

# New Haven Urban Resources Initiative



## General Information

### Contact Information

<b>Nonprofit</b>	New Haven Urban Resources Initiative
<b>Address</b>	301 Prospect St New Haven, CT 06511
<b>Phone</b>	(203) 432-6570
<b>Web Site</b>	<b>Web Site</b>
<b>Facebook</b>	<b>Facebook</b>
<b>Twitter</b>	<b>Twitter</b>
<b>Email</b>	Colleen.murphy-dunning@yale.edu

### At A Glance

<b>Year of Incorporation</b>	1993
<b>Organization's type of tax exempt status</b>	Exempt-Other
<b>Organization received a competitive grant from the community foundation in the past five years</b>	Yes

# Mission & Areas Served

## Statements

### **Mission**

The mission of URI is to foster environmental stewardship and human development by promoting citizen participation and community action through education, institutional cooperation and professional guidance.

### **Background**

New Haven Urban Resources Initiative (URI) is a 501(c)(3) non-profit organization founded in 1991 and affiliated with the Yale School of Forestry and Environmental Studies (FES). Our purpose has always been to engage the community of all ages, backgrounds, and income to understand and take responsibility for their environment. We began in 1991 with k-12 school environmental education programs, grew in 1995 with community greening programs, and expanded in 2007 with GreenSkills, our green jobs program planting all of the public trees for the City of New Haven.

As a community partner, we combine the expertise of environmental educators, scientists, and land managers with that of teachers and neighborhood leaders to create projects that meet specific needs of urban communities. The cornerstones of our work are listening to local concerns and developing environmental programs in collaboration with neighborhood groups, city agencies, and schools to foster environmental stewardship and human development.

## **Impact**

URI's top five accomplishments of the past year:

- 1) This year URI will have planted 628 trees with volunteers from Community Greenspace (74 trees) and hired teens and prison survivors in GreenSkills (245 trees in the spring and 309 trees this fall). Beyond beautification, it is estimated that New Haven's street trees currently save the city about \$4 million per year. These savings come through reducing storm water runoff, improving air quality and public health, and lowering energy bills, among other things. All New Haven residents may request a free street tree through this program.
- 2) In summer 2017, we worked with 843 volunteers, hosting 350 events, and enabling 4,523 hours of community service through the Community Greenspace program! The program's 3 main goals are to build community, foster stewardship of public lands, and restore the environmental landscape of New Haven. The program held several well-received community workshops and events on tree planting, pruning, perennials, tree identification and tours of Greenspaces. Over 300 New Haven neighborhood sites and parks have been improved through this program since 1995.
- 3) URI has a strong partnership with several organizations and local Greenspace groups to implement the Urban Oasis program to create and maintain habitat for birds and pollinators. To accomplish this goal URI works with Audubon, City of New Haven, Common Ground, U.S. Fish & Wildlife and the following local groups: Cherry Ann, Beaver Ponds Park, Dover Beach, West River, Edgewood Park, Farmington Canal, Wintergreen Brook, Mill River Trail, the CT Ag Experiment Station, and UCSC campus.
- 4) URI has created 20 bioswales in New Haven to demonstrate and study best practices for managing stormwater runoff. URI is working closely with the City Engineering Department, EMERGE, Common Ground, Yale School of Forestry & Environmental Studies, and many local volunteers with the 3 goals of: reducing storm water runoff and consequential pollution in the Long Island Sound and New Haven; better understanding the capacity of green infrastructure to reduce pollution; and demonstrating the feasibility of bioswales in the region (as the City plans to build 200 bioswales in downtown over the next two years).
- 5) This year GreenSkills trained 30 high school interns and 12 adult apprentices (ex-offenders) for successful careers in tree care, landscaping, and environmental restoration. The impact of the program on the participants, providing training and steady employment and rewarding work that benefits society can be better understood by watching our GreenSkills video, which can be viewed here: <http://uri.yale.edu/news-videos>

We hope to meet these goals again next year and expand the impact of our projects, to support again another 1,000 Greenspace volunteers, to plant another 6-700 trees, to train more teens and prison survivors in our GreenSkills program, to strengthen our partnerships making parts of our city an attractive oasis for migratory birds and pollinators and our city more resilient in the face of climate change and the increasing frequency and strength of storms.

## **Needs**

The GreenSkills program has been primarily supported by the City of New Haven. During the economic downturn, we lost substantial funding for the program due to municipal cuts. As a result, we have had to adjust our Tree Haven 10K planting goal to a longer time frame. Our priority is to continue to train and support our interns and apprentices (teens on weekends and adult ex-offenders during the week). Given our reduced budget, we plant fewer trees but continue to train them in inventorying street trees.

1.82 Intern Stipends (\$61,000)

2. Trees, shrubs, and perennials (50 Community Greenspace groups -\$50,000)

3. GIS software and technical support (\$15,000)

4. Fuel to deliver trees and other materials (\$8,000)

**CEO Statement**

As a small non-profit organization with 3 full-time and 2 part-time staff we know to be successful we must leverage resources through partnerships. More fundamental is our vision that citizen activists cannot successfully manage the landscape alone – we must do so in concert with government, who has the public mandate to manage public land.

One strength of our program is the tree planting undertaken creates a tangible lasting improvement. Community Greenspace volunteers and GreenSkills interns alike comment on how they value participating in the program because they feel they are making a difference. Planting trees is an empowering act.

Another key strength of our non-profit is our relationship to the Yale School of Forestry & Environmental Studies, which creates a powerful mutual pathway transporting knowledge from the university to the community, and providing an opportunity for university students to make a contribution as they learn.

**Board Chair Statement**

Urban Resources Initiative (URI) is a highly productive community not-for-profit organization that works in conjunction with the Yale School of Forestry and Environmental Studies. Our mission is to foster community-based land stewardship, promote environmental education, advance the practice of urban forestry and community parks, provide green jobs to high school interns and paid green job training to men in transition, and furnish clinical educational opportunities to Yale students. Our mission rests on the recognition that engagements by urbanites with their landscape are essential to their happiness and well-being, and have positive impacts on building communities. URI focuses on four areas:

- Community Forestry and Greenspace: URI works with local New Haven community groups and residents to replant, restore, and reclaim the urban environment. We seek out those areas traditionally seen as problems—abandoned schoolyards, vacant lots, derelict buildings, and historically neglected areas in the city—and turn their rehabilitation into opportunities for the social and physical renewal of our community and environment.
- Greenskills: URI provides paid green job training to men in transition.
- Bioswales: URI has been the primary contractee with the City of New Haven to construct bioswales, which reduce pollution by separating storm-water runoff from streets with the sewer system. We are hopeful that we may receive a larger contract to create more bioswales. Such a contract will also allow us to provide more well paying jobs for persons in transition.
- Environmental education: Our Greenspace and GreenSkills programs provide workspaces for community members and Yale students receive clinical environmental education together.

**Service Categories**

**Primary Organization Category**

Environment / Environmental Education

**Secondary Organization Category**

Public & Societal Benefit / Citizen Participation

**Areas Served**

New Haven

Greater New Haven, CT

# Programs

## Programs

### Community Greenspace

<b>Description</b>	The Community Greenspace program provides material supplies, technical advice, and classroom-based and hands-on training delivered by URI staff and Yale graduate student interns to support inner city New Haven residents who wish to reclaim and then maintain the landscape of their urban neighborhoods. Nearly 1,000 citizen volunteers participate annually.
<b>Budget</b>	\$125,000.00
<b>Category</b>	Environment, General/Other / Environmental Education
<b>Population Served</b>	Families / Children and Youth (0 - 19 years) / Aging, Elderly, Senior Citizens
<b>Program is linked to organization's mission and strategy</b>	Yes
<b>Short Term Success</b>	<p>The Greenspace program achieves certain goals of the City's administration including strengthening neighborhoods, curbing blight, planting street trees, supporting park "friends" groups, and fostering a stronger future for New Haven's environment. Greenspace helps communities take a larger stake in their neighborhoods by encouraging groups to improve their surrounding landscapes through tackling issues such as litter, graffiti, tree trimming, and traffic flows.</p> <p>The Greenspace Program works with approximately 50 volunteer groups each year to reach these goals throughout New Haven's neighborhoods.</p>
<b>Long Term Success</b>	<p>A primary goal of the program is to build strong connections among residents, which often contribute to safer, more attractive, and healthier neighborhoods. Citizen engagement is the driving force of the Greenspace program. Citizens initiate the projects, identifying their environmental issues and focus. The project spaces identified by neighbors run the gamut from publicly-owned land, such as parks and curbstrips, to publicly-oriented spaces, such as vacant lots and even front yards. Citizens carry out the physical labor to achieve their project goals and commit to long-term stewardship. URI works closely with the community groups to provide technical and organizing guidance and most of the materials needed to implement and sustain the projects.</p>

**Program Success Monitored By**

Each year plants are evaluated approximately one year after the planting to record survival and condition. This survival monitoring is conducted with a new Community Forestry intern and members of the community that did the planting the year before. A map of the planting and a corresponding monitoring worksheet assist in tracking the correct number planted and survived. This monitoring assists both community members and interns in learning plant identification. The exercise is an opportunity for good discussion on the causes of plant death and how to improve conditions for plant survival in the group's future plantings.

We use units to enter the location of the planting into the handheld device. The unit records the latitude/longitude of the planting site. We found this new technology effective because it allows us to display the plantings into digital maps (posted online).

Every year we have a high survival rate for street trees (95% or above). Typically, we do not lose any more than one tree per species and most species have 100% survival rates. We plant a high level of variety (over 40 species).

Community involvement and building is monitored through the number of volunteers and hours worked by each group. In the summer of 2017, a total of 843 volunteers came together for 350 community events for a total of 4,523 hours of community service and fellowship.

**Examples of Program Success**

This is the final report from one of the 50 groups we worked with this summer.

Group Name: Cherry Ann Park (in Newhallville)

Community Investment: 56 individual volunteers; 311 community volunteer hours; 11 community events

Restoration: 29 shrubs planted; 34 perennials planted; 1 yd of mulch; 1 yd of compost

Project Narrative: Cherry Ann continues to be a special Greenspace group that inspires the New Haven community with all that it has accomplished in four years. Dedicated group leaders, Miss Connie and Mr. Mike, along with their neighbors and a passionate community of children from Cherry Ann Street have created an incredible asset for the community. The park is used by neighbors, school groups, and camps throughout the summer months, and people are beginning to realize what a treasure they have in their own back yard. At the beginning of the summer, the group co-hosted a well-attended public event for inauguration of their community garden plots. The US Conference of Mayors, Mayor Toni Harp, and other local and national partners recognized the group for their park-building efforts over the years. The rest of the summer the group focused their energy on maintaining and beautifying the Cherry Ann Street entrance, planting new shrubs at the entrance by King Robinson School, tending to the Urban Oasis swales, and continuing to clear invasive plants around the perimeter. The group also spent plenty of time tending to the 30+ trees and 60+ shrubs and perennials planted at the by volunteers last year.

## GreenSkills

<b>Description</b>	<p>Our <i>GreenSkills</i> program creates an opportunity to solve two of New Haven's pressing needs: the decline in street tree canopy across the city with more trees removed than planted, and the underemployment of teenage youth and formerly incarcerated adults.</p> <p><i>GreenSkills</i> is a career development program. The program utilizes hands-on training delivered by URI staff and Yale graduate student interns. The Yale students serve as mentors to inner city high school teens on weekends and during the week they work alongside prison survivors who wish to learn job skills in urban forestry. We partner with the Sound School and Common Ground who select the teens each year. We partner with EMERGE who selects the men we work with each year.</p>
<b>Budget</b>	\$400,000.00
<b>Category</b>	Environment, General/Other / Environmental & Urban Beautification
<b>Population Served</b>	At-Risk Populations / Children and Youth (0 - 19 years) /
<b>Program is linked to organization's mission and strategy</b>	Yes
<b>Short Term Success</b>	<p>Since the <i>GreenSkills</i> program's inception, over 5,000 trees have been planted on public land in New Haven. Each tree planted is in response to a request from a citizen who in return promises to water and care for the newly planted tree. Thus, each tree represents greater environmental stewardship in the community. And, each year we have paid positions for 36 high school interns and 15 prison survivors to gain leadership and job skills, and a greater understanding of their environment. The interns have learned to professionally plant trees; identify tree species; use GPS technology to inventory trees; work as a positive member of a team; expand leadership abilities; increase their ecological knowledge; and develop a stewardship ethic for the land.</p>
<b>Long Term Success</b>	<p>The street tree population of New Haven had been in rapid decline with more trees removed than planted each year prior to the establishment of the <i>GreenSkills</i> program in 2007. The program's goals are twofold: high school students and adult ex-offenders gain professional training, work experience, and benefit from mentorship of URI staff and Yale college students while the New Haven citizenry benefit from the increased number of street trees, which remove pollution, lower energy use, improve water quality, improve human comfort, and increase urban property values. The <i>GreenSkills</i> program is implemented in close cooperation with the City of New Haven. In addition to the long term ecological impact of the increased canopy cover, all of the participating interns gain technical training and job skills that better prepare them for the future employment opportunities.</p>
<b>Program Success Monitored By</b>	<p>Multiple measurement tools are utilized including performance reviews, reflection sessions and monitoring of survival of trees planted. Performance evaluations are completed twice for each intern - midterm and at conclusion. The interns self-evaluate and meet with supervisors to compare measures and comments. Reflection sessions are held as a group to discuss how their participation in the program has affected them. We use ArcGIS Online and the smartphone app Collector to track tree survival rates.</p>

## Examples of Program Success

URI has monitored and increased New Haven's street tree canopy by engaging urban high school and recently released ex-offenders in inventory and planting efforts. Over 143 high school interns and 171 adult apprentices have participated.

Participants are empowered by job responsibility, and gain a new confidence of what they are able to accomplish. They describe feeling a sense of ownership and pride over the trees they plant, and enjoy sharing newfound knowledge with friends and family.

The greatest impact of the GreenSkills program for the adult crews comes from the positive reinforcement of neighbors repeatedly thanking the GreenSkills teams for their hard work, which helps to soften the negative stigma of incarceration and create the environment needed for personal transformation.

Examples of student's responses in reflection sessions:

*I've gained "the confidence to achieve the task I'm assigned to. I've learned my actions affect my teammates, and that they depend on me to help get the task or goal done. I have to do my part, to work hard, and to back up my team as a good leader."*

*Another stated that he learned a core skill he could teach others and learned that you could feel pride for the city you live in by putting in time to make it a better place."*

## Program Comments

### CEO Comments

In 2009, Mayor DeStefano, Jr. committed to the goal of planting 1,000 public trees annually from 2010-2015. In 2010, we met this ambitious goal and planted 1,017 trees through the GreenSkills and Greenspace programs. In subsequent years we have had to alter the goal with the City's budget cuts to expand the time frame. Our goal is to plant 700 trees each year. The budget for the interns has stayed the same, while we have reduced the budget for trees and related materials.

# Leadership & Staff

## CEO/Executive Director

Colleen Murphy-Dunning

### Term Start

Jan 1995

### Email

Colleen.murphy-dunning@yale.edu

## Co-CEO

### Term Start

Jan 0

## Staff

<b>Number of Full Time Staff</b>	3
<b>Number of Part Time Staff</b>	2
<b>Number of Volunteers</b>	1000
<b>Number of Contract Staff</b>	0
<b>Staff Retention Rate</b>	100%

## Staff Demographics - Ethnicity

<b>African American/Black</b>	0
<b>Asian American/Pacific Islander</b>	0
<b>Caucasian</b>	5
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0
<b>Other</b>	0 0

## Staff Demographics - Gender

<b>Male</b>	2
<b>Female</b>	3
<b>Unspecified</b>	0

## Plans & Policies

<b>Organization has a Fundraising Plan?</b>	Under Development
<b>Organization has a Strategic Plan?</b>	Yes
<b>Years Strategic Plan Considers</b>	5
<b>Date Strategic Plan Adopted</b>	Jan 2013

<b>Management Succession Plan?</b>	No
<b>Organization Policy and Procedures</b>	No
<b>Nondiscrimination Policy</b>	Yes
<b>Whistleblower Policy</b>	No
<b>Document Destruction Policy</b>	No

## Former CEOs and Terms

<u>Name</u>	<u>Term</u>
Leigh Shemitz	Jan 1994 - Jan 2000

## Senior Staff

Christopher Ozyck

**Title** Greenspace Manager

Anna Pickett

**Title** Development & Outreach Manager

Katherine Beechem

**Title** GreenSkills Manager

Matthew Viens

**Title** GreenSkills Program Manager

## Formal Evaluations

<b>CEO Formal Evaluation</b>	Yes
<b>CEO/Executive Formal Evaluation Frequency</b>	Annually
<b>Senior Management Formal Evaluation</b>	Yes
<b>Senior Management Formal Evaluation Frequency</b>	Annually
<b>Non Management Formal Evaluation</b>	No

## Collaborations

New Haven URI collaborates with many partners including the Yale School of Forestry & Environmental Studies, City of New Haven, Common Ground H.S., Sound School, EMERGE, and 50+ community volunteer groups.

## Comments

### **CEO Comments**

We had our first turnover in our full-time staff since 1995 in June 2015 and hired an additional full-time staffer in September 2016. We hired Katie Beechem in 2015 as GreenSkills Manager, succeeding Margaret Carmalt who

has returned to graduate school and Matt Viens to be GreenSkills Program Manager in 2016.

# Board & Governance

## Board Chair

Laurence Nadel

### Company Affiliation

self-employed

### Term

Mar 2016 to Mar 2018

## Board of Directors

<b>Name</b>	<b>Affiliation</b>
Anna Bartow	Community Volunteer
Josephine Bush	community volunteer
Heidi Coutu	Community volunteer
Zeb Esselstyn	
Gordon Geballe	Yale University School of Forestry
Christine Kim	Yale University School of Forestry
Sara Ohly	Community volunteer
Erik B. Pearson	Soundview Capital Management
Ed Rodriguez	
Britton Rogers	independent architect
Joe Ryzewski	United Illuminating Company
Errol C. Saunders II	Hopkins School
Semi Semi-Dikoko	
Harry Wexler	Holt, Wexler & Farnum, LLC
Don Williams	

## Board Demographics - Ethnicity

<b>African American/Black</b>	3
<b>Asian American/Pacific Islander</b>	1
<b>Caucasian</b>	10
<b>Hispanic/Latino</b>	1
<b>Native American/American Indian</b>	0
<b>Other</b>	10

## Board Demographics - Gender

<b>Male</b>	10
<b>Female</b>	5
<b>Unspecified</b>	1

## Governance

<b>Board Term Lengths</b>	3
<b>Board Term Limits</b>	0
<b>Board Meeting Attendance %</b>	0%
<b>Number of Full Board Meetings Annually</b>	10
<b>Written Board Selection Criteria</b>	No
<b>Written Conflict of Interest Policy</b>	Yes
<b>Percentage Making Monetary Contributions</b>	100%
<b>Percentage Making In-Kind Contributions</b>	100%
<b>Constituency Includes Client Representation</b>	Yes

## Standing Committees

Development / Fund Development / Fund Raising / Grant Writing / Major Gifts  
Board Governance  
Program / Program Planning

## Additional Board/s Members and Affiliations

<b>Name</b>	<b>Affiliation</b>
Myles Alderman	Community Volunteer
Bruce Alexander	Yale University
Claire Bennitt	
Susan Foster	Community Volunteer
Chris Getman	Soundview Capital
William Ginsberg	Community Foundation for Greater New Haven
Stephanie Jacoby	Community Volunteer
Meghan Knight	Community Volunteer
Lawrence Lipsher	Community Volunteer
Marta Moret	Community Volunteer
Patricia Pierce	Community Volunteer
Douglas Rae	Yale University
Leigh Shemitz	Soundwaters
Betty Thompson	
James Travers	United Way for Greater New Haven

# Financials

## Financials

**Fiscal Year Start**

Jan 01 2017

**Fiscal Year End**

Dec 31 2017

**Projected Revenue**

\$513,449.00

**Projected Expenses**

\$513,449.00

**Endowment Value**

\$0.00

**Spending Policy**

N/A

**Percentage (if selected)**

0%

## Detailed Financials

**Prior Three Years Total Revenue and Expense Totals Chart**

Fiscal Year	2016	2015	2014
<b>Total Revenue</b>	\$601,507	\$611,605	\$518,382
<b>Total Expenses</b>	\$560,860	\$585,796	\$514,310

**Prior Three Years Revenue Sources Chart**

Fiscal Year	2016	2015	2014
<b>Foundation and Corporation Contributions</b>	\$270,464	\$294,410	\$234,111
<b>Government Contributions</b>	\$51,412	\$47,302	\$241,553
<b>Federal</b>	--	--	--
<b>State</b>	--	\$10,000	--
<b>Local</b>	--	--	--
<b>Unspecified</b>	\$51,412	\$37,302	\$241,553
<b>Individual Contributions</b>	--	--	--
<b>Indirect Public Support</b>	--	--	--
<b>Earned Revenue</b>	\$276,269	\$267,247	\$40,000
<b>Investment Income, Net of Losses</b>	\$290	\$314	\$430
<b>Membership Dues</b>	--	--	--
<b>Special Events</b>	--	--	--
<b>Revenue In-Kind</b>	--	--	--
<b>Other</b>	\$3,072	\$2,332	\$2,288

**Prior Three Years Expense Allocations Chart**

Fiscal Year	2016	2015	2014
Program Expense	\$472,772	\$521,925	\$432,348
Administration Expense	\$75,411	\$62,371	\$73,165
Fundraising Expense	\$12,677	\$1,500	\$8,797
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	1.07	1.04	1.01
Program Expense/Total Expenses	84%	89%	84%
Fundraising Expense/Contributed Revenue	4%	0%	2%

**Prior Three Years Assets and Liabilities Chart**

Fiscal Year	2016	2015	2014
Total Assets	\$613,447	\$532,815	\$506,337
Current Assets	\$613,447	\$532,815	\$506,337
Long-Term Liabilities	\$51,847	\$51,343	\$47,948
Current Liabilities	\$55,242	\$15,761	\$18,487
Total Net Assets	\$506,358	\$495,711	\$439,902

**Prior Three Years Top Three Funding Sources**

Fiscal Year	2016	2015	2014
Top Funding Source & Dollar Amount	The Community Foundation for Greater New Haven \$212,555	National Fish & Wildlife Foundation \$86,469	New Haven Ecology Project \$45,368
Second Highest Funding Source & Dollar Amount	National Fish & Wildlife Foundation \$195,048	New Haven Ecology Project \$44,702	The Community Foundation for Greater New Haven \$30,636
Third Highest Funding Source & Dollar Amount	New Haven Ecology Project \$189,460	The Community Foundation for Greater New Haven \$26,000	CT Fund for the Environment \$15,900

Solvency

**Short Term Solvency**

Fiscal Year	2016	2015	2014
Current Ratio: Current Assets/Current Liabilities	11.10	33.81	27.39

**Long Term Solvency**

Fiscal Year	2016	2015	2014
Long-Term Liabilities/Total Assets	8%	10%	9%

Capital Campaign

**Currently in a Capital Campaign?**

No

**Capital Campaign Purpose**

N/A

**Goal**

\$0.00

**Capital Campaign Anticipated in Next 5 Years?**

No

Comments

### Foundation Staff Comments

This profile, including the financial summaries prepared and submitted by the organization based on its own independent and/or internal audit processes and regulatory submissions, has been read by the Foundation. Financial information is inputted by Foundation staff directly from the organization's IRS Form 990, audited financial statements or other financial documents approved by the nonprofit's board. The Foundation has not audited the organization's financial statements or tax filings, and makes no representations or warranties thereon. The Community Foundation is continuing to receive information submitted by the organization and may periodically update the organization's profile to reflect the most current financial and other information available. The organization has completed the fields required by The Community Foundation and updated their profile in the last year. To see if the organization has received a competitive grant from The Community Foundation in the last five years, please go to the General Information Tab of the profile.



The Community Foundation  
for Greater New Haven

70 Audubon Street, New Haven CT 06510  
203-777-2386

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