The following table lists eligible urban and community forestry (U&CF) programs, practices and activities, and prerequisites by project goal and objective category. It is also a tool to develop and apply for financial assistance to complete a U&CF project through our financial assistance program. In addition to this document, you will need the following tools to help you complete your project planning and application.

- FAP Guidance for Writing a Project Goal, Objectives and Tasks
- FAP Project Planner
- FAP Work Plan
- FAP Budget - Cost Share Workbook or
- FAP Budget - Match Share Workbook or
- FAP Budget – No Cost Share Workbook

The goal of a project is to address the project need through the completion of one or several objectives (project goal and objective categories). The scope and complexity of the project dictates the number of objectives required to achieve the goal. Completing an objective will include the completion of one or more of the practices and activities within a respective project goal and objective category.

Project Goal and Objective Categories	Practices and Activities		Prerequisites
Advocacy Group Development	Strategic planning assistance to help the organization develop a long-range strategic plan.		501 c3 not-for-profit organization. Should include an outreach objective.
	Organization Strategic Plan Development	Fees for professional planning firm to facilitate and publish a strategic plan.	
	Equipment	Computer, software or printers.	
Education & Training	Development and delivery of educational products, events and programs.		
	Education/Training Event	Development and delivery of educational or training event.	

	Education/Training Products	Training and educational publications and media products.
	Education/Training Program	Development of long-term and/or large-scale education or training program.
	Education/Training Tools	PPE and tools required to complete the education or training program.
	Professional Certifications	Attend training and acquire a U&CF professional credential.
	Volunteer Stewardship Program	Development of a long-term, sustainable community volunteer U&CF stewardship program.
	Workforce Development Program	Development of a long-term, sustainable urban and community forestry job training program.
Inventories & Assessments	Resource inventories, assessments, program reviews and surveys.	Requires an outreach objective to inform the community of the assessment/inventory findings.
	Tree Canopy Cover Assessment	A tree canopy cover assessment uses aerial photographs and other types of remote sensing data to quantify the area of a community covered by tree canopy, vegetation, hardscape and other land cover features for planning purposes. The assessment also quantifies the ecosystem services provided by the tree canopy.
	Urban Heat Island Assessment	Assessment and analysis using remote sensing data and on the ground surveys will identify UHI areas from which mitigation strategies such as tree planting can be developed.

Program Assessment/Review	A formal review of an organization or program policies and practices to identify opportunities for organizational design improvement.	
Complete Tree Inventory	An inventory of all trees and planting sites located on community street right-of-ways and/or community properties.	Managing Community, tree inventory software, tree inventory specifications.
Partial Tree Inventory	A partial tree inventory records trees or sites that meet a specific management objective. Examples include a risk tree inventory, tree planting site inventory or an inventory of trees with forest health issue.	Tree inventory specifications.
Project Tree Inventory	An inventory of all trees located within a project area.	Tree inventory specifications.
Sample Tree Inventory	A statistically valid sample inventory of trees in a community or defined area in the community. The resulting data will provide estimates of numbers of trees, tree species, condition, age and management needs for planning purposes.	Sample Tree Inventory Specifications
Stakeholder Survey	Surveys of stakeholders to solicit comment and or identify issues and needs for strategic planning and implementation.	
Tree Inventory Tools	Computer software to house, maintain and manage a tree inventory. Data collection devices and other tree inventory tools.	
Outreach	Development and delivery of outreach products and events to inform and engage the community in urban and community forestry.	
Media Campaign	Development of a media campaign to promote an organization or program	

Outreach Event	Development and delivery of an outreach event.	
Outreach Program	Development of long-term and/or large-scale outreach program.	
Outreach Products	Outreach publications and media products.	
Event Registration	Process and tools to register/select participants in a project event.	
Stakeholder Survey	Surveys of stakeholders to learn urban and community forestry knowledge, needs and/or engage in an outreach, educational or training event.	
Final Report	A professionally published two to four-page infographic style report summarizing and illustrating the project need, goal, objectives and accomplishments.	Required for all projects.
Ordinances	Development of local ordinances defining local government's role in managing the urban forest.	Requires an outreach objective to inform the community of thee completed ordinance(s).
Conservation Development Ordinance	An ordinance that directs tree and other natural resource conservation during development.	Tree City USA and professional urban forestry staff or consultant
Historic/Legacy Tree Ordinance	An ordinance that provides protection for individual trees of historical significance.	Tree City USA
Landscaping Ordinance	An ordinance that specifies landscaping requirements for existing properties or properties under development.	Tree City USA and professional urban forestry staff or consultant

	Public Tree Ordinance	An ordinance that establishes municipal authority over the management of public trees and sets management policy and standards. All Tree City USA communities or communities working toward Tree City USA status must have a public tree ordinance.	
Plans		Urban and community forestry plans guide a community's management at the community wide scale.	
	Community Forestry Plan	A plan that guides the development and implementation of community wide or specific community forestry activities.	
	Practice Plans	A plan that establishes policies, goals, objectives and a budget that addresses a single urban forestry practice in the management of the community's urban forest. The primary audience is the staff and leadership of the organization. Examples include food forest plan, a risk tree mitigation plan, a tree planting and post-care plan or an urban wood utilization plan.	A canopy cover assessment or inventory of trees/sites relative to the respective practice that was completed within the last two years.
	Management Plan	A comprehensive plan that establishes policies, goals, objectives and a budget for the operational management of the community's urban forest. The primary audience is the staff and leadership of the organization.	Tree City USA municipality or Tree Campus Higher Education college/university that have a sample or complete tree inventory that was completed within the last two years.
	U&CF Comprehensive Plan	A comprehensive plan that establishes policies, goals and objectives for all U&CF activities for the management of the community's urban forest. The audience is the public, staff and leadership of the community.	NCFS Managing Communities only. Requires an outreach objective to share the plan with the community.

	Urban Forestry Standards and Specifications Document	Standards and specifications document to guide the planting, maintenance, removal and protection of community trees.	
Staffing and Consulting Services		Hire local U&CF staff or consultant to manage the urban forestry or community program. Accomplishment of U&CF objectives is required.	
	Professional U&CF Staff	Fund the salary of a U&CF staff person or contractor for professional services with a qualified urban forestry consultant. Terms are negotiable and contingent on the program offering but generally work on a declining funding assistance scale.	A copy of a draft job description will be required as well as objectives/deliverables that will be accomplished over the grant contract term.
	Professional U&CF Consulting Services	Fund an annual contract for consulting services with a qualified U&CF consultant to provide on demand services.	A draft copy of a consulting services contract will be required as well as objectives/deliverables that will be accomplished over the grant contract term.
Tree Maintenance		Develop and complete a small or large tree maintenance project. Small scale projects occur on a small, single site with generally less than 10 trees. Large scale projects occur on large or multiple sites with large number of trees.	An urban forestry professional must develop or review and approve the project. Requires an outreach objective to inform the community impacted by the completion of the work.

Small Maintenance Project Plan	Tree inventory, inventory/site map, maintenance specifications.	Large-scale project requires the addition of standalone objectives: Inventories & Assessments/Partial Tree Inventory, Plans/Practice Plan
Tree Pruning	Completion of the tree pruning project.	
Tree Removal	Completion of tree removal project.	
Tree Pruning Tools		
Tree Planting	Develop and complete a small or large-scale tree planting project. Small-scale projects occur on a small, single site with generally less than 10 trees. Large-scale projects occur on a large or multiple sites planting large number of trees.	An urban forestry professional must develop or review and approve the project. Requires an outreach objective to inform the community impacted by the completion of the work.
Small Planting Project Plan	Planting site inventory/site map, tree supply and planting specification.	Large scale project requires the addition of standalone objectives: Inventories & Assessments/Partial Tree Inventory, Plans/Practice Plan
Tree Planting	Completion of the tree planting.	
Tree Planting Site Preparation	Removal of poor soil, asphalt or concrete to establish suitable growing conditions for the species of tree to be planted.	
Tree Planting Tools and Supplies	Tools, mulch, staking supplies and watering bags.	

Indirect Project Administration	Administrative costs to manage a no cost share grant contract or match share grant contract. This is a listed objective of all projects but is not counted in the project objective count.		Cannot exceed 20% of the project cost.
	Indirect Administration	Grant contract administrative time and materials costs including management of required documentation, reimbursement requests, interim project reports and the final report.	Must be assigned to a project team member. Can be a third-party professional services provider.