Our customers have varying urban and community forestry (U&CF) management, administrative and planning knowledge, skills and abilities (KSAs). Each community has also accomplished none, several or all of our U&CF management measures, achieving one of our management classifications. Our expectation is that you assess the customer's KSAs, where they are on the management hierarchy and offer them the services to guide them and complete the next U&CF management measure or measures. We also expect that urban forestry best management practices are followed in the completion of this work.

➢ Resources – Our expectations, guidance and BMPs are found on our NCFS U&CF webpages. The U&CF Resources & Specifications webpage is the one page where you can find all guidance documents, recommended work specifications and BMPs. This is always a work in progress, and we welcome your feedback and recommendations.

➢ Financial assistance program application guidance
   o Needs and opportunities statement
      ▪ The benefits urban forestry provides for a community are a given. All urban and community forestry projects will enhance these benefits so providing general statements about these benefits is unnecessary.
      ▪ Published data or professionally based observations of urban forestry needs are required. Examples include the following.
         • Inventories and assessments
            o No or dated urban forest management data
            o Number of street miles, property acreage and estimated numbers of trees and planting spaces
         • Ordinances, policy, standards and specifications
            o Absence of or deficiencies
         • Plans
            o Absence of practice or management plans required to address the findings of an inventory or assessment
            o Published community plans that call for the enhancement of urban forest management
         • Tree maintenance
            o Tree maintenance needs identified in an inventory or professional observations.
            o Absence of systematic tree maintenance.
            o Actual or historical management information justifying need such as age class (over-mature or young) or high tree maintenance service request frequency

- Tree planting
    - Tree-planting needs identified in an inventory, assessment or professional observations.
    - At risk population.
- Outreach
    - Outreach is required for all projects.
    - Absence of or deficient outreach program.
- Education and training
    - Published studies identifying need.
    - Community specific observations identifying need.
- Services quote
    - Include the cost for you to lead the municipality in the whole process of completing the service(s) they need
        - Project management
        - Outreach products and events
        - Urban and community forestry deliverables
    - Use the terminology of our NCFS U&CF FAP Glossary of Deliverables and Requirements document to define the service/deliverable you will be providing.
    - Format
        - Work plan
            - By project quarter
                - List of deliverables that will be worked in the quarter
                - Short narrative description of how the deliverables will be worked and what will be completed
        - Fee schedule
            - Use our RFA Budget Form as a guide.
            - Estimated cost of the services to be provided to complete each of the deliverables.