

**Urban Forestry Council meeting
2-26-19**

**Briefing and Introductory Dialogue
Re: UFC Strategic Plan**

Context

In 2013 the Urban Forestry Council met for a full-day offsite meeting to clarify its vision for the role it should play in San Francisco in the future and to develop a strategic plan. The Council was seeking to be a more influential and relevant player in the city.

Six years later, the Council has indeed achieved more influence in the city. The Council has been described by the Chair as “working at the intersection of the city and the public around policy.” Major examples of this role in action include updating and supporting the implementation of the Urban Forestry Master Plan, the Landmark Trees Ordinance, the Significant Natural Areas Plan, and most dramatically the passage of Proposition E in 2016 to fund care for all trees on public land.

At this point, the City is well into the implementation of its Master Plan, and the Council is taking the opportunity to clarify its top priorities for the foreseeable future.

Goals for the Planning Process

With active engagement from the members of the Urban Forestry Council and its committees, complete a strategic plan for the next three years to five years.

Scope of Work

Consultant will work closely with the Chair and Urban Forestry Council staff to plan, manage and complete this project. The work will take place in a series of three meetings with the Planning and Funding Committee, two meetings with the full Council and a half-day offsite meeting with the full Council and staff.

Consultant will work closely with the Chair and Council staff to manage the process and ultimately to draft the strategic plan. The consulting fee is \$7,200.

Offsite Retreat Planning

The purpose for this initial briefing with the full Council is to share proposed objectives for the session and to get input from Council members on the agenda and topics for discussion for the day.

Draft Retreat Objectives

1. Celebrate what has been done and accomplished; what have we learned?
 2. Review our purpose and how it has evolved; how do we want it to evolve further?
 3. What are the most important issues facing the UFC and SF?
 4. Discuss relevant trends in the County (e.g. storm water, climate change)
 5. Assess our current work flow and organizational structure and systems; identify needed changes/opportunities
 6. Agree on top priorities for next three to five years
 7. Agree on critical implementation considerations
- ⇒ After the retreat, the Planning and Funding Committee will meet to refine the notes from the meeting and draft a new strategic plan.
- ⇒ The new plan will then be brought to the full Council for review, revision and adoption.

Additional Questions and Issues Posed by the Planning and Funding Committee

Broad considerations:

1. Overall the Committee members agreed that the UFC has gained a great deal of credibility and influence. The question is no longer generic: how can we be more relevant? The question is how to exercise our influence with the most impact?
2. Questions of structure were raised; how can we exercise the influence typically associated with a Commission without needing to take on the additional bureaucratic requirements?
3. The UFC has grown by “leaps and bounds;” as we go forward we want to attend to getting the right people on the Council and having the right issues come before the Council.
4. New strategies? For example, should we produce “white papers” on key issues?

Other Possible Goals and/or Topics for Discussion

1. Complete “Urban Forest Plan Phase III: Trees on Private Property”
2. Work with Rec & Park on “Urban Forest Plan Phase II: Park Trees”
3. Set formal canopy and comprehensive Urban Forest goals for San Francisco
4. Develop a Climate Action Policy
5. Evaluate and update the Landmark Tree process, forms, etc.
6. Develop a citywide policy on replacement of trees
7. Ensure City projects come to UFC early enough for UFC input to matter
8. Policy: require major capital projects to come to UFC
9. Funding: what are our dreams and goals if funding wasn’t an issue?
10. Other funding models besides work orders from other departments?
11. What do other Commission and Councils do; what are they responsible for? Are there other models we could learn from to make the greatest contribution?