



Chapter 5: Additional Program Recommendations

Emergency Response System

An integral part of urban forest management must include an established procedure for emergency response. Individual tree-related emergencies, such as tree failures and large limb failures, are usually isolated events that can be effectively handled by having an emergency protocol for hazardous trees.

Efficient tree emergency response should proceed in an organized manner to maximize safety and minimize costs. For large-scale storm events that result in substantial amounts of damage and debris from trees, a formal tree emergency protocol should be in place, outlining emergency response steps, safety standards, debris removal plans, public communication means, and contact lists. These steps are outlined in the *Tree Emergency Manual for Public Officials*, included in Appendix J.

Storm events, such as ice storms, high winds, and destructive pest infestations, can result in overwhelming amounts of hazardous trees and debris that have immediate implications to public safety. Storm events often cannot be accurately predicted, and the post-storm management of the resulting hazards and debris can go from challenging to chaotic without an emergency response standard in place.

Communities manage such catastrophes with varying degrees of efficiency and often rely on aid from state and federal government agencies to fund hazard reduction and debris removal. That aid depends significantly on the ability to estimate storm damage accurately and quickly. The newly developed software “i-Tree Storm” (Appendix J) creates a new standard for assessing widespread storm damage in a simple, credible, and efficient manner immediately after a severe storm. This assessment method is adaptable to various community types and sizes, and it provides information on the time and funds needed to mitigate storm damage. Paramount to an efficient and accurate damage assessment is the establishment of a pre-storm survey and the training of observers who will be called upon to perform the field assessments as the City mobilizes after a disaster.

In the Goshen area, severe weather takes the form of tornadoes, thunderstorms and high winds, and winter snow and ice storms. Recent tornadoes have greatly affected Goshen’s urban forest, and should be a factor in making future planning decisions. The City of Goshen should develop an emergency preparedness program for trees within city limits. An emergency plan can provide solid data, facts, and protocols to assure service continuity and timely recovery and restoration. The overall objective is to create an emergency response program that details improved policies and procedures, increasing the efficiency and productivity of emergency storm response operations. See Appendix J for a Tree Emergency Plan Worksheet.



There are 2,256 trees recorded as Poor or Dead and Dying. There are also 769 recommended tree Removals and 2,268 recommended Crown Cleans. Many trees are in urgent need of attention. In order to attend to the needs of these trees, Goshen’s forestry budget will likely be stretched beyond its limits for the next few years. With regards to the inventory summary, the urban forest management program must include an established procedure for emergency response.



Administrative Management Structure

A comprehensive, progressive, and proactive urban forest management program requires the coordination of professional talents in forestry, parks, public works, land use planning, and other public services. It requires political, administrative, and private entities to be educated and involved in urban forestry matters. It also requires sufficient funding to allow for professional management responses to a comprehensive urban forestry policy.

Several City government departments have direct control over and responsibilities for tree maintenance and planting. Other City entities, such as various advisory commissions, business organizations, and volunteer groups, have indirect influences on the quality and quantity of the urban forest. The City of Goshen has been practicing informal arboriculture since the 1910s. Before 2006, the City's tree management structure could have been described as *decentralized*. This means no single department or staff position has direct, comprehensive, and ultimate legislative or management responsibilities for public trees. Currently in Goshen, many municipal agencies and entities directly and indirectly affect urban forest management, including: Parks and Recreation Department; Streets Department; Engineering Department, Planning Department; and Mayor and City Council.

Parks and Recreation Department

The Parks and Recreation Department maintains park grounds and their facilities. The Forestry Division, City Forester, and advisory Shade Tree Board are organized under the Parks and Recreation Department.

The City Forester was established in 2006 and has the primary responsibility for public trees. Throughout the year, his day-to-day tasks include writing and executing grants, planning planting, removals and prunings, inventory fieldwork, following up on neighborhood requests, and running the City's tree nursery as a way to lower tree purchasing costs for city residents. The City Forester has two major responsibilities, including tree maintenance and public education. Tree Maintenance includes everything from planting, pruning, and removing trees in public spaces, including street rights-of-way. Since there is no set forestry crew; the City Forester must contract most of this work out, which means gathering quotes and processing invoices. Citywide maintenance requires coordination with the Parks and Recreation Department, Engineering Department, Street Department, and Planning Department for projects they are involved with. Public Education includes working with scheduled and non-scheduled school and adult group visits that come to the Rieth Interpretive Center, working with classes in schools, presenting ecology curriculum in schools, presentations to clubs, organizations and churches, organizing the annual Arbor Day celebration, and organizing volunteer groups. In order to successfully work with the 50/50 program, public education is every bit a part of any of the tree maintenance activities that go on in Goshen.

The Shade Tree Board was established from 1992 to 1997 and started again in 1999 to present day. The Board consists of seven members who are residents of the City of Goshen. Four of these members are appointed by the City Council and three are appointed by the Mayor. The Board assists the City Forester, Parks and Recreation Department, elected officials, and the citizens with a variety of urban forest projects, studies, educational programs, and planning. This Board is authorized and assigned responsibilities in Ordinance 4008, Section 2A, 2B, and 2C.

Streets Department

The Streets Department has direct co-responsibilities for street tree maintenance. Tree pruning and removal, stump removal, leaf collection, and woody debris disposal are all duties assigned to this Department. Of all City agencies, the Street Department has the greatest equipment inventory and staffing level for public tree maintenance. The Department utilizes contractual services for tree maintenance outside their level of expertise and staff ability.



Planning Department

The Planning Department writes and revises ordinances. This department can directly influence the urban forestry program through creating and requiring certain regulations in the city ordinance.

Engineering Department

The Engineering Department coordinates with the City Forester for street tree plantings in association with engineering projects.

Mayor and City Council

The City of Goshen is governed by the Mayor and seven Common Council members. These elected officials are key to the growth and success of the City's urban forestry program. As the ultimate policy-making group and representatives of the citizens, the mayor and council can have direct influence over the current and future management of the urban forest. They can approve new and improved tree ordinances, support increases in program funding, support additional staffing levels, and generally make urban forestry issues a priority for the City.

Program Support

Support from elected officials, city staff, and citizens are critical to implement and maintain an effective comprehensive urban forest management program. The citizens own both the public and private urban forests, and without greater political support and increased citizen understanding and commitment, urban forest management in Goshen may not reach its full potential.

Trees are unique from other assets that municipal departments manage in that they are living, growing organisms that have potentially very long service lives, provide multiple benefits, and have public safety implications. The care and management of this natural resource requires professional expertise with a unique set of work skills, specialized equipment, and a volunteer workforce to assist with special projects and program needs.

Professional Staff

The current staff of the Forestry Division consists of the City Forester. The City Forester spends the majority of his time on routine forestry related tasks, but also spends a good portion of his time educating the public about urban forestry in the community. The City may want to revise some of the City Forester responsibility to also include plan review, site inspection, construction inspection, and ordinance enforcement violations to ensure that development conforms to City regulations and to ensure protection of public health, safety, and general welfare.

Generally, a Forestry Division has both supervision and operational employees who are supported by administrative and other management employees within the municipal department. As reported by the U.S Forest Service and the International Society of Arboriculture, on average, municipalities the size of Goshen have 4 full-time employees in their municipal tree management programs. This would include a supervisor and three field staff. With routine responsibilities of tree planting, maintenance, citizen request response, and public education. This number of staff is recommended for Goshen's urban forestry program.

It was identified during the afternoon meeting on March 24, 2011, that the Street Department could potential supply a crew of three to the Forestry Division until the Forestry Division is able to establish their own crew under their program. This crew would be responsible for assisting the City Forester with completing tasks related to the Urban Forestry Management Program's goals. Tasks would include tree removals, pruning, and plating. For the time being, the City Forester and Street Commissioner should continue to identify opportunities that utilize each other's provided services.



However, as time goes on, the urban forestry program will grow, support for the program will be stronger, and as the City moves from the 50/50 program to a fully funded by City program, a tree crew within the Forestry Division will be necessary. An adequate number of professionals who, individually or collectively, understand the technical, operational, and administrative factors in urban forest management will be needed to prescribe and monitor the City's urban forestry activities, enforce policies and regulations, apply technical standards and practices, perform tree planting and maintenance, and review plans that affect the forest resource. Without this professional component in sufficient numbers, urban forest management decisions and actions often default to inadequately trained staff, which can have long-term, negative consequences for the forest resource.

The City should provide educational training for their professional forestry staff. These trainings can be received through the Indiana Department of Natural Resources, Community and Urban Forestry program, Purdue University, the Indiana Urban Forest Council. The City should provide the opportunity to obtain certifications and attend trainings to maintain their certifications. The City Forester and Shade Tree Board should attend conferences providing extended education in urban forestry. Indiana organizations providing educational opportunities as such include Indiana Urban Forest Council and International Society of Arboriculture, Indiana Chapter. Another educational opportunity the City Forest and Shade Tree Board should seek out is Tree Board University. This is free and a unique online training that will help them learn more about trees, about people, and about serving in a citizen advisory role.

Equipment Resources

Currently, the Parks and Recreation Department has one bobcat, one non-CDL dump truck, a few min-size trucks, four commercial class chain saws (12 to 20 inches), and two extension pruning saws. The Forestry Division also has access to other equipment through the Streets Department. The Streets Department has one stump grinder, aerial lift (45-foot reach), chipper, one CDL-class dump truck, and a few commercial class chain saws.

When purchasing equipment for the Forestry Division, the City Forester should have the most input as to what to purchase. The City Forester should listen to equipment requests from the tree crew and decide what will work best. The City should look at all options when deciding on purchasing equipment such as renting, buying used, or buying new.

Volunteer Program

Volunteers are the backbone of any community initiative. The management, protection, and enhancement of Goshen's urban forest can be advanced with the inclusion of volunteers in many aspects of the program. Increasing program cost-effectiveness is an important aspect of tree management programs. Organizing and training volunteers will require time and resources; however, overall costs will usually be less and large tasks could be completed quicker. For volunteer planting groups, Goshen should consider using bare-root stock. Bare-root stock not only costs less, but children and teens can easily help dig the planting hole and place the tree in the planting hole all by themselves. As for a volunteer tree pruning group, Goshen should realize that a trained group of adults or responsible teens can easily prune young and small-growing trees, which reach the height of about 20 feet from the ground.

The reason volunteers can be so valuable is that they are a part of, live in, and are concerned with the urban forestry issues that affect them and the City. Goshen's urban forestry program could benefit from using volunteers to accomplish tasks such as tree planting, young and small pruning, mulching, irrigation, fund-raising, and performing public education efforts. Greater volunteer involvement will build support for Goshen's urban forestry program and volunteer enthusiasm due to pride of contribution will encourage others to also get involved.



Budget Discussion

Goshen's goal is to have a larger, healthy, diverse, and functional public tree population building stronger neighborhoods and thriving business communities. The current constraints for comprehensive and effective urban forest management in Goshen can be considered formidable. There is no "magic" formula for determining how much funding is needed for a proactive, sustainable forestry program. Every urban forest is different and urban forestry programs may be at differing stages of development. The simple answer is that there should be sufficient funding to carry out tree maintenance, conduct adequate planting, and perform emergency response, as well as for support management, staff, equipment, and contractual services.

There are some national guidelines and statistics that can be used as a general indicator of whether an urban forestry program is adequately funded. The following information can be used to gauge a local urban forestry program's level of funding as compared to national averages, statistical research, and general funding guidelines. This information is only provided for qualitative comparisons, and should not be considered in any way as a rule for adequate levels of funding for the City of Goshen.

- ✿ The National Arbor Day Foundation requires that a community forestry program be supported by an annual budget of at least \$2 per capita as one qualification for its Tree City, USA program. The NADF believes this is a minimum amount necessary to provide tree maintenance, planting, and management services to the public.
- ✿ A common generalization is that a more realistic average urban forestry budget is \$5 per capita.
- ✿ Based on reports submitted to the NADF for Tree City, USA certification, communities with a similar population level as Goshen have an average municipal urban forestry budget of \$336,465 and an average per capita expenditure for urban forestry activities of \$8.73.

The Forestry Division funding levels for an expanded public tree planting and maintenance program should be increased. The current financial resources are not adequate to professionally and comprehensively manage and maintain Goshen's urban forest. Limited, dedicated, or consistent funding needs to be made available for increased public tree planting, routine maintenance, insect and disease monitoring and control, and other necessary tasks. It is recommended that a detailed budget analysis be performed that includes:

- ✿ Identifying all City resources spent on urban forestry activities to clearly understand the current level of funding for urban forestry related activities
- ✿ Determining if future budget reallocations and efficiencies can occur
- ✿ Determining the amount of the shortfall to achieve stated goals
- ✿ Identifying potential and best sources of increased financial resources



Public Tree Ordinance

The City of Goshen's tree ordinances (Ordinances 4008 and 4403) are good examples of community tree ordinances to promote the planting, removing, and maintenance of public trees in the City of Goshen. Ordinance 4008 was developed in the year 2001 and Ordinance 4403 was developed in the year 2006. Ordinance 4403 is an amendment to Ordinance 3011, which is known as the Zoning and Use Regulation Ordinance. Only through strong, properly enforced ordinances will the City achieve its objectives to promote public safety and general welfare of persons and properties of citizens of Goshen.

The City of Goshen should fully understand the stated responsibilities in the ordinance and provide adequate staff and resources needed for effective and fair enforcement. Any ordinance will become ineffective if city staff does not have good technical knowledge and an understanding of the ordinance and the responsibilities it creates. Overall, the existing tree ordinances will help Goshen reach its desired goals; however, Davey Resource Group recommends that Goshen regularly review and revise and/or amend them as needed related to public and private trees and any changes which may occur in the Urban Forestry Program. See Appendix K for a sample tree preservation ordinance and construction damage and tree preservation terminology.

Recommendations for Goshen's ordinances related to public trees include:

- 🌳 Update Ordinance 4403 with an existing City staff position and assign a primary City staff position in Ordinance 4008 the responsibility of enforcing policy set forth by these ordinances. The City Forester or personnel in Code Enforcement are prospective enforcers of both Ordinances 4403 and 4008.
- 🌳 Create language that strengthens the City's position to remove, prune, and plant trees where needed in accordance with Ordinance 4008. This may require the inclusion of a payment plan already described in Ordinance 4008 Section 5, placement of lien against property, or violation fee already described in Ordinance 4008 Section 11.
- 🌳 Include language in Ordinance 4008, Section 11 about violations for the authority of collection officials (City Forester or Code Enforcement) and re-evaluate the fee to include minor and major claims or add language about compensatory damage on top of the fee.
- 🌳 Revise the Street Tree Fund to include additional sources of funding listed in the Sources of Funding section later in this Chapter. Develop language that describes the benefit the public receives for their willingness to contribute to the 50/50 program.
- 🌳 Revise the tree planting list and only list trees prohibited within the City and along public streets. It is highly recommended that the ordinance use botanical nomenclature to eliminate any potential species confusion.
- 🌳 Ordinance 4403, Section 5000.9 contains regulations related to tree preservation and refers the reader to Ordinance 4008. Ordinance 4008 says one of its purposes is to protect the aesthetics and the environment of the City of Goshen. There is no tree preservation section in Ordinance 4008. The City of Goshen should add a defined tree preservation section to Ordinance 4008 to make it and Ordinance 4403 work together.



Public Relations and Education

Through years of experience and research, Davey Resource Group has found that public education is the true key to reaching the goals of an urban forestry program in a community. Only by educating citizens, City officials, developers, and all contractors working within the City will Goshen be able to achieve urban forest preservation and proactive management goals. Ordinances and guidelines alone will not guarantee success since builders, contractors, and others often have their own priorities and trees and ordinances often are no more than a nuisance to them.

It is recommended that various public outreach campaigns, aimed at educating the citizens, City officials, developer, and contractors of Goshen and gaining their support for the urban forestry program, be implemented. Goshen's City Forester has identified that public education is a critical part of any tree maintenance activity that goes on in the City. Based on public relations efforts by urban foresters in other communities, the following types of activities are suggested for communicating broadly the need for Goshen to be engaged with and thoughtful about the urban forest:

- 🌳 Hold a seminar or public meeting to discuss the tree inventory project and management plan and its importance for the future sustainability of Goshen's community.
- 🌳 Develop monthly evening or weekend workshops and training seminars with community leaders, advisory groups, contractors, homebuilders, and municipal staff. Bring in guest experts from various disciplines in the green industry.
- 🌳 Require that various community stakeholders attend educational sessions to learn about the community's urban forest, urban forest preservation, and the importance of it all to the future of the community, Goshen will begin to see much greater cooperation from all concerned parties.
- 🌳 Host monthly *Tree Talks* at the Reith Interpretive Center.
- 🌳 Write a monthly *Tree Talk* article for local newspapers.
- 🌳 Develop publications including direct mailings, newsletters, and forestry and arboricultural handouts. All publications should be available in electronic format and included on the City's website.
- 🌳 Develop a webpage on the City's website strictly highlighting the Forestry Division. Include information about the Division's purpose, current progress, past projects, achievements, need-to-know information, and ways to get involved.
- 🌳 Send letters to residents in areas of the City where Routine Pruning will be conducted each year and describe the pruning program.
- 🌳 Develop a *Tree Care* brochure to go to each residence where new trees are planted; this could help eliminate trunk damage and improper mulching and pruning of new trees by educating residents about proper tree care.
- 🌳 Utilize social networks such as Facebook and Twitter.
- 🌳 Continue to expand on the annual Arbor Day celebration. Refer to the National Arbor Day Foundation (visit www.arborday.org or call 402-474-5655) for publications that provide great Arbor Day ideas to assist in planning this event.
- 🌳 Develop a tree walk utilizing the inventory and i-Tree Streets analysis to promote species identification skills and benefits trees provide. A second function of this walk would be serving educational curriculum needs for visual representations of various morphologies of different tree species. The inventory could be incorporated into and serve as a teaching tool for several educational programs.



Sources of Funding

Urban forest management is a recognized function of the City of Goshen and receives some dedicated funding. However, with greater funding levels, the City could move from a reactive to a proactive management approach, provide greater services, and increase the public tree population if the security of funds to sustain all activities, programs, and initiatives are available.

There are various funding mechanisms and sources the City can consider to support increasing staff levels, public education efforts, tree protection, maintenance, planting activities, and other components of a truly progressive, comprehensive urban forest management program.

General Fund

Increase the General Fund Allocation to the Forestry Division. During future budgeting cycles, the City should consider making a separate budget line-item for the urban forestry program.

50/50 Program

Promote the Federal Tax Incentive to Citizens. As a non-profit, the City is in a unique position to encourage citizens to directly pay for desired tree planting and tree maintenance on public property. The City should inform property owners abutting the public rights-of-way, parks, or other City properties that if they pay for City-approved, proper public tree planting or tree maintenance, then that effort and any related expenditures may qualify as a charitable deduction on their federal income tax return. Until the City's urban forestry program is fully staffed, equipped, and funded, this mechanism is a good public relations tool as well as a way to accomplish needed work.

Establish a Goshen Tree Bank

A special account could be created to deposit funds from various sources, which are restricted for use by the urban forestry program. The funds in this account are managed by the City, subject to the annual budget process, and expenditures follow normal purchasing policies and procedures. This innovative funding mechanism does not rely on City general funds but, instead, on the collection and deposit of monies from various sources. The Street Tree Fund is already established in Ordinance 4008. The City should continue with the establishment and expand its sources. Suggested sources included, but are not limited to, the following:

Damage Compensation. This source may not generate a great deal of money, but it is a legitimate and often under-pursued source of funds. When an automobile damages a public tree or when construction equipment destroys a group of public trees, the City should seek compensation for the landscape value of that tree(s). The City can rightly seek compensation for the total damages, including: the value of the tree(s); the cost of repair or clean-up; and the cost of the administrative time used during the resolution of the situation. The receipt of \$500 from a minor car accident to \$5,000 for a major damage claim can add up over time. Generally, the compensation is collected from the insurance company of the person responsible for the damage or directly from the business that caused the damage to public trees. The compensation funds can be used to remedy the specific damage, or be used for other legitimate urban forestry functions throughout the City. Goshen currently has one such violation fee in Ordinance 4008. It is suggested that the City reconsider the fee amount to include minor and major claims and enforce violations through the City Forester's report and City Code Enforcement collections agency.



Permit and Plan Review and Inspection Fees. It is not uncommon for municipalities to require private developers and businesses to support the administrative time needed for proper and professional plan review and site inspection tasks. In light of the City's goal to protect and enhance the urban forest, charging specifically for the time and arboricultural expertise needed to approve permit applications, review plans, and make site inspections might be a viable option to support the salary and benefits of additional full- or part-time urban forestry positions. The City may need to perform a job analysis to determine the time spent performing review and inspection tasks, and could investigate what other cities in the region, or of a similar size, are charging for such a task.

Developers Fees. In lieu of, or in addition to, tree-related plan and inspection fees, developers could be required to pay a set amount to support Goshen's overall urban forestry program. In effect, it would be a cost of doing business within the City limits. The fee could be a percentage of the total project cost, based on the number of housing units built, or based on the area of land being developed. The City's Planning Department may have better information upon which to base this fee. It is suggested that this fee would be paid and deposited in the Tree Bank before the project is approved.

Utility Company Fees. Non-municipal utility companies perform new construction, maintenance, and repair work on an annual basis in the City. This work may affect the aboveground and belowground portions of public trees. It is prudent and reasonable to assess a fee to such utility companies when their work affects municipal trees. Utility companies with aerial facilities might be required to provide the City an anticipated annual work plan and maps with an appropriate fee attached to provide for inspection and monitoring. Any compensation for documented damage to public trees during utility work would be collected separately on a case-by-case basis, and the utility company should be responsible for the costs for any remediation necessary (e.g., pruning, fertilization, or temporary irrigation) above and beyond the fees and compensatory payment. The same conditions would apply for companies installing or maintaining underground utilities.

Private Donations/Corporate Sponsorships. Goshen could private donations to support tree planting, tree care, and public educational activities. A major source of donations could be from businesses and corporations who wish to sponsor non-profit, environmental activities. All potential contributors should be reminded that any donations might be tax-deductible when they file their federal income tax return if their financial situation allows. These types of programs usually require signage and recognition throughout the partnership but are oftentimes more sustainable. The City has a good relationship with Goshen Hospital. The City should continue to seek other like opportunities.

Fund-Raising Activities. With the support of volunteers, the City can hold various fund-raising events throughout the year. Popular large events include competitive and social runs and walks. Volunteers can staff food and drink booths at local fairs and festivals. Tree and Goshen-related merchandise could be commissioned and sold. Restaurants can have special Tree Nights where a small percentage of the patrons' bills are donated back to the City for tree planting. Even small efforts, such as school and church bake sales and yard sales, can be encouraged to raise funds for trees in the community. The City Forester currently works closely with schools, clubs, organizations, and churches. Leveraging their excitement to get involved in the community is one way to help the less fortunate pay for needed tree maintenance and planting.

Firewood/Mulch/Wood Sales. Wood waste from tree maintenance and storm damage repairs can be a source of funds for the Tree Bank. Other cities have been successful in selling split and un-split firewood, hardwood timber, and rough wood chips to the general public and commercial businesses. Rather than pay for proper removal and disposal, cities sell these excess wood products. A new trend is when a significant or historic public tree must be removed, the logs and useable wood are given to local craftsmen who then create furniture, sculpture, and other collectibles from the wood. These are sold and all or portions of the proceeds are returned to the City.



Memorial and Honor Tree Park Program

Goshen's park tree planting program can be partially funded and enhanced by creating and advertising a Memorial and Honor Tree Planting Program. Citizens at times of loss and at times of celebration often choose to plant a tree to remember special people and mark a special achievement. Cities across the country successfully use this funding technique not only for program support but also for generating good public relations for the urban forestry program. A prudent approach to implementing such a program is to set a level of funding that will not only purchase and plant a tree of a certain size, but that will also collect funds to pay for maintenance for three years.

Utility Bill Donations

The City bills property owners directly for water and sewer services. These municipal invoices could be a source for needed funds for the urban forestry program. A small fixed amount from \$0.25 to \$1.00 could be automatically added to each bill; the property owner would then have the option to voluntarily include it with their utility payment. Another option is to ask the bill payers to round the invoice amount up to a higher figure of their choice.

Using this voluntary and "painless" funding mechanism can potentially raise thousands of dollars. It will require the cooperation of the Utility Department and coordination with Finance Department to implement this program.

Information about the stormwater benefits public trees provide should be included along with the bill asking for donations. Informational pamphlets should inform owners of how trees "Pay Us Back" and where their donation will go. The i-Tree Streets analysis shows that the current public tree population saves the City \$537,053 annually in stormwater management costs. That is equal to \$41.97 per average tree per year and \$16.56 per person per year. One average tree in Goshen manages 1,548 gallons of stormwater a year. Information such as this should be included in the informational pamphlets.

Obtain Grants

As a municipality and a non-profit with existing support structures and staff, Goshen is in a good position to apply for and receive grants to support urban forestry activities. The City has previously received grants for urban forestry projects, but with the investment in time and a person skilled in grant writing, there are likely multitudes of grant opportunities for Goshen. These opportunities can be found with the State and Federal governments, non-profit organizations, large corporate and private business foundations, and private charitable foundations. If Goshen establishes a Tree Bank, there will be a ready source of matching funds to leverage even more grant dollars.



Trees are an integral component of Goshen's infrastructure and urban environment. Goshen's landscape tree population is a significant municipal asset. Its value to the environment and economy is \$1.1 million, annually. With care and routine maintenance, this valuable, yet vulnerable, resource will increase in value over time as the trees mature and population increases. Seek the opportunity to use this analysis in creative ways, set achievable goals for Goshen's forestry program, and build the support and funding needed to achieve those goals.