	Host a forum to build consensus.	2	1 year	\$\$	N	N	EM	City Council
64	M1 – Maintain Urban Forest Management Plan alignment with other City plans and policies	D. Work with Federal, State, County and local agencies and jurisdictions to develop wildfire prevention plans.	Develop wildfire prevention plan.	2	1 year	\$\$	Y	Y	EM	City Council
65	M2 – Ensure staff that are appropriately trained to work safely and effectively	A. Formalize a policy for ongoing training to staff working in urban forestry.	Identify city staff working on urban forestry issues.	1	1 year	\$	N	N	DCD PR PW	
66	M2 – Ensure staff that are appropriately trained to work safely and effectively	A. Formalize a policy for ongoing training to staff working in urban forestry.	Establish an annual training budget for City Staff (hours or cost).	1	1 year	\$	N	N	DCD	
67	M2 – Ensure staff that are appropriately trained to work safely and effectively	B. Establish a policy that all tree work be supervised by an ISA certified arborist.	Develop standard policy language for inclusion in all project documents.	1	1 year	\$	N	N	DCD	Public Comment
68	M2 – Ensure staff that are appropriately trained to work safely and effectively	C. Require that all tree work procedures comply with ANSI Z133 safety standards.	Develop standard policy language for inclusion in all tree work contracts and city staff activities.	1	1 year	\$	N	N	DCD Legal	
69	M3 – Establish a Formal Interdepartmental Working Team	A. Designate an Urban Forester within City staff to provide leadership to the working team.	Adapt SIP into a one-year tactical work plan for the Urban Forester position.	2	<6 mos	\$	N	N	DCD PR PW	Public Comment

Implementation Strategies Matrix

70	M3 – Establish a Formal Interdepartmental Working Team	A. Designate an Urban Forester within City staff to provide leadership to the working team.	Evaluate the Urban Forester time-resource needs.	2	<6 mos	\$	N	N	DCD PR PW	Public Comment
71	M3 – Establish a Formal Interdepartmental Working Team	A. Designate an Urban Forester within City staff to provide leadership to the working team.	Hire or adapt an existing staff person to manage the work plan.	2	<6 mos	\$	N	N	DCD PR PW	Planning Commission
72	M3 – Establish a Formal Interdepartmental Working Team	B. Formalize a policy on resource sharing between departments.	Identify resources and capabilities within City Departments.	1	1 year	\$	N	N	DCD PR PW	City Council
73	M3 – Establish a Formal Interdepartmental Working Team	B. Formalize a policy on resource sharing between departments.	Ensure staff costs and equipment resources are clearly defined and budgeted appropriately for tree related projects.	2	1 year	\$	N	N	DCD PR PW	City Council
74	M3 – Establish a Formal Interdepartmental Working Team	B. Formalize a policy on resource sharing between departments.	Create a resource library on the City’s intranet site.	1	1 year	\$	N	N	DCD PR PW	City Council
75	M3 – Establish a Formal Interdepartmental Working Team	C. Evaluate appropriate staffing needs to support managing, maintaining, and preserving Sammamish’s urban forest.	Work with UFMP SIP to develop an annual Urban Forest Management work plan.	Ongoing	<1 year	\$	N	N	DCD PR PW	City Council
76	M3 – Establish a Formal Interdepartmental Working Team	C. Evaluate appropriate staffing needs to support managing, maintaining, and preserving Sammamish’s urban forest.	Estimate staff time and resource needs for the annual work plan.	Ongoing	<1 year	\$	N	N	DCD PR PW	City Council

Implementation Strategies Matrix

77	M3 – Establish a Formal Interdepartmental Working Team	D. Establish metrics to implement a monitoring program for construction inspections, code compliance, and tree permits.	Define the issues for non-compliance with construction inspections, code compliance, and tree permits.	2	1 year	\$	N	N	DCD	Public Comment
78	M3 – Establish a Formal Interdepartmental Working Team	D. Establish metrics to implement a monitoring program for construction inspections, code compliance, and tree permits.	Determine the criteria for success or failure.	1	1 year	\$	N	N	DCD	Public Comment
79	M3 – Establish a Formal Interdepartmental Working Team	D. Establish metrics to implement a monitoring program for construction inspections, code compliance, and tree permits.	Advise Urban Forest Management Plan leadership with summary narrative for inclusion in the Annual State of the Urban Forest Report.	Ongoing	1 year	\$	N	N	DCD	Public Comment
80	M3 – Establish a Formal Interdepartmental Working Team	E. Develop an ongoing staff and contractor training program for construction site management practices.	Identify city staff working on construction site management.	1	1 year	\$\$	N	N	DCD PR PW	City Council
81	M3 – Establish a Formal Interdepartmental Working Team	E. Develop an ongoing staff and contractor training program for construction site management practices.	Establish an annual training budget for City Staff (hours or cost).	Ongoing	1 year	\$\$	N	N	DCD PR PW	City Council
82	M3 – Establish a Formal Interdepartmental Working Team	E. Develop an ongoing staff and contractor training program for construction site management practices.	Add training resources and videos to City’s Intranet site for easy access by new employees.	1	1 year	\$\$	Y	Y	DCD PR PW	City Council

83	M4 – Develop annual work plans for routine operations and predictable budgets	A. Operational objectives	Reference the UFMP and SIP to prioritize Urban Forestry objectives for annual workplans.	Ongoing	1 year	\$	N	N	DCD PR PW	City Council
84	M4 – Develop annual work plans for routine operations and predictable budgets	B. Develop an annual urban forestry operations budget.	Create a line item in City Budget for Urban Forestry.	1	1 year	\$	N	N	DCD	Public Comment
85	M4 – Develop annual work plans for routine operations and predictable budgets	B. Develop an annual urban forestry operations budget.	Develop a 2-year work plan for urban forestry activities.	Ongoing	1 year	\$	N	N	DCD PR PW	Public Comment
86	M4 – Develop annual work plans for routine operations and predictable budgets	B. Develop an annual urban forestry operations budget.	Develop an Urban Forestry Budget during the biennial budget process.	2	1 year	\$	N	N	DCD PR PW EM	Public Comment
87	M5 – Enhance processes for tree planting and plant salvage	A. Develop a staging site or green house location for the City to receive and care for trees and other plant materials.	Develop a budget for this objective in the annual work plan.	2	2 years	\$\$\$	N	N	PR	Public Comment
88	M5 – Enhance processes for tree planting and plant salvage	A. Develop a staging site or green house location for the City to receive and care for trees and other plant materials.	Identify a suitable location.	3	2 years	\$\$\$	N	N	PR	Public Comment
89	M5 – Enhance processes for tree planting and plant salvage	A. Develop a staging site or green house location for the City to receive and care for trees and other plant materials.	Develop preliminary design and construction cost estimate to inform the project budget and request funding as part of the City's biennial budget process.	3	2 years	\$\$\$	N	N	PR	Public Comment

Implementation Strategies Matrix

90	M5 – Enhance processes for tree planting and plant salvage	A. Develop a staging site or green house location for the City to receive and care for trees and other plant materials.	Develop site use and plant management protocols.	3	2 years	\$\$\$	N	N	PR	Public Comment
91	M5 – Enhance processes for tree planting and plant salvage	B. Acquire a watering truck to ensure successful tree establishment.	Review Tree Planting Plan.	3	2 years	\$\$\$	N	N	PR	
92	M5 – Enhance processes for tree planting and plant salvage	B. Acquire a watering truck to ensure successful tree establishment.	Explore costs and present options for mobile watering systems for use in City maintained public rights-of-way and parks/open spaces.	1	2 years	\$\$\$	N	N	PW PR	
93	M5 – Enhance processes for tree planting and plant salvage	C. Manage warranties from nurseries.	Acquire a tree inventory management software or build out CityWorks software for Tree Inventory Management.	1	2 years	\$\$	N	N	DCD	
94	M5 – Enhance processes for tree planting and plant salvage	C. Manage warranties from nurseries.	Ensure all planted trees have a budget for warranty inspections within the first year of planting.	2	2 years	\$\$	N	N	DCD PR PW	Public Comment
95	M5 – Enhance processes for tree planting and plant salvage	C. Manage warranties from nurseries.	Pursue warranty replacements as needed.	Ongoing	2 years	\$\$	N	N	DCD PR PW	
96	M5 – Enhance processes for tree planting and plant salvage	D. Provide training for tree planting volunteers/staff to ensure proper tree planting.	Identify city staff working on tree planting projects.	1	1 year	\$\$	N	N	DCD PR PW	

Implementation Strategies Matrix

97	M5 – Enhance processes for tree planting and plant salvage	D. Provide training for tree planting volunteers/staff to ensure proper tree planting.	Establish an annual training budget for City Staff/Volunteers (hours or cost).	1	1 year	\$\$	N	N	DCD PR PW	
98	M6 – Review tree ordinances every 5-10 years	A. Evaluate the value and benefits of removal and replacement ratios to canopy objectives.	Perform analyses and provide a technical report.	3	1 year	\$	N	N	DCD	Planning Commission
99	M6 – Review tree ordinances every 5-10 years	A. Evaluate the value and benefits of removal and replacement ratios to canopy objectives.	Review findings with Urban Forestry Management program leadership and include results in the State of the Urban Forest.	3	1 year	\$	N	N	DCD	Planning Commission
100	M6 – Review tree ordinances every 5-10 years	B. Consider existing ordinances exemptions for utilities to control costs.	Communicate with utilities and assess their needs in order to maintain appropriate exceptions that align with City Urban Forestry values and objectives.	2	1 year	\$	N	Y	DCD	Planning Commission
101	M6 – Review tree ordinances every 5-10 years	B. Consider existing ordinances exemptions for utilities to control costs.	Review and update existing ordinances.	2	1 year	\$	N	N	DCD	Planning Commission
102	M6 – Review tree ordinances every 5-10 years	C. Develop incentives for development projects to retain native trees.	Create a list of priority native trees so staff can effectively advise development projects.	2	3 years	\$	N	N	DCD	Public Comment
103	M6 – Review tree ordinances every 5-10 years	C. Develop incentives for development projects to retain native trees.	Document the value and benefits associated with native trees and replacement requirements.	2	3 years	\$	N	N	DCD	Public Comment

104	M6 – Review tree ordinances every 5-10 years	C. Develop incentives for development projects to retain native trees.	Create an appropriately balanced incentive strategy to encourage native tree preservation.	2	3 years	\$	N	N	DCD	Public Comment
105	M6 – Review tree ordinances every 5-10 years	C. Develop incentives for development projects to retain native trees.	Revise municipal code to formalize incentives.	2	3 years	\$	N	N	DCD	Planning Commission
106	M6 – Review tree ordinances every 5-10 years	D. Consider revisions to tree removal and replacement requirements on development properties to incentivize retention of healthy trees and removal of unhealthy trees.	Establish definitions for health and unhealthy trees.	2	3 years	\$	N	N	DCD	Planning Commission City Council
107	M6 – Review tree ordinances every 5-10 years	D. Consider revisions to tree removal and replacement requirements on development properties to incentivize retention of healthy trees and removal of unhealthy trees.	Evaluate the value and benefits associated with healthy trees and replacement trees.	2	3 years	\$	N	N	DCD	Planning Commission City Council
108	M6 – Review tree ordinances every 5-10 years	D. Consider revisions to tree removal and replacement requirements on development properties to incentivize retention of healthy trees and removal of unhealthy trees.	Create an appropriately balanced incentive strategy to encourage retention of healthy trees.	2	3 years	\$	N	N	DCD	Planning Commission City Council
109	M6 – Review tree ordinances every 5-10 years	D. Consider revisions to tree removal and replacement requirements on development properties to incentivize retention of healthy trees and removal of unhealthy trees.	Propose language for revisions to municipal code.	2	3 years	\$	N	N	DCD	Planning Commission
110	M6 – Review tree ordinances every 5-10 years	E. Evaluate exceptions for tree removal permits.	Create a framework to streamline tree removal permits that includes opportunities for exceptions.	2	2 years	\$	N	N	DCD	Planning Commission



111	M6 – Review tree ordinances every 5-10 years	E. Evaluate exceptions for tree removal permits.	Evaluate the benefits of a simple ‘dead tree’ permit.	2	2 years	\$	N	N	DCD	Planning Commission
112	M6 – Review tree ordinances every 5-10 years	E. Evaluate exceptions for tree removal permits.	Propose language for revisions to municipal code.	2	2 years	\$	N	N	DCD	Planning Commission
113	M6 – Review tree ordinances every 5-10 years	F. Provide options or incentives for private property tree management plans to streamline permitting on properties where canopy is consistent with City goals.	Explore canopy standards for private properties.	2	2 years	\$	N	N	DCD	Planning Commission
114	M6 – Review tree ordinances every 5-10 years	F. Provide options or incentives for private property tree management plans to streamline permitting on properties where canopy is consistent with City goals.	Develop a vegetation management permit process.	2	2 years	\$	N	N	DCD	Planning Commission
115	M6 – Review tree ordinances every 5-10 years	F. Provide options or incentives for private property tree management plans to streamline permitting on properties where canopy is consistent with City goals.	Propose language for revisions to municipal code.	2	2 years	\$	N	N	DCD	Planning Commission
116	M6 – Review tree ordinances every 5-10 years	G. Develop flexibility for the requirement that replacement coniferous trees shall be at least eight feet in height.	Document the benefits and challenges associated with current replacement requirements.	2	1 year	\$	N	N	DCD	Planning Commission
117	M6 – Review tree ordinances every 5-10 years	G. Develop flexibility for the requirement that replacement coniferous trees shall be at least eight feet in height.	Evaluate the value and benefits of replacement trees in the context of long-term urban forest canopy goals.	2	1 year	\$	N	N	DCD	Planning Commission

118	M6 – Review tree ordinances every 5-10 years	G. Develop flexibility for the requirement that replacement coniferous trees shall be at least eight feet in height.	Propose language for revisions to municipal code.	2	1 year	\$	N	N	DCD	Planning Commission
119	C1 – Maintain an engaging, user-friendly Urban Forestry web page	A. Create a main dashboard for tree related questions and facts.	Provide online link to UFMP for public access.	1	2 years	\$	N	N	DCD	Planning Commission
120	C1 – Maintain an engaging, user-friendly Urban Forestry web page	A. Create a main dashboard for tree related questions and facts.	Use existing Connect Sammamish to receive and manage tree related questions and facts.	2	2 years	\$	N	N	DCD	Planning Commission City Council
121	C1 – Maintain an engaging, user-friendly Urban Forestry web page	A. Create a main dashboard for tree related questions and facts.	Review City of Seattle (Trees For Seattle) website for ideas.	1	2 years	\$\$	N	N	DCD	Planning Commission City Council
122	C1 – Maintain an engaging, user-friendly Urban Forestry web page	B. Maintain and enhance the urban forest story map.	Review storymap and develop updated narrative that includes work plan for 2021-2022.	1	1 year	\$	N	N	DCD	Planning Commission
123	C1 – Maintain an engaging, user-friendly Urban Forestry web page	C. Add landing pages to support the interests of the community.	Work with a tree board or committee to develop a list of interests.	2	1 year	\$	N	N	DCD PR	Public Comment
124	C1 – Maintain an engaging, user-friendly Urban Forestry web page	C. Add landing pages to support the interests of the community.	Add web pages related to plant salvage, volunteer opportunities and basic education around tree ordinances.	1	1 year	\$	N	N	DCD	Public Comment

125	C2 – Develop outreach materials to engage and educate on key topics	A. Develop an Annual State of the Urban Forest Report.	Create a template for critical information to communicate successes and areas for improvement to the public.	1	1 year	\$	N	N	DCD	Planning Commission
126	C2 – Develop outreach materials to engage and educate on key topics	A. Develop an Annual State of the Urban Forest Report.	Publish a State of the Urban Forest Report in January of each year.	Ongoing	1 year	\$	N	N	DCD	Parks & Recreation Commission
127	C2 – Develop outreach materials to engage and educate on key topics	B. Determine what methods of outreach are most used and appreciated by the community.	Review community survey results from UFMP and create a reference table of preferred outreach strategies for urban forestry activity.	1	1 year	\$	N	N	DCD	Planning Commission
128	C2 – Develop outreach materials to engage and educate on key topics	C. Develop outreach materials (pamphlets, articles, etc.) that communicate specific topics about trees, the urban forest, and environmental benefits.	Identify the top 3 topics where UFMP objectives could be most helped by an informed and educated public.	3	1 year	\$	N	N	DCD	Planning Commission
129	C2 – Develop outreach materials to engage and educate on key topics	D. Partner with other city departments, nonprofits, and other groups to incorporate shared information and outreach goals when possible.	Consult with Forterra for Urban Forest Management program assistance.	2	1 year	\$	N	Y	DCD PR	Public Comment
130	C2 – Develop outreach materials to engage and educate on key topics	D. Partner with other city departments, nonprofits, and other groups to incorporate shared information and outreach goals when possible.	Host meetings with Stormwater Stewards, Wildlife Habitat Project, Native Plant Stewards, and Earthcorp. Discuss shared objectives and integrate within annual Urban Forest Management program workplans.	2	1 year	\$	N	Y	PR PW	Planning Commission City Council
131	C2 – Develop outreach materials to engage and educate on key topics	E. Prevent unnecessary tree removal on single-family residential lots through property owner education and incentive programs.	Develop specific outreach for single-family residential lots to educate about tree care.	1	1 year	\$	N	N	DCD	Planning Commission

132	C2 – Develop outreach materials to engage and educate on key topics	E. Prevent unnecessary tree removal on single-family residential lots through property owner education and incentive programs.	Develop incentive program ideas to encourage tree retention.	2	1 year	\$	N	N	DCD	Planning Commission
133	C2 – Develop outreach materials to engage and educate on key topics	E. Prevent unnecessary tree removal on single-family residential lots through property owner education and incentive programs.	Propose updated municipal code language.	2	1 year	\$	N	N	DCD	Planning Commission
134	C3 – Pursue and maintain Tree City USA status	A. Create citizens’ Tree Board	Create a task force to begin formal development of a Tree Board .	2	1 year	\$\$	N	N	DCD PR PW	
	C3 – Pursue and maintain Tree City USA status	A. Create citizens’ Tree Board	Ensure liaison participation from Community Development, Public Works, and Parks and Recreation staff.	2	1 year	\$\$	N	N	DCD	
135	C3 – Pursue and maintain Tree City USA status	A. Create citizens’ Tree Board	Research and present options of how Tree Board would function, be developed, and staffed.	1	<6 mos	\$	N	N	DCD PR PW	
136	C3 – Pursue and maintain Tree City USA status	B. Ensure annual urban forestry expenditures are above \$2 per capita.	Develop as a subset of Urban Forestry budget, a template for reporting urban forestry expenditures.	1	1 year	\$	N	N	DCD	
137	C3 – Pursue and maintain Tree City USA status	B. Ensure annual urban forestry expenditures are above \$2 per capita.	Document urban forestry expenditures for annually.	1	1 year	\$	N	N	DCD	

Implementation Strategies Matrix

138	C4 – Collaborate and nurture partnerships with other organizations	A. Collaborate and partner with city departments, nonprofits and neighborhood groups for tree replacement and improvements to streetscapes.	Develop a volunteer program connecting school kids with seniors for tree maintenance help in the autumn.	3	2 years	\$	N	Y	PR	Public Comment
139	C4 – Collaborate and nurture partnerships with other organizations	A. Collaborate and partner with city departments, nonprofits and neighborhood groups for tree replacement and improvements to streetscapes.	Provide expertise and support for educational properties in the city to engage in sustainable urban forest management.	3	2 years	\$	N	N	DCD	Planning Commission City Council
140	C5 – Establish Arborist Business License	A. Determine the number of companies doing business in landscaping or arboriculture and have the necessary insurance.	Query and report on state of Washington business licenses.	3	2 years	\$\$	N	N	DCD	Planning Commission
141	C5 – Establish Arborist Business License	A. Determine the number of companies doing business in landscaping or arboriculture and have the necessary insurance.	Develop a list of known arborists working in Sammamish.	3	2 years	\$\$	N	N	DCD	Public Comment
142	C5 – Establish Arborist Business License	A. Determine the number of companies doing business in landscaping or arboriculture and have the necessary insurance.	Petition State of Washington to add arboriculture as a business activity.	3	2 years	\$\$	N	Y	CM	Planning Commission
143	C5 – Establish Arborist Business License	B. Ensure that all tree work within the city is performed in a safe, professional manner and according to ANSI A300 standards for tree care.	Provide a mechanism to receive and investigate complaints about tree work being performed in the City.	1	2 years	\$	N	N	DCD	Planning Commission City Council
144	C5 – Establish Arborist Business License	B. Ensure that all tree work within the city is performed in a safe, professional manner and according to ANSI A300 standards for tree care.	Post images of poor tree care activity as examples of do's and don'ts that the community can learn to recognize (eg. tree topping).	1	2 years	\$	N	N	DCD	Planning Commission City Council

145	C5 – Establish Arborist Business License	C. Host learning forums for businesses performing tree work.	Schedule, announce and deliver a learning forum.	3	1 year	\$	N	N	DCD	
146	C5 – Establish Arborist Business License	D. Host learning forums for general contractors about urban forestry and tree protection.	Determine if other forums are being hosted for General Contractors.	3	1 year	\$	N	N	DCD	
147	C5 – Establish Arborist Business License	D. Host learning forums for general contractors about urban forestry and tree protection.	Ensure urban forestry is a topic on future agendas.	3	1 year	\$	N	N	DCD	
148	C5 – Establish Arborist Business License	D. Host learning forums for general contractors about urban forestry and tree protection.	Host a forum if no other forums exist.	3	1 year	\$	N	N	DCD	
149	C5 – Establish Arborist Business License	E. Create provisions for revoking licenses to business in cases where arborists are disregarding city code or best practices in arboriculture	Consult with city attorney on criteria for revoking a business license.	2	1 year	\$\$	N	N	DCD	
150	C5 – Establish Arborist Business License	E. Create provisions for revoking licenses to business in cases where arborists are disregarding city code or best practices in arboriculture	Draft provisions for revisions within City Code.	2	1 year	\$\$	N	N	DCD	
151	C6 – Develop a wood re-use/recycle program	A. Collaborate with end-users (artists, craftsmen) to identify needs and opportunities.	Develop a list of artists, craftsmen and wood turners.	3	1 year	\$	N	N	PR	

Implementation Strategies Matrix

152	C6 – Develop a wood re-use/recycle program	A. Collaborate with end-users (artists, craftsmen) to identify needs and opportunities.	Host a meeting to foster collaboration.	3	1 year	\$	N	N	PR	
153	C6 – Develop a wood re-use/recycle program	B. Develop city website to foster a social network of wood waste utilization opportunities in the city.	Create city landing page for residents with artists, craftsmen and wood turners.	3	1 year	\$	N	Y	DCD PR	
154	C6 – Develop a wood re-use/recycle program	C. Improve communication of plant salvage opportunities in development projects.	Develop a standing calendar for plant salvage opportunities.	1	1 year	\$	N	N	DCD	Public Comment
155	C6 – Develop a wood re-use/recycle program	C. Improve communication of plant salvage opportunities in development projects.	Create a newsletter piece called ‘Plant Salvage Zone’.	1	1 year	\$	N	N	DCD	Public Comment
156	C6 – Develop a wood re-use/recycle program	D. Designate areas as free wood chip sites.	Locate suitable areas on city managed property for receiving wood chips.	4	1 year	\$	N	N	PR	
157	C6 – Develop a wood re-use/recycle program	D. Designate areas as free wood chip sites.	Evaluate risks and liabilities with the City Attorney.	4	1 year	\$	N	N	PR Legal	
158	C6 – Develop a wood re-use/recycle program	E. Utilize wood chip waste to mulch landscape beds in parks, open space, and city facilities.	Establish wood chip waste policies for all City landscaping projects.	4	1 year	\$	N	N	PR	

159	C6 – Develop a wood re-use/recycle program	F. Incorporate wood waste into parks.	Identify parks and priority locations for receiving wood waste.	4	1 year	\$	N	N	PR	
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