

MASTER WORK PLAN

PROGRAM ACTIVITY DESCRIPTION	LEADERS	FREQUENCY OR TIME FRAME	MANAGEMENT YEAR					
			2011	2012	2013	2014	2015	2016+
			1	2	3	4	5	6+
ADMINISTRATION								
Adopt the Sustainable Community Forest Master Plan	Mayor and City Council	Dec 2010	-	-	-	-	-	-
Retain an urban forestry or certified arborist consultant to coordinate the city's community forest management program	City Manager	Annually	X	X	X	X	X	X
Establish and fill a city arborist position with a full-time employee	City Manager, Mayor and Council	To be determined	-	-	-	-	-	X
Purchase or locate a computer and provide printer access for the city arborist; include MS Office, Adobe Acrobat, and internet connection	City Manager	As soon as possible	X	-	-	-	-	-
Periodically review and revise Community Forest Master Plan to meet needs	City Arborist, City Manager, Mayor and Council	Every 3 years	-	-	X	-	-	X
Periodically update the Master Work Plan with additions, changes, and information on completed activities	City Arborist	Annually	X	X	X	X	X	X
Coordinate annual planning meeting	City Arborist, Public Works Director, Parks and Recreation Director, Jefferson City Schools Superintendent, Main Street	Annually	X	X	X	X	X	X
Hold bi-monthly JHTC meetings; submit a report on program activities to the City Arborist	Jefferson Heritage Tree Council	Bi-monthly	X	X	X	X	X	X
Attend bi-monthly JHTC meetings; submit a report on program activities to the JHTC	City Arborist	Bi-monthly	X	X	X	X	X	X
Expand membership in the council to 11 voting members	Jefferson Heritage Tree Council	Dec 2010	X	-	-	-	-	-
Submit and present quarterly reports to the City Manager and the Mayor and City Council on program activities	City Arborist	Jan, Apr, Jul, Oct	X	X	X	X	X	X
Summarize program activities and expenses in a year-end report or state of the trees report	City Arborist	Jan - Feb	-	-	X	X	X	X

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FUNDING								
Coordinate an annual budgeting meeting	City Arborist	Apr - May	X	X	X	X	X	X
Develop and submit a budget request for community forest management and the Jefferson Heritage Tree Council	City Arborist, Jefferson Heritage Tree Council	Jun - Aug	X	X	X	X	X	X
Approve a community forest management program budget	Mayor and City Council		X	X	X	X	X	X
Apply for a DOT GATEways grant	Public Works Department							
Submit application for DOT GATEway Grant	Public Works Department	Oct	X	X	X	X	X	X
Apply for a Fiskars Project Orange Thumb grant for equipment for Jefferson Tree Stewards	City Arborist	As soon as possible	X	X	X	X	X	X
Apply for an Urban and Community Forestry Assistance Program grant	Jefferson Heritage Tree Council, City Arborist	May	X	X	X	X	X	X
Streamline the system for tracking and reporting volunteer and staff time for recordkeeping and reporting and for grant projects	Jefferson Heritage Tree Council, City Arborist	As time permits	X	X	X	X	X	X
Streamline grant administration and reporting procedures	Jefferson Heritage Tree Council	As soon as possible	X	-	-	-	-	-
Partner with Eric Taylor of Morgan-Taylor Designs to donate services to develop a comprehensive landscape design plan for Curry Creek Park	Jefferson Heritage Tree Council, City Manager, City Arborist	Sept 2010 - Aug 2011	X	X	X	X	X	X
Partner with landscape architecture professionals to donate services for the development of landscape plans for city gateways and city schools	Public Works Director, Jefferson City Schools, City Arborist, Jefferson Heritage Tree Council	As opportunities arise	X	X	X	X	X	X
Solicity donations for Gift Trees	Jefferson Heritage Tree Council	Throughout the year	X	X	X	X	X	X
Solicity donations for general tree program activities	Jefferson Heritage Tree Council	Throughout the year	X	X	X	X	X	X
ARBORICULTURAL STANDARDS								
Adopt and implement standards for tree care operations and arboricultural best management practices for city trees and trees regulated by the LUMC	Mayor and City Council, City Staff, Jefferson City Schools	Dec 2010	X	X	X	X	X	X
Advertise the requirement for compliance with tree care standards and best management practices and the availability of standards for review at City Hall to target audiences	City Arborist	Annually	X	X	X	X	X	X
Develop a consolidated glossary of arboricultural terms and their definitions	City Arborist	As time permits	X	-	-	-	-	-
Revise city code to include the Jefferson Heritage Tree Council as an official advisory board to the Mayor and City Council and to add more specific city tree protection and management requirements	City Arborist, City Manager, Mayor and Council	As soon as possible	X	-	-	-	-	-

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COMMUNITY FOREST INFORMATION								
Coordinate the re-inventory of city trees	City Arborist	Every 10 years; 2020, 2030, 2040, 2050, 2060, etc.	-	-	-	-	-	-
Coordinate the re-measurement of tree canopy cover and impervious surfaces	City Arborist	Every 5 years	-	-	-	X	-	-
Purchase ArcGIS software for tree inventory database management and graphic display of information	City Manager	As budgets permit	-	X	-	-	-	-
Develop a tree removal and planting tracking system and track changes to tree canopy cover on city and private property	City Arborist	Dec 2010	X	X	X	X	X	X
Update tree inventory information as changes occur	City Arborist	Monthly	X	X	X	X	X	X
Provide tree resource information to staff, the JHTC, and the community	City Manager	As needed	X	X	X	X	X	X
CITY TREE ESTABLISHMENT								
Develop a comprehensive, city-wide tree planting plan	City Arborist	As time and funding permit	-	-	X	-	-	-
Establish a City of Jefferson Official Tree Species List with information on mature height, canopy size, approved planting locations, and relative tolerance to construction damage	City Arborist	In conjunction with LUMC revisions	X	-	-	-	-	-
Select tree planting sites, species, and trees for annual planting program	City Arborist	May - Nov	X	X	X	X	X	X
Plant trees on street rights-of-way and in city parks, mulch, and install watering devices	Street Department, Parks and Recreation Department	Dec - Mar	X	X	X	X	X	X
Plant trees on city school campuses, mulch, and install watering devices	Jefferson City Schools	Dec - Mar	X	X	X	X	X	X
Plant Gift Trees for the Jefferson Heritage Tree Council	Street Department	Dec - Mar	X	X	X	X	X	X
Water newly planted trees	Street Department	Apr - Oct	X	X	X	X	X	X
Establish and conduct a matching tree planting program and reporting system	City Arborist	As soon as possible	-	X	-	-	-	-
Develop an online arboretum to provide information about recommended tree species, their preferred locations, and their characteristics	City Arborist, Jefferson Heritage Tree Council	As time and funding permit	-	-	-	X	-	-
Transplant trees from local private nursery using GFC tree spade	City Arborist, Street Department, Parks and Recreation Department, Jefferson City Schools	December to February	X	X	X	-	-	-
Achieve 100 percent stocking of street tree planting sites	Street Department	Within 10 years	-	-	-	-	-	X

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NEW TREE MAINTENANCE								
Develop and conduct an ongoing Jefferson Tree Steward program	City Arborist	As soon as possible	X	X	X	X	X	X
Inspect all newly planted trees during their first growing season	City Arborist	Jun - Aug	X	X	X	X	X	X
Mulch all newly planted trees for 3 years	Jefferson Tree Stewards	Nov - Feb	X	X	X	X	X	X
New Tree Maintenance	Jefferson Tree Stewards	Feb - Nov	X	X	X	X	X	X
Prune 30 city park trees each year	Jefferson Tree Stewards	Nov - Feb, Jul-Aug	X	X	X	X	X	X
Prune 50 school campus trees each year	Jefferson Tree Stewards	Nov - Feb, Jul-Aug	X	X	X	X	X	X
Prune 50 street and facility trees each year	Jefferson Tree Stewards	Nov - Feb, Jul-Aug	X	X	X	X	X	X
Remove watering devices from trees	Jefferson Tree Stewards	Nov - Feb	X	X	X	X	X	X
Install watering devices on trees	Street Department	At time of planting	X	X	X	X	X	X
Water trees weekly during the growing season in the absence of adequate rainfall	Street Department	Mar - Oct	X	X	X	X	X	X
ESTABLISHED TREE MAINTENANCE								
Develop and implement a tree work order system to provide notification of tree maintenance needs and track the time requirements and expense of tree care	City Arborist	As soon as possible	X	X	X	X	X	X
Generate lists of trees requiring specific tree maintenance, such as removal, pruning, pest management, fertilization, cabling and bracing, and inspections using the tree inventory information	City Arborist	As soon as possible, and annually for planning purposes	X	X	X	X	X	X
Inspect existing trees on regular inspection list	City Arborist	Annually	X	X	X	X	X	X
Passively protect city trees on an ongoing basis	Everyone	Always	X	X	X	X	X	X
Actively protect city trees during site disturbance	Property Owners, Businesses, Contractors, Developers	As required	X	X	X	X	X	X
Water existing, high value trees during the growing season in periods of low rainfall	Recreation Department, Jefferson City Schools	Throughout	X	X	X	X	X	X

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Mulch existing street trees where practical and most necessary	Street Department	Annually	X	X	X	X	X	X
Mulch existing facility trees where practical and most necessary	Street Department	Annually	X	X	X	X	X	X
Mulch existing park trees where practical and most necessary	Parks and Recreation Department	Annually	X	X	X	X	X	X
Mulch existing school campus trees where practical and most necessary	Jefferson City Schools	Annually	X	X	X	X	X	X
Ask city residents and businesses to mulch and water established city street trees adjacent to their properties	City Arborist	Annually	X	X	X	X	X	X
Prune medium and large street and facility trees per the inventory	Street Department, Contractors	20 per year	X	X	X	X	X	X
Prune medium and large park trees per the inventory	Street Department, Contractors	10 per year	X	X	X	X	X	X
Prune medium and large school campus trees per the inventory	Jefferson City Schools, Contractors	16 per year	X	X	X	X	X	X
Prune existing trees on regular cycle	Street Department, Contractors	Every 10 years	-	-	-	-	-	-
Complete non-routine or emergency tree pruning	Street Department	As needs are identified	X	X	X	X	X	X
Remove mistletoe from city trees	Street Department	During routine pruning	X	X	X	X	X	X
Cable and brace street, facility, and park trees, per the inventory	Street Department, Contractors	1 per year	X	X	X	X	X	X
Cable and brace school campus trees	Jefferson City Schools	1 per year	X	X	X	X	X	X
Remove street, facility, and park trees per year as recommended in the inventory	Street Department	5 or more	X	X	X	X	X	X
Remove school campus trees per year as recommended in the inventory	Jefferson City Schools, Contractors	5 or more	X	X	X	X	X	X
Remove girdling roots, vines, metal and wire, and saplings from around the base of street, facility, and park trees	Street Department	As time permits	X	X	X	X	X	X
Remove girdling roots, vines, metal and wire, and saplings from around the base of school campus trees	Jefferson City Schools	As time permits	X	X	X	X	X	X
Remove dead trees as they are identified	Street Department	As needed	X	X	X	X	X	X
Remove live trees in hazardous or poor condition or in an irresolvable conflict with infrastructure as they are identified	Street Department	As needed	X	X	X	X	X	X
Develop fertilization recommendations and fertilize trees	Parks and Recreation Department, Jefferson City Schools	As needed	X	X	X	X	X	X
Tree care monitoring	City Arborist	Periodically	X	X	X	X	X	X

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PRIVATE TREE MANAGEMENT								
Conduct assessments of trees on completed developments	City Arborist	As required	X	X	X	X	X	X
Coordinate a review and revision of the LUMC provisions related to trees	City Arborist, City Planner	Periodically and as needed	X	-	-	X	-	-
Revise the Land Use Management Code with input from a stakeholder group	City Planner	As required	X	-	-	X	-	-
Coordinate community stakeholder meetings to review, discuss, and gather input on recommended revisions to the LUMC	City Arborist, City Planner, City Manager	Sept 2010 - Aug 2011	X	-	-	X	-	-
Establish a Jefferson tree bank	Mayor and City Council	As soon as possible	X	-	-	-	-	-
Establish an environmental fee for development plan and variance reviews and site inspections	City Manager	As soon as possible	X	-	-	-	-	-
Provide recommended revisions of the LUMC to the City Manager, Quad Cities Planning Commission and the Mayor and City Council	City Arborist, City Planner	As needed	X	-	-	X	-	-
Review site plans and variance requests, conduct site visits, and make recommendations for conditions of site plan or variance approval	City Arborist	As required	X	X	X	X	X	X
Conduct site visits to monitor compliance with the LUMC and for the release of the landscape bond	City Arborist	Periodically and as required	X	X	X	X	X	X
EDUCATION AND OUTREACH								
Conduct educational programs on standards for tree care operations and best management practices for staff, developers, and contractors	City Arborist	Throughout the year	X	X	X	X	X	X
Review safety standards for tree care operations with all city and city schools staff and with Jefferson Tree Stewards	City Arborist	Annually	X	X	X	X	X	X
Conduct a tree planting and/or tree benefits demonstration on one (1) commercial site in partnership with a commercial property owner	City Arborist	Sept 2010 - Aug 2011	X	X	-	X	-	X
Conduct two (2) tree conservation and planting workshops in two (2) different neighborhoods	City Arborist	Sept 2010 - Aug 2011	X	-	X	-	X	-
Provide continuing education for city and city schools tree maintenance staff through field sessions and tail-gate programs	City Arborist	Throughout the year as time permits	X	X	X	X	X	X
Conduct landscape, tree service, and construction contractor tree care information sessions focusing on planting, protection, pruning, and mulching	City Arborist	To be determined	-	-	X	X	X	X
Prepare and distribute bullet point lists for basic tree care activities to staff	City Arborist	As time permits	X	X	X	X	X	X

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Conduct ISA Certified Arborist Training for city and schools staff, local landscape contractors, local tree service contractors	City Arborist, Professional Arborists and Urban Foresters	Oct - Dec and every 3 to 5 years after initial training program	-	-	-	-	X	-
Staff certification (2 city, 1 city schools) as ISA Certified Arborists	City and City Schools Staff	To be determined	-	-	-	X	-	-
Provide information and education on the importance of trees and tree care through a variety of media	Jefferson Heritage Tree Council	Periodically	X	X	X	X	X	X
Provide training for Jefferson Tree Stewards on mulching and pruning	City Arborist, Jefferson Tree Stewards	Annually	X	X	X	X	X	X
Providing training in recognizing pest signs and symptoms to city and schools staff	City Arborist, City Staff, City Schools Staff	Bi-annually		X		X		X
Providing training in removal of girdling roots to city and schools staff	City Arborist, City Staff, City Schools Staff	Nov - Feb	X	-	-	-	-	-
Purchase books, manuals, and brochures	City Arborist	As budgets permit	-	X	-	-	-	-
Purchase four (4) sets of ANSI standards and ISA best management practices and updates as they are available	City Arborist	2010	X	-	-	-	-	X
Conduct a Gift Tree Program	Jefferson Heritage Tree Council	Throughout the year	X	X	X	X	X	X
Conduct a Heritage Tree Program	Jefferson Heritage Tree Council	Throughout the year	X	X	X	X	X	X
Develop a Heritage Tree Calendar as an educational tool and fundraiser	Jefferson Heritage Tree Council	Sept - Nov	X	X	X	X	X	X
Develop a Heritage Tree Owner's Educational Event	Jefferson Heritage Tree Council	To be determined	-	X	-	X	-	X
Conduct a multi-even tree festival for the city's Arbor Day celebration to include a tree sale and tree care demonstration	Jefferson Heritage Tree Council	On or around 3rd Friday in February	X	X	X	X	X	X
Partner with arboricultural service contractors to conduct tree climbing and arboricultural techniques demonstrations at the tree festival	Jefferson Heritage Tree Council	On or around 3rd Friday in February	X	X	X	X	X	X
Conduct a park clean-up/tree work day as the city's Earth Day Celebration and Education Event	Jefferson Heritage Tree Council	On or around Earth Day April 22	X	X	X	X	X	X
Develop a JHTC display and exhibit at local events	Jefferson Heritage Tree Council	Sept 2010 - Aug 2011	X	X	X	X	X	X
Purchase, develop, and distribute program and tree care brochures	Jefferson Heritage Tree Council	To be determined	X	X	X	X	X	X
Provide continuing education opportunities for JHTC members	City Arborist, Jefferson Heritage Tree Council	To be determined	X	X	X	X	X	X
Complete the recertification application for Tree City USA and the Growth Award application	City Arborist, Jefferson Heritage Tree Council	November	X	X	X	X	X	X