

City of Alexandria, Virginia

MEMORANDUM

DATE: MARCH 30, 2009

TO: THE HONORABLE MAYOR AND MEMBERS OF THE CITY COUNCIL

FROM: JAMES K. HARTMANN, CITY MANAGER

SUBJECT: BUDGET MEMO # 54: FUNDING FOR STREET TREES IN THE CIP

This memorandum is in response to Councilman Krupicka's inquiry into the potential to fund street trees in the City's Capital Improvement Program.

The Natural Resource Management activity in the RPCA Operating Budget (\$2.1 million in FY 2009; \$1.8 million in FY 2010) funds the preventative maintenance of the City's population of both street and park trees (tens of thousands of trees). Primarily this activity involves the routine pruning of street trees that occurs on a block-by-block basis. The FY 2010 Proposed Budget includes a \$323,892 budget for tree pruning, which reflects an \$181,666 reduction (p. 17-32) from FY 2009 funding levels.

The Tree and Shrub Capital Maintenance project in the CIP provides funding (\$107k in FY 2009; \$113k in FY 2010) for the installation and maintenance of new city trees (streets, parks, and other open spaces). More specifically, this project provides the funding to install trees in empty tree wells (or tree wells with dead trees) throughout the City. After initial establishment, the ongoing maintenance of these trees is funded by the RPCA operating budget. This capital project also includes funding (an additional \$107k in FY 2009; \$113k in FY 2010) for the installation and maintenance of shrubs and perennial plantings across the City.

The Urban Forestry Master Plan will be coming to Council on April 14th with a public hearing and potential adoption planned on April 18th. It recommends a \$1.1 million increase in funding levels from the FY 2009 overall natural resources budget of \$2.2 million. Since the deadline for add/deletes above \$50,000 is on April 6th, and since some Council members wish to consider an urban forestry add/delete above \$50,000, attached you will find an executive summary of the Urban Forestry Master Plan report.

Attachment: Urban Forestry Master Plan Executive Summary

CITY OF ALEXANDRIA Urban Forestry Master Plan



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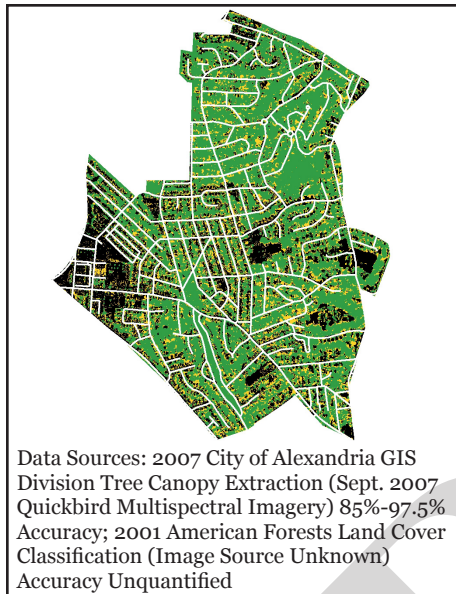
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Executive Summary

INTRODUCTION

The City of Alexandria has many lovely tree-lined streets and wooded areas, in both public and private ownership. Both the City government and citizens value the many environmental and economic benefits that trees provide. The government, strongly supported by its citizens, has consistently devoted significant resources to the planting and care of trees on public property.



Northridge Study Area

■ 2007 Tree Canopy ■ 2001 Canopy Loss

(*) The 2001 Canopy Extraction was performed by American Forests and delivered without “metadata” or other documentation. City of Alexandria GIS Staff contacted AF, but was unable to gather more details on the data source, extraction techniques, and other important information to help characterize the data quality. Therefore, the accuracy of the geographic referencing and the canopy extraction is unknown. Moreover, Alexandria GIS Staff observed a sizeable and irregular 15-30 ft. offset in the AF data set from the City’s 1:100-scale GIS database. For the sample areas described in this document, a local adjustment was applied to reduce the relative shift, but the accuracy of that adjustment cannot be known.

(**) The 2007 Canopy Extraction was performed by City of Alexandria GIS Staff. The accuracy was measured at 85% (omission) - 97.5% (commission) and based on visual assessment of a random sample of 40 points distributed throughout the City. An adjustment was applied to correct for the underestimate created by the omission error.

Yet as a city with many densely developed areas, and with the pace of development intensifying in recent years, Alexandria faces a difficult challenge to maintain its existing tree cover and an even greater challenge to increase it. In fact, during the past few years, the extent of the tree canopy in the City appears to be getting smaller and its health declining. The overall state of the City’s urban forest is fragile, as is true in many urban settings.

Alexandria’s urban forest is at a critical juncture. The decisions made now will determine how much canopy cover will be gained or lost and how well or poorly Alexandria’s current and future forest will function.

Recognizing the challenges and benefits of properly managing an urban forest, the City Manager appointed the Urban Forestry Steering Committee in 2004 to work with City Staff, a consultant, and citizens to prepare a comprehensive urban forestry management plan that would help guide future efforts. This report presents recommendations that will be taken under consideration in conjunction with the current fiscal environment.

KEY CHALLENGES

The City’s tree canopy cover is decreasing. A study of the City’s tree canopy using City Green, a program developed by the nonprofit group American Forests, indicated that, in 2001, tree canopy covered approximately 34% of the City. A more recent study conducted by the GIS Division of the Department of Planning and Zoning found that the City’s tree canopy cover was 30% in 2007.

In 2001 the tree canopy coverage of the more suburban Northridge Community was estimated to be 63%. The 2007 study indicates that the canopy coverage of Northridge decreased to 57%. Similarly, the tree canopy cover over the Del Ray community east of Commonwealth Avenue was reduced from 31% in 2001 to 27% in 2007. Del Ray west of

Commonwealth Avenue changed from 45% to 39% tree canopy cover during the same period. Figure 1 on page 3 shows the results of the City's tree canopy cover analysis of designated test plots using 2001 and 2007 data.

Development and other pressures are negatively affecting the health and longevity of Alexandria's trees and limiting the areas in which trees can be planted. In addition to major development and redevelopment projects, the expansion of many single-family homes has resulted in the loss of trees and less space for planting new ones. Street trees must often be planted in inadequate spaces, and conflicts with above-ground and below-ground utilities are rampant. The lack of adequate planting strips makes it difficult to plant large shade trees, which provide the greatest environmental benefits.

Current resources and funding limit the ability of the City Arborist Office to provide for little more than the basic needs of the City's trees. Most of the staff time is spent responding to requests for service and reacting to problems. Only minimum amounts of time and resources are dedicated to proactive activities designed to enhance the urban forest.

Currently the City does not have a formal citywide management plan with goals, objectives, and performance measures, nor the tools and data needed to effectively manage Alexandria's urban forest. Except for a partially completed street tree inventory, there are no resources available to quantify or monitor the extent and the health of the City's tree cover.

In the planting and care of trees, staff focuses almost exclusively on street trees. Efforts in other parts of the urban forest—school grounds, parks, natural areas, stream corridors, and private and institutional property—are limited.

Although tree pruning efforts have increased in recent years, they are still below a level required to promote a healthy stand of trees. More resources need to be focused on the care of newly planted trees, especially in the first two-to-three years when watering in particular can be critical to tree survival and growth.

Public education—considered by many experts to be a key factor in preserving and enhancing the urban forest—is virtually nonexistent. Promotion of existing City-sponsored tree-oriented programs, such as the program to share the cost of planting street trees with residents and the Living Landscape Fund, is minimal. There is no tree-oriented section of the City website.

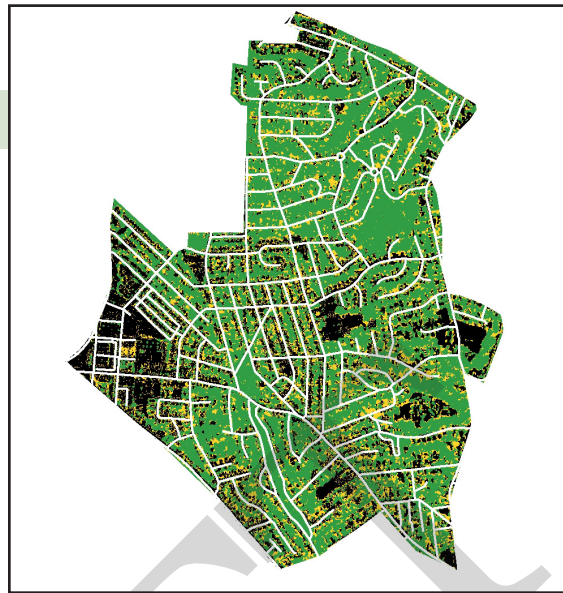
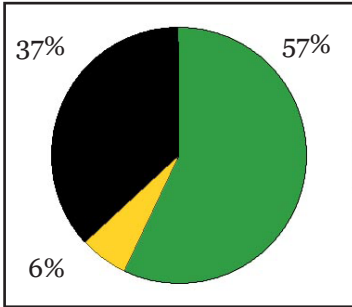


Although there are many needs on public property, most of the City's urban forest is under private control, not subject to state or local regulations, and therefore vulnerable to inadequate management, injury, and tree removal. Homeowners often take great pride in the trees on their properties, but many lack basic knowledge about the benefits of trees, the appropriate trees to plant, and how to plant and care for them. In addition, trees are being lost on institutional properties where there are no requirements to preserve, protect or increase the tree canopy. Maintaining tree canopy on private and institutional property will be a major challenge in the years to come.

Figure 1.
City of Alexandria Canopy Coverage Study Areas

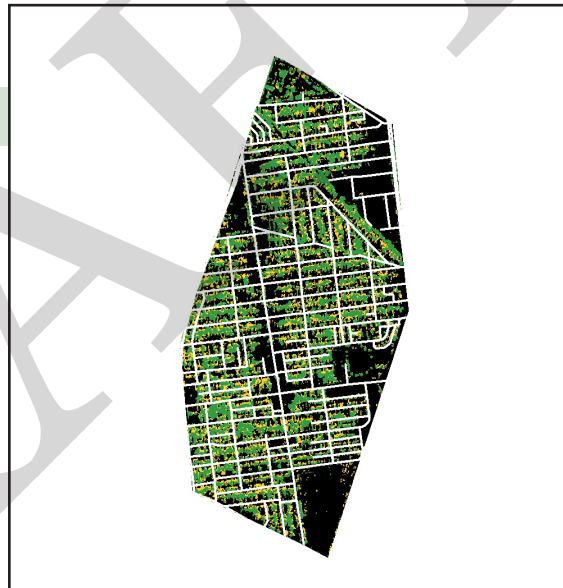
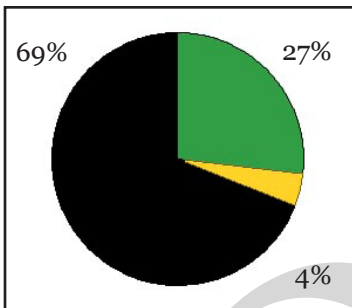
Northridge Study Area

- 2007 Tree Canopy
- Canopy Lost Since 2001
- Impervious Surface



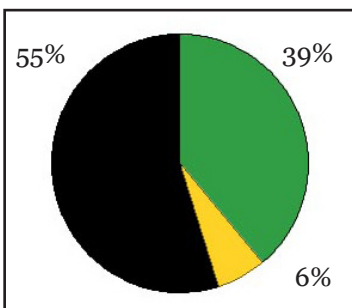
Del Ray East Study Area

- 2007 Tree Canopy
- Canopy Lost Since 2001
- Impervious Surface



Del Ray West Study Area

- 2007 Tree Canopy
- Canopy Lost Since 2001
- Impervious Surface



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MAJOR RECOMMENDATIONS

To meet these challenges, innovative approaches to managing the urban forest are required. Based on lessons learned from across the country, and from the feedback provided by Alexandria's citizens, a variety of suggestions have been made to improve the City's urban forest.

The overarching goal of the Alexandria Urban Forestry Master Plan is to increase the tree canopy throughout the City by better maintaining our existing trees and adding a significant number of new trees. The master plan includes specific recommendations for improving each part of the urban forest: public trees along streets, in parks, on school grounds and as part of other open spaces; private trees in residential areas and on institutional grounds; and trees within stream valleys and other natural areas. Summarized below are the major recommendations of the plan, defined in four strategic categories: tree planting, tree care, management, and public education and outreach.

Tree Planting

- Adopt American Forests' recommended tree canopy coverage goal of 40% and develop a citywide strategy to meet this goal. (Recommendation 1) *
- Plant 400 additional trees per year above what is being planted today and plant them on all types of public properties. School grounds provide an excellent opportunity for increased tree planting and should be a top priority. (Recommendation 4)
- Develop and implement master landscaping, planting, and maintenance plans for all public properties, including City rights-of-way, schools, libraries, stream corridors, and open spaces, and implement one-to-two of these plans each year. (Recommendation 13)
- Employ planting techniques that will promote the healthy growth of trees within an urban setting, such as alternative soil mixtures, extended tree wells, and systems to direct and manage root growth. (Recommendation 19)
- Establish a tree bank to plant trees on both public and private properties. The bank would be funded through various sources such as development-related activities, property damage reimbursements, and other sources. (Recommendation 6)
- Create a grant program to permit the use of City funds to subsidize all or a portion of the cost of planting trees on private property. (Recommendation 7)
- Continue the City's spring and fall tree sales program (established in 2005 under the auspices of the Urban Forestry Steering Committee). (Recommendation 8)
- Provide and promote incentives to plant trees and implement projects to preserve and enhance the tree canopy on institutional and semi-public sites, such as INOVA Alexandria Hospital and Episcopal Seminary and High School. (Recommendation 31)
- Build on the Alexandria Open Space Plan's recommendation to seek innovative ways of creating more open space by developing and implementing pilot projects such as "green streets" (see Appendix F), which are aimed at redesigning streets to reduce impervious surface, thus freeing up land for tree planting and helping to meet other environmental goals, such as reducing the impact of storm water runoff. (Recommendation 24)



Noelle/Department of RPO

- Take steps to incorporate the use of more sustainable approaches to environmental design, such as rooftop gardens, to provide additional benefits for the City’s overall canopy on private as well as public properties. (Recommendation 11)

Tree Care

- Fund and implement a five-year pruning cycle for all existing street trees and a three-year establishment program for new trees. (Recommendation 38)
- Work with the Departments of Transportation and Environmental Services, and Planning and Zoning to develop standards for, and require, innovative planting techniques and products to facilitate tree planting in restricted, high-use, difficult, and special needs areas. (Recommendation 18)

Management

- Change the name of the Arborist Office to the Urban Forestry Office and take steps necessary to transform it into a proactive operation with a systematic and strategic focus on the urban forest system as a whole. Develop a management plan and provide the resources needed to effectively manage the plan. (Recommendation 39)
- Create a new Urban Forest Specialist position that would be dedicated to activities aimed at preserving and enhancing the City’s urban forest. (Recommendation 40)
- Establish benchmarks and report progress in an annual State of the Urban Forest Report to the City Manager and City Council. (Recommendation 42)

Public Education and Outreach

- Develop and implement an effective public outreach and education strategy and pursue it actively and consistently. Volunteers are a greatly untapped resource in this regard and should be a core part of this strategy. (Recommendation 43)
- Fund an additional extension agent at Virginia Cooperative Extension who would provide vital volunteer programming services for Alexandria’s residents. This person would, among other tasks, work to expand Alexandria’s role in the Tree Stewards of Arlington and Alexandria program, a group of volunteers trained by the extension service to educate and assist citizens on proper tree planting and care. (Recommendation 48)
- Rededicate Fort Ward as the City’s arboretum and develop and adopt a master plan for the park. An arboretum could be an effective educational tool, providing increased public awareness about tree species appropriate to our City, planting conditions, and care. (Recommendation 25)
- Build an effective website www.AlexandriaTrees.org and provide links to other important sites with information about the benefits of tree programs and services that are available to the public. (Recommendation 49)

*Recommendation numbers refer to the overall number system used in the Analysis and Recommendation section of the plan (Chapter 3). They do not imply an order or priority.

Fiscal Budget Impact of Proposed New and Expanded Programs

Action	Estimated Annual Cost	FY 2009 Budget	Added Cost
Increase Tree Canopy	\$177,750	\$105,000	\$72,750
Five Year Pruning Cycle (as part of On-Going Tree Maintenance Program)	\$976,945	\$496,945	\$480,000
Reorganize Arborist/Horticulture Section	\$2,007,476	\$1,596,476	\$411,000
Educational Opportunities and Public Outreach	\$95,000		\$95,000
Total	\$3,257,171	\$2,198,421	\$1,058,750

CONCLUSION

The recommendations in the master plan are ambitious, but realistically achievable. Some need immediate attention; whereas others can be phased in over time. This plan recommends a significant boost in public funding. Failure to make this investment, however, could have serious long-term consequences for the City's environmental quality of life.

In 1997, when the City of Alexandria held its first Environmental Summit, the City's urban forest was one of the critical issues identified for action. In the eleven ensuing years, this issue has only become more urgent. The Urban Forestry Master Plan responds to this urgency both by identifying and assessing current conditions, and by recommending actions to address these conditions. The problem is straightforward: every year, the City of Alexandria is losing tree canopy because of development, storms, aging, and urban pressures. If we are to enjoy the environmental, economic and aesthetic benefits of our urban forest, we must learn how to better manage it. By developing systematic and enhanced tree planting and maintenance programs, by having adequate funding, staffing, and public education resources available, and by undertaking innovative projects, Alexandria's future urban forest can be extensive, healthy, and highly valued, as envisioned by this plan.



J. Noelle/Department of RPCA

Recommendation Matrix

Recommendation	Priority	Annual Cost Increase	Annual Cost Savings	Comments
1. Adopt American Forest's recommended tree canopy coverage goal of 40% and develop a citywide strategy to meet this goal.	High	N/A	N/A	Short-term goal.
2. Perform tree canopy coverage analysis every five years using City Green or other comparable programs to determine changes in canopy cover and impervious surfaces.	High	\$8,000	N/A	Mid-term goal. This analysis would be completed every five years. The cost of the program includes \$3,000 for the required data and \$5,000 for the analysis.
3. Sustain Alexandria's existing tree canopy through a comprehensive tree replacement and maintenance program for trees on public property and by developing new and promoting existing educational resources for the public.	High	N/A	N/A	Mid-term goal.
4. Plant 400 more trees per year above what is currently being planted annually on public properties, including City rights-of-way, schools, libraries, and other public facilities.	High	\$90,000	N/A	Mid-term goal. The average unit cost for trees installed is approximately \$225 depending upon the species and size of the specimen.
5. Actively seek ways to increase Alexandria's tree canopy on private property.	High	N/A	N/A	Short-term goal.
6. Establish a tree bank to plant trees on both public and private properties. The bank would be funded through various sources such as development-related activities, property damage reimbursements, and other sources.	Moderate	N/A	N/A	Mid-term goal.
7. Create a grant program to permit the use of City funds to subsidize all or a portion of the cost for planting trees on private property.	Moderate	N/A	N/A	Long-term goal.
8. Continue the City's spring and fall tree sales program (established in 2005 under the auspices of the Urban Forestry Steering Committee).	High	N/A	N/A	Short-term goal.
9. Achieve and maintain a species diversity where no single genus comprises 15% and no single species comprises 5% of the total population.	Moderate	N/A	N/A	Long-term goal. This may be accomplished by expanding the palet of trees selected for planting and limiting the additional planting of Callery pear species and Red maples.

Recommendation Matrix

Recommendation	Priority	Annual Cost Increase	Annual Cost Savings	Comments
10. Work with local civic and business groups to identify opportunities to plant additional trees on public and private lands.	Moderate	N/A	N/A	Long-term goal. Already conducted informally with small neighborhood groups.
11. Take steps to incorporate the use of more sustainable approaches to environmental design, such as rooftop gardens, to provide additional benefits for the City's overall canopy on private as well as public properties. Green roofs can provide some of the functions of forested areas including carbon fixation, shading, cooling, and watershed protection. Green roofs on underground parking structures can provide ground-level open space that is important to the continuous open space network.	Moderate	N/A	N/A	Long-term goal.
12. Conduct an inventory of all trees located in the public rights-of-way, in parks, on school properties, and at all other public schools and facilities. The inventory should be completed and reviewed on a continuous five-year schedule or as changes occur.	High	N/A	N/A	Short-term goal. To be completed on a five year schedule in concert with the recommended street tree pruning rotation.
13. Develop and implement master landscaping, planting, and maintenance plans for all public properties including City rights-of-way, schools, libraries, stream corridors, and open spaces, and implement one to two of these plans each year. These plans should provide maintenance rotations and establish level-of-service standards for each land use type. Plans should also include strategies for regular inspections of trees, criteria for treatment, and practical methods to maintain current information all on trees subject to treatment. Coordinate with the Departments of Transportation and Environmental Services and Planning and Zoning to ensure plans are consistent with existing transportation and area plans.	Moderate	N/A	N/A	Mid-term goal.
14. Develop quantitative methods to evaluate the overall health of Alexandria's street trees and trees on public properties.	High	N/A	N/A	Mid-term goal.
15. Plant and establish additional trees to achieve a 100% stocking level of available planting sites.	Moderate	N/A	N/A	Long-term goal.

Recommendation Matrix

Recommendation	Priority	Annual Cost Increase	Annual Cost Savings	Comments
16. Actively seek opportunities to establish tree-lined medians along rights-of-way that are wide enough to create boulevards. Develop an urban forestry enhancement program specifically for Alexandria's unique boulevards and other significant transportation corridors.	Moderate	N/A	N/A	Long-term goal.
17. Establish criteria to identify sites that will permit the expansion of tree planting strips and tree wells to provide more suitable growing conditions for street trees, decrease conflicts between tree roots and urban infrastructure, and meet all Americans with Disabilities Act requirements for adequate clearance and passage.	High	N/A	N/A	Mid-term goal.
18. Work with the Departments of Transportation and Environmental Services, and Planning and Zoning to develop standards for, and require, innovative planting techniques and products to facilitate tree planting in restricted, high-use, difficult, and special needs areas.	High	N/A	N/A	Short-term goal.
19. Employ planting techniques that will promote the healthy growth of trees within an urban setting, such as alternative soil mixtures, extended tree wells, and systems to direct and manage root growth and limit conflicts between roots and urban infrastructure. Develop standards for planting in areas where space is too restricted or soil, aeration, drainage, or other conditions preclude providing adequate space and a satisfactory environment for trees to survive and thrive.	High	N/A	N/A	Mid-term goal.
20. Explore opportunities to protect existing trees by using alternative paving materials and methods to correct conflicts between tree roots and sidewalks, such as rubber sidewalks, stone dust, permeable paving, and alternative pavement profiles.	High	N/A	N/A	Mid-term goal.
21. Seek to relocate all overhead wires underground to avoid conflicts with trees and provide increased opportunities to plant large shade trees with an emphasis on major corridors.	Moderate	N/A	N/A	Long-term goal.

Recommendation Matrix

Recommendation	Priority	Annual Cost Increase	Annual Cost Savings	Comments
22. Implement pilot programs to develop and adopt alternative street profiles and sections that provide larger tree planting areas, more open space, increased permeable surface area, and new opportunities for stormwater management, also referred to as shared street concepts.	Moderate	N/A	N/A	Long-term goal.
23. Establish and implement comprehensive planting and maintenance plans for trees located on parks, schools, and other public open space properties tree planting and maintenance plans for trees located in public parks and open spaces. These plans should be developed in conjunction with park landscape master/management plans which include both development and rotational maintenance costs.	High	N/A	N/A	Mid-term goal.
24. Build on the City Open Space Plan's recommendation to seek innovative ways of creating more open space by developing and implementing pilot projects such as Green Streets (see Appendix F), which are aimed at redesigning streets to reduce impervious surface, thus freeing up land for tree planting and helping to meet other environmental goals, such as reducing the impact of storm water runoff.	Moderate	N/A	N/A	Long-term goal.
25. Rededicate Fort Ward Park as the City's Arboretum and develop and adopt a master plan for the park. Create a collection of trees and other woody plants that will serve as an educational resource for City residents and visitors.	High	\$25,000	N/A	Mid-term goal.
26. Promote the value of tree donations and other support programs, such as the Living Landscape Program, as a source of trees to be planted in parks and other public open spaces. Park master plans should be developed with tree locations that are ear-marked for living landscape trees.	High	N/A	N/A	Short-term goal.
27. Continue to celebrate Arbor Day and hold other special events and educational programs about urban forestry on parks and school grounds.	High	N/A	N/A	Short-term goal.
28. Encourage the establishment and healthy growth of native tree species through planting and maintenance.	Moderate	N/A	N/A	Mid-term goal.
29. Control invasive plant species.	High	N/A	N/A	Short-term goal.

Recommendation Matrix

Recommendation	Priority	Annual Cost Increase	Annual Cost Savings	Comments
30. Improve maintenance of overgrown and currently inaccessible and under-used stream valleys and natural public open space.	Moderate	N/A	N/A	Long-term goal
31. Provide and promote incentives to plant trees and implement projects to preserve and enhance the tree canopy on institutional and semi-public sites, such as INOVA Alexandria Hospital and Episcopal Seminary and High School.	High	N/A	N/A	Mid-term goal
32. Encourage the establishment and dedication of open space, tree canopy conservation, scenic and historic easements on institutional and private properties.	Moderate	N/A	N/A	Mid-term goal
33. Develop guidelines for, and privately fund, a City grant program to support tree planting on private property. Grants should be made available to qualified homeowners, civic organizations, places of worship, religious institutions, and other not-for-profit organizations.	Moderate	N/A	N/A	Long-term goal
34. Educate private property owners about the benefits of trees and proper planting and maintenance strategies.	High	N/A	N/A	Short-term goal
35. Encourage homeowner and civic associations to create tree or beautification boards with which the City Arborist can communicate and provide information about tree planting and maintenance on this type of property.	High	N/A	N/A	Mid-term goal
36. For commercial and industrial properties, enforce site plan and special use permit landscape requirements and conditions for new and existing development sites. Perform site inspections to ensure compliance.	High	N/A	N/A	Short-term goal
37. Evaluate, update, and enforce the City's existing rules and regulations.	High	N/A	N/A	Short-term goal
38. Plan, fund, and implement a five-year pruning cycle for all established trees and a three-year establishment program for new trees planted along City streets, in parks, and on school and other public properties.	High	\$480,000	N/A	Mid-term goal. This would provide for the pruning of an additional 4,000 trees annually; to be accomplished through block to block pruning which will reduce the average unit cost of pruning a tree by an estimated 25%.

Recommendation Matrix

Recommendation	Priority	Annual Cost Increase	Annual Cost Savings	Comments
39. Transform the City Arborist Office and Tree Maintenance Section into a proactive Urban Forestry Section with a systematic and strategic focus on the urban forest system as a whole. Develop and management plan and provide resources needed to effectively manage the plan. Optimize personnel allocations and create efficiencies by combining the City's urban forestry and horticulture programs under one Natural Resources Section.	High	N/A	N/A	Short-term. Convert five-year temporary Arborist position to permanent status.
40. Create a new Urban Forest Specialist position that would be dedicated to activities aimed at preserving and enhancing the City's urban forest.	Moderate	\$110,000	N/A	Mid-term goal.
41. Fund requests for additional tree trimmers and horticulture staff necessary to successfully meet the goals of the Urban Forestry Master Plan.	High	\$301,000	N/A	Mid-term goal. This would include the conversion of the vacant Assistant Superintendent position to a Tree Trimmer Position. Create two new Tree Trimmer Positions to create a third tree crew to accomplish the expanded scope of services recommended; \$160,000. Create two new Horticultural Assistant positions to meet the demands to maintain the additional trees planted and implement a comprehensive watering and new tree maintenance program; \$120,000. Purchase one chipper truck, one brush chipper, and one utility dump truck for the horticultural crews; \$21,000 annual equipment replacement cost.
42. Establish benchmarks and report progress in an annual State of the Urban Forest Report to the City Manager and City Council.	High	N/A	N/A	Short-term goal.
43. Develop and implement an effective public outreach and education strategy and pursue it actively and consistently. Volunteers are a greatly untapped resource in this regard and should be a core part of this strategy.	High	N/A	N/A	Short-term goal.
44. Create a series of public service announcements on various urban forestry topics for radio, cable access television, and print news media outlets.	Moderate	N/A	N/A	Mid-term goal.

Recommendation Matrix

Recommendation	Priority	Annual Cost Increase	Annual Cost Savings	Comments
45. Develop and distribute information about the proper care for trees after they are planted.	High	N/A	N/A	Short-term goal.
46. Promote the preservation and expansion of Alexandria's tree canopy with programs, such as seminars and neighborhood tree walks.	Moderate	N/A	N/A	Mid-term goal.
47. Increase support for and promote the expanded use of existing public resources such as the Cooperative Extension Service and the Tree Stewards and Master Gardeners of Arlington and Alexandria to provide assistance advice and educational opportunities and materials to the citizens of Alexandria.	High	N/A	N/A	Short-term goal.
48. Fund an additional extension agent at Virginia Cooperative Extension who would provide vital volunteer programming services for Alexandria's residents. This person would, among other tasks, work to expand Alexandria's role in the Tree Stewards of Arlington and Alexandria program, a group of volunteers trained by the extension service to educate and assist citizens on proper tree planting and care.	Moderate	\$70,000	N/A	Mid-term goal.
49. Promote the availability and distribution of information to the public about the selection, planting, and care of trees through the development of an effective website www.alexandriatrees.org , and the publication of handbooks, fliers and other publications.	Moderate	N/A	N/A	Mid-term goal.
50. Encourage collaborative efforts with local schools of landscape architecture to study opportunities to improve streetscape, public open space, park, school, and facility designs.	High	N/A	N/A	Short-term goal
51. Create partnerships with allied businesses and organizations to share in the distribution of timely urban forestry information; partnerships could include: local realtors, utility companies, nursery and landscape companies, and tree services contractors.	Moderate	N/A	N/A	Long-term goal.
52. Create opportunities for citizens to become program volunteers for projects and program assistance, such as tree planting, small tree maintenance, teaching, grant writing, and marketing and public relations.	High	N/A	N/A	Short-term goal.