

The Urban Ecology Collaborative Assessment:

Understanding the Structure, Function, and Network of Local Environmental Stewardship

Erika Svendsen and Lindsay Campbell

USDA Forest Service, NE Research Station

Urban Ecology Collaborative (UEC) Research Committee

Report Summary

Submitted to the UEC Steering Committee and

USDA Forest Service State & Private Forestry

Abstract

The goal of the assessment is to better understand the role of community stewardship organizations (CSOs) engaged in urban forestry initiatives in selected major cities in the Northeastern U.S.: Boston, New Haven, New York City, Pittsburgh, Baltimore, and Washington, D.C. Using information collected by UEC partnership groups, the main objectives of the assessment are to:

- “Discover the gaps between biophysical and social resources, organizations, and programs;
- Highlight specific stewardship opportunities, priorities and resources in each major city;
- Examine the current capacity of organizations to use urban and community forestry activities in the improvement of the physical environment and quality of life issues common to large urban areas;
- Determine strategies for the exchange of urban and community forestry tools and techniques.” (UEC 2004).

Criteria for study included organizations dedicated to using ecological strategies to create, restore, amplify or maintain any part of the urban landscape. These organizations include informal community groups, formal nonprofits, as well as municipal, state, and federal partners. Findings suggest that local CSOs partner with civil society, the private sector and government agencies vertically, interacting at multiple scales, ranging from neighborhood to city to region. Most of these groups operate on staffs of zero or fewer than ten, with small cohorts of community volunteers (and potentially larger numbers of site “users” and one-time volunteers). Resources are scarce and insufficient, with stewards relying upon individual donations, local foundations, and municipal support. The stewardship networks are rather self-contained, and do not include business or even legal groups, which may point to a gap between stewardship and environmental justice groups. CSOs with an urban social movement/lifestyle focus are generally young, emerging in the 1970s onward as a potentially larger tenet of regional environmentalism. The potential for CSOs to inspire new forms of urban environmental management is quite high given recent trends in densely populated areas. However, the potential for increased fragmentation is important to consider and should be further explored.

Background

Much of the literature on environmental civil society and social movements focuses on national and global campaigns and actors. While these relationships are both critical and interesting, it is no less important to explore the nature and nuances of locally based environmental stewardship organizations. Comprised of both informal and formal organizational networks, these groups interact at multiple scales ranging from the neighborhood unit to the regional scale.

Methods

The UEC assessment was conducted in 2004 by the research subcommittee of the Urban Ecology Collaborative (UEC), with support funding from the USDA Forest Service, State & Private Forestry, Urban and Community Forestry Program. The established process was that each city would generate (or use existing) lists of organizations that are currently engaged in urban ecology initiatives. These initiatives could range from tree planting to open space design to environmental education, with the common criterion being that the organization or informal group must be actively supporting or caring for some piece of the urban landscape. From these lists, a sample of organizations was selected for study, stratified by management type, which consisted of: non-profit, federal, state, and local government, for-profit, community-based groups and individuals (usually independent environmental contractors). The outreach strategy to those organizations varied by city: with New Haven convening a meeting and distributing surveys in person, while Pittsburgh, Washington, D.C., and Boston relied upon emailing and phone outreach. The New York City methodology was drawn from a population of 2,004 groups compiled from the combined stewardship databases, participant rosters, and organizations tracked by the largest urban ecology intermediary groups in the city and in some cases region.

The six cities combined to survey 135 organizations (34 in New York City, 19 in Baltimore, 9 in Boston, 34 in Washington, D.C., 20 in New Haven, and 19 in Pittsburgh), which is not comprehensive enough to make any sort of quantitative cross-city comparisons. Because the sample was not drawn randomly, it does not enable the use of predictive statistics (e.g. regressions or means testing) on this dataset. Although this limits the analysis and makes clear the need for further study, the intent of this project was to be a first cut at characterizing the patterns and characteristics of an under-studied set of civil society and public actors. Thus, frequencies and percentages will be used to report the overall trends in the data.

Findings

The groups in the UEC assessment clearly straddle the divide between environmental protection and community development. Based on the coding of open-ended reporting of missions and major programs, these groups focus on improvement of environmental quality (22.5%), community development (39.2%), and environmental education (38.3%).

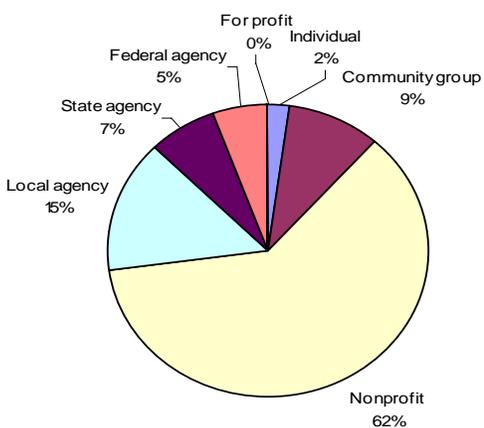


Figure 3: Management Type

Organizational Demographics: Management Type and Age of Organization

Because the goal of the UEC assessment was to understand local environmental stewardship, rather than solely the role of civil society, we see that there is a mix of organization types included in the results (see Table 3, appendix). However, despite an attempt to be inclusive of government actors, it is evident that civil society actors outnumber them, with nonprofits, community groups, and individuals comprising 73% of the sample. This is likely a reflection of the fact that government agencies are larger and more centralized, while nonprofits and community groups are more local and place-based. So, for example, while there is one New York City Park Department, there are over 700 community gardens and more than 1000 active park-based

stewardship groups in New York City. The level of civil society involvement is significant from a managerial standpoint, since it means that resource managers wishing to make changes on a landscape or

to improve ecological functioning in a watershed will need to do so in concert with informal and nonprofit groups.

At the same time, one might make the argument that the hard boundaries of public entities and civil society actors begin to blur at the local level. There are examples of intermediaries like the Harbor Estuary Program, which is a National Estuary Program authorized by the EPA including participants “from local, state, and federal environmental agencies, scientists, citizens, business interests, environmentalists, and others” (HEP 2005). These intermediaries, organized around particular site types, seem to have a more prominent presence in New York City, which is a function of the size and complexity of the stewardship network there. These organizations differ from the majority of the small nonprofits and groups included in this survey that directly carry out volunteer stewardship.

Distinctly missing from this survey is the business community. This is due to both to the nature of the populations from which the samples were drawn and the criterion applied for inclusion in the survey. This is not to say, however, that the for-profit sector is not involved in the local environment; it is simply not involved in the stewardship function of public lands in the same way as non-profit groups. The assessment shows that 18.5% of respondents listed corporate donations as one of their top three sources of funding, the third highest ranking funding source overall. Also, the involvement of corporate volunteers in large-scale one time park clean-up days and other events is quite common. Sustained environmental stewardship, however, is not generally a long-term function filled by these firms.

Based on the coding of open-ended reporting of missions and major programs, stewardship groups focus on improvement of environmental quality (22.5%), community development (39.2%), and environmental education (38.3%), showing that the groups have environmental and community values. Generally, community stewardship organizations (CSOs) are young, with over 90% founded since 1970. Although the groups are local rather than transnational, many of these groups have become ‘translocal,’ interacting across spatial boundaries and linked by core issues or similar organizational structures.

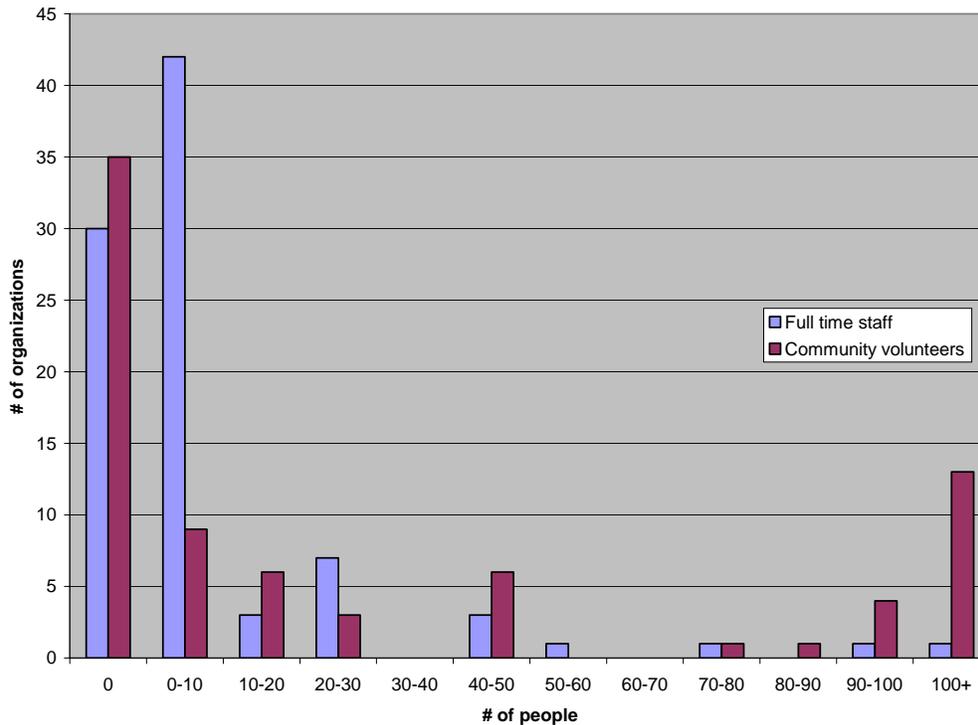
The mean founding date of all stewardship groups is late 1981. Also, there are 12 civil society groups founded since 2000; even though we are only halfway through this decade, it appears that group formation is keeping pace with the 1980s and 1990s. It may even be on the increase, given that newer organizations might have been systematically undersampled from a parent population based on databases that are in some cases up to three years old.

Organizational Socioeconomic Resources: Staff, Budget, Funding Source, and Information

Staff size is an important measure of the level of development and formality of an organization, and looking at staff size and community volunteer base together can give a sense of how an organization accomplishes its work and at what scale. The stewardship groups are generally small in size, with 63.8% of all organizations and 80.7% of CSOs having fewer than ten full time staff. The number of organizations with zero full time staff is also notable, with many of the groups operating entirely on a volunteer basis. Groups with zero full time staff were not just the volunteer community groups as one might expect, but were evenly divided between formal nonprofits and informal groups.

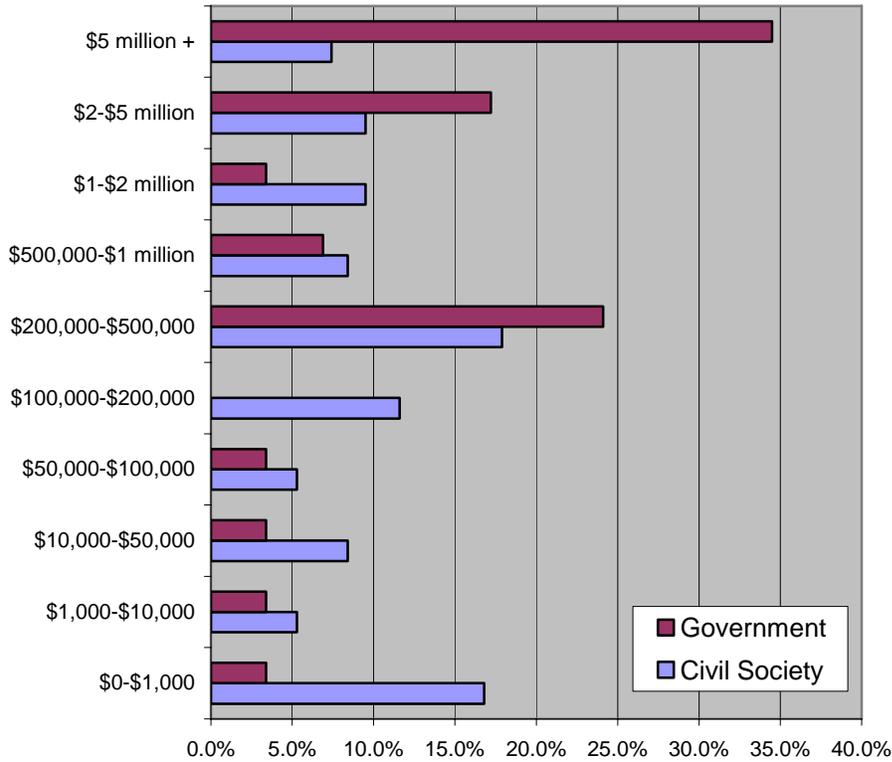
Another surprising finding was the large number of groups with zero or less than ten community volunteers, as stewardship is popularly associated with high levels of volunteerism. There were seven CSOs that reported having *both* zero full time staff and zero community. Furthermore, though these groups are all-volunteer and do serve the broader community informally by creating public green space and beautifying neighborhoods, they count *members* as the only participants rather than users of the site.

**Figure 5: Human Resources for Civil Society Organizations
(nonprofit, community group, individuals)**



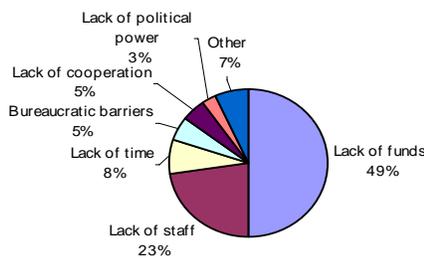
Budget can be considered one of a group’s most fundamental resources. Budget—along with volunteer staff and in kind donations—entirely determines the level of possible staffing and on the ground programs. Over 16% of the CSOs function with a budget of under \$1000/year, indicating a large, grassroots, under-resourced portion of the network (see Figure 6). These include the site-specific stewardship groups, such as community garden groups, school garden groups, neighborhood park “friends of” groups, and environmental “clubs”. The network is not entirely without financial resources, however, as over 64% of the CSOs have budgets of larger than \$100,000/year. The intermediate-sized organizations with budgets of \$100,000-\$500,000 include citywide groups like the New Haven Land Trust and the Boston Toxics Action Center, as well as larger environmental education groups. Those with resources over \$1 million include high profile citywide friends-of parks groups like the Pittsburgh Parks Conservancy, as well as nationally significant nonprofits (many of which were located in Washington, D.C.) like American Forests and the America the Beautiful Fund. The diversity of groups even within the mantle of urban ecology stewardship helps to explain the wide range of budgets that are observed.

Figure 6: Percentage of Groups by Budget Category



Despite the available resources, 49% of groups in the survey identified “lack of funds” as the top barrier to the successful pursuit of their organizational missions. The second highest barrier was “lack of staff” at 23%, which is at least partially a function of lack of funds. These responses were generated in response to an open question rather than picking a response from a list. Additional barriers include (in rank order): lack of time, bureaucratic barriers, and lack of political power (see Figure 7). Moreover, respondents were asked if they agreed with the statement “this budget adequately serves my group’s needs.” Fifty-three percent of respondents disagreed (and 27% were neutral). Therefore, we can conclude that the current allocation of resources is not meeting the needs of the majority of urban ecology organizations. Whether it is an issue of absolute resources or allocation cannot be determined, but it makes the need for leveraging resources all the more important. Indeed, the potential to leverage resource and pursue joint fundraising was one of the driving motivators behind the formation of the multi-city collaborative (the UEC) that supported the assessment discussed here.

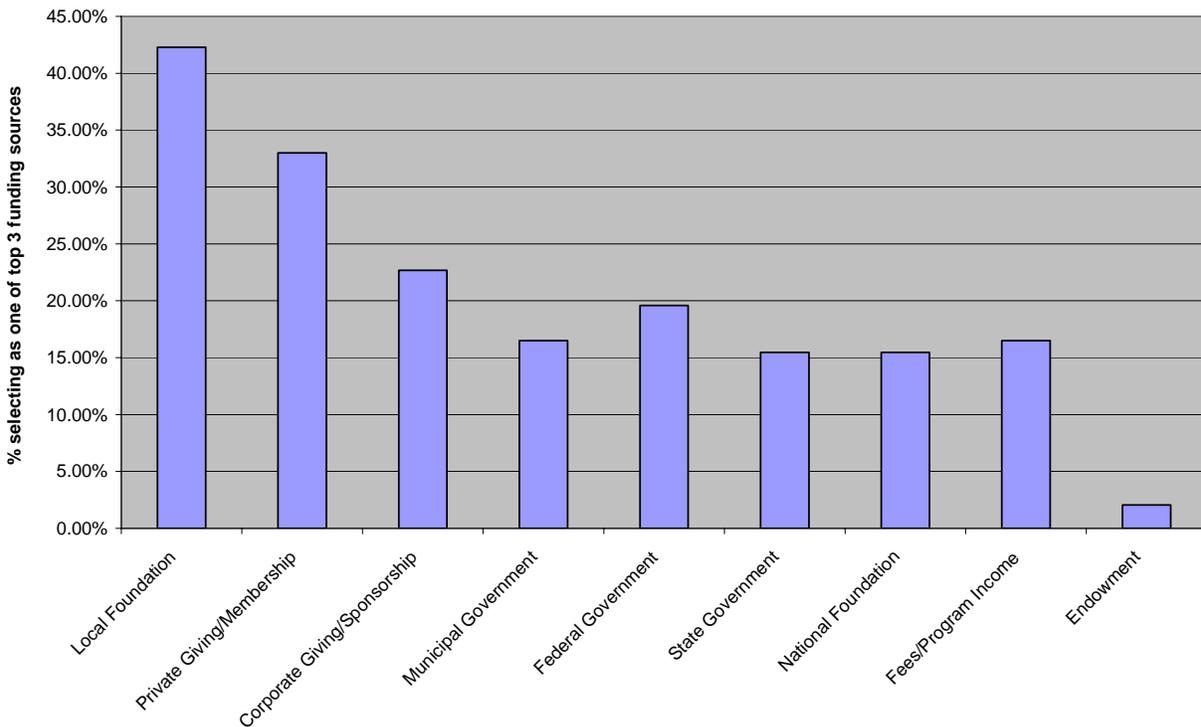
Figure 7: Top Identified Barriers to Achieving Mission



The question on funding sources asked respondents to select their top three funding sources (unranked); Figure 8 shows the percent of all respondents that included each funding source in their top three. Local foundations (42.7%) and private giving/membership (32.9%) are the top two sources for CSOs. It would have been useful to separate membership fees from private giving. Further confounding these responses was the separation of fees/program income from giving/membership. Despite these potential wording issues in the assessment tool, it is evident that more than 50% of stewardship groups rely on the financial support of individuals (through fees and donations) as one of their primary funders. All government funding sources combined were selected by 41.6% of respondents as being primary funders. While there is private foundation funding available to support program expenses, general operating resources are scarce, making organizational growth and sustainability a real challenge.

Since the UEC was formed in part to support better information exchange amongst stewardship groups, the survey wanted to determine how easily stewardship groups can access information and “successful models” in their field.¹ Over 72% of all organizations and all CSOs agreed that they could access these models. This finding was surprising given the perceived programmatic redundancies and inefficiencies that can be observed amongst small, developing nonprofits. What, then, is the role for government and private foundations interested in supporting research, networking fora, and information clearinghouses? It seems to suggest that these agencies and funders should move away from the current model of “technology transfer” and more towards one of “capacity building through technology exchange.” Perhaps, the issue is less one of availability of information and more one of co-production of knowledge.

**Figure 8: Primary Funding Sources for Civil Society
(individuals, community groups, nonprofits)**



¹ The assessment also asked a question on access to *scientific* information, but response rate was extremely low and respondents had difficulty ranking the various choices, so that question is not considered here.

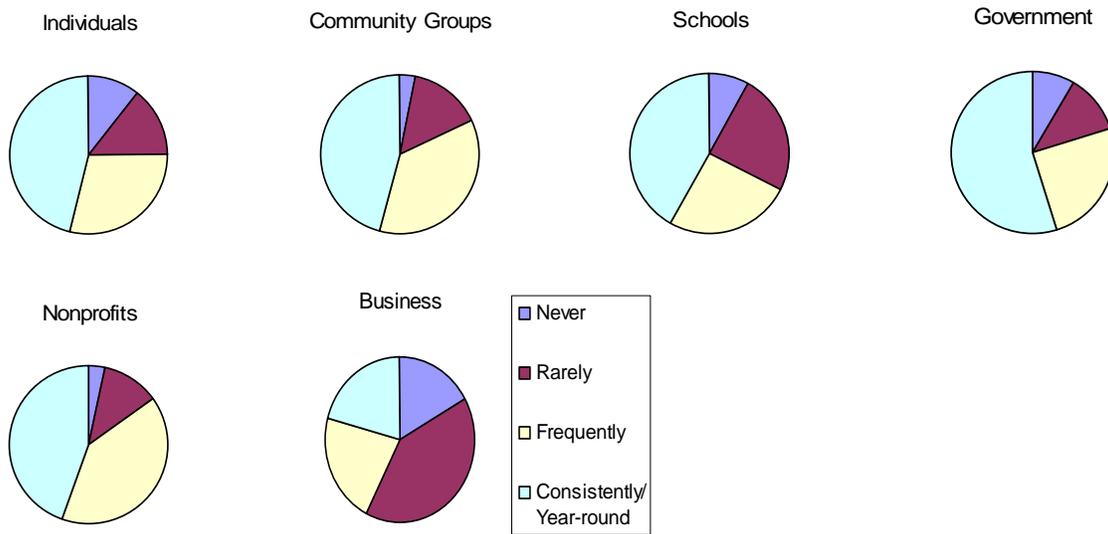
Organizational Networks: Audience, Partnerships, Networking Strategies

Stewardship groups, like all organizations, have networks that connect them to other organizations and actors both vertically and horizontally. UEC researchers wanted to understand the relationships observed in the field in further detail. For instance, government agencies, funders, and intermediaries interact with stewardship groups by providing funding, technical assistance, information, as well as material resources (such as soil, tools, landscaping equipment, etc). The stewardship groups themselves interact laterally with other stewards, coalitions, and sometimes advocacy nonprofits that share a common interest in urban ecology. Finally, stewardship groups interact directly with individual members, neighborhood residents, schoolchildren, and one-time and sustained volunteers. The UEC asked groups to describe their existing networks in both directions, in terms of audience and fellow stewardship groups. The UEC also wanted to determine which partners are considered critical to the functioning of these groups and what groups they would like to work with in the future with which they are not currently working.

Since the survey was implemented in two rounds, with Boston and New Haven conducting outreach in late winter/early spring 2004 and the remaining cities conducting outreach in summer 2004, two different versions of one question were asked. For the first set, the question asked “what is the target audience of your programming?” and respondents were asked to choose all groups that apply. Participants conducting the survey reported confusion over the wording in this question, perhaps because stewardship groups do not consider partners or participants “audiences”. Overall, CSOs selected: individuals (72.7%), community groups (63.6%), and public agencies (59%) as their top three audiences. The question’s intent was reconsidered and its’ phrasing reconfigured to ask “what type of organizations does your group most often work with?” Here the distribution of CSOs’ responses shifted away from individuals to other community groups (72%), schools (62.3%), and nonprofits (58.7%) as the top three selected.

By operationalizing the question of partnership in multiple ways, the survey sought to get a better understanding of relatively who works with whom. The UEC asked respondents to rank other stewardship groups by the frequency with which they partner. The distribution of partners looked very similar between government respondents and civil society respondents. Both sets of groups ranked government groups as the stewardship group with which they most frequently partnered, (consistently/year round for 54% of CSOs and 86% of public entities). Both groups tended to work a great deal with nonprofits, though CSOs had more interaction with individuals, and both worked infrequently with business groups. The distribution for just the CSOs is shown in Figure 9. With the exception of the business sector, the majority of respondents reported partnering with all other stewardship groups frequently or consistently. This result seems a bit skewed and could potentially be a function of the survey design and implementation. If anything, though, this question simply reinforces the lack of involvement on the for-profit sector in this capacity. It also reiterates the fact that, though this paper focuses primarily on civil society stewards, government agencies (including municipal, state, and federal parks department as well as less obvious groups like water-based or agricultural agencies) are themselves important stewards as well.

Figure 9: Stewardship Groups with which Civil Society Organizations Work



The assessment did not allow for a complete network analysis for each organization in the survey (let alone their individual participants), given time and resource constraints. Instead, the assessment asked respondents to identify and rank up to six organizations or individuals that were “critical to their work” currently. They were also asked to rank the top six individuals or groups with whom they would like to work in the future but our not currently working with.

Comparing these responses side-by-side allows us to understand where this network currently stands and the direction in which may evolve. Current organizations mirrored the responses to the stewardship partner questions, with city agencies and non-profits being the highest ranked responses. Of the non-profits listed, 19 were specifically environmental nonprofits, 3 were “cultural” nonprofits, and 1 was a healthcare nonprofit. Of the city agencies, 15 were specifically referring to parks departments of the various cities, which continue to play critical roles in urban environmental stewardship. Other named agencies include health, environmental services, planning, and urban forestry departments. Finally, of the 12 organizations listing state agencies as key partners, 10 of these were state natural resource departments.

For the future, respondents ranked highest a variety of environmental groups, government agencies, and research groups. The high ranking of research as a priority area is surprising, and perhaps suggests the potential for community based or participatory research that takes advantage of the existing close relationship between government agencies and local stewards. One means for doing this is to conduct either social research jointly. This is one area of opportunity for the UEC as a collaborative. Also notable is the rather high rank of business groups; it seems that the stewardship groups are aware of this gap in their network. Both grouped lists are shown in Figure 10.

Figure 10: Top Ranked Current and Future Partners

Top Ranked Current Organizations	Count	%	Top Ranked Future Partners	Count	%
City Agencies	34	30.63%	Environmental Groups	22	26.19%
Non-profits	23	20.72%	Government Agencies	21	25%
State Agencies	12	10.81%	<i>City</i>	<i>12</i>	
Community Groups	9	8.11%	<i>State</i>	<i>1</i>	
School Groups	8	7.21%	<i>Federal</i>	<i>5</i>	
Federal Agencies	7	6.31%	<i>None Specified</i>	<i>3</i>	
Business/Industry Groups	5	4.50%	Research Groups	12	14.29%
Grantmakers (local)	5	4.50%	Business/Industry Groups	10	11.90%
Research Groups	3	2.70%	Neighborhood Groups	6	7.14%
Regional Agencies	2	1.80%	City-Neighborhood Planning Groups	2	2.38%
City Policymakers	1	0.90%	Religious Groups	2	2.38%
State Policymakers	1	0.90%	School Groups	2	2.38%
Legal Groups	1	0.90%	Sports Groups	1	1.19%
TOTAL	111	100%	Funding Groups	1	1.19%
no response	24		Celebrity Groups	1	1.19%
			Preservation Groups	1	1.19%
			African American Groups	1	1.19%
			Volunteer Groups	1	1.19%
			Youth Groups	1	1.19%
			TOTAL	84	100%
			No Response	51	

Beyond knowing who is in the network or who groups would like to have in the network, the assessment sought to find out what particular networking *strategies* organizations used to connect with other groups. Here there was little variation between civil society and government actors. The most commonly used strategies by CSOs were attend local community meetings (76.9%), generate press (71.4%), and participate in regional coalition group (67%). The high response for regional coalition was surprising, given a common perception of a lack of regional information-sharing and formal collaborative entities. The partners of the UEC and others are interested in using inter-metropolitan coalition in order to affect change in individual cities. Other common CSO strategies listed were attending national conferences (61.6%) and participating in citywide coalitions (57.1%). For government groups, the top three strategies were public-private partnerships (83.3%), participate in regional coalition groups (76.7%) and 73.3% said both attend local community meetings and generate press 73.3%. Since public-private partnerships did not rank highly on the strategies of CSOs, it remains a question as to what groups these government actors are partnering with.

Biophysical Impacts: Scale of Service, Neighborhood, Site Type, Land Jurisdiction

The final aspect from the UEC assessment that is considered here is how these groups’ activities play out across the space of the urban landscape in terms of scale of service delivery and areas of stewardship work by: neighborhood, site type. While this study did not involve any physical land assessment or inventory of sites, it does capture where and how these groups organize on the landscape to demonstrate where the overlaps and gaps between groups are, which is a first step to establishing the link between organizations and physical resources. A high number of groups indicated that they work across regions. While this was intended to mean metropolitan areas, upon reviewing the group’s missions and self-descriptions, it may have been selected for different reasons. Many of the Washington, D.C. based groups selected “region”, perhaps because they thought it better defined the District than did the term “city.” Second, a number of watershed, stream, or other groups operating on an ecological rather than a political scale, selected region because of its more flexible usage. CSOs comprise the strong majority of groups working at the neighborhood, block, and classroom scales, with most government agencies working city and region-wide. This pattern fits with our intuition about the CSO groups, given that most of them are small in terms of staff and resources; many groups have an intensely local focus.

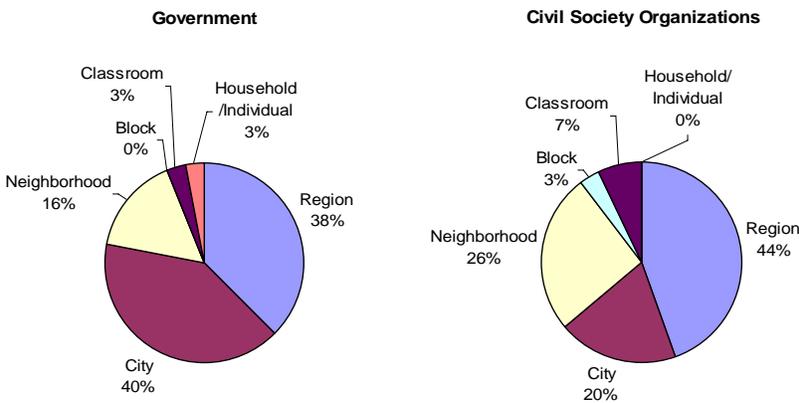
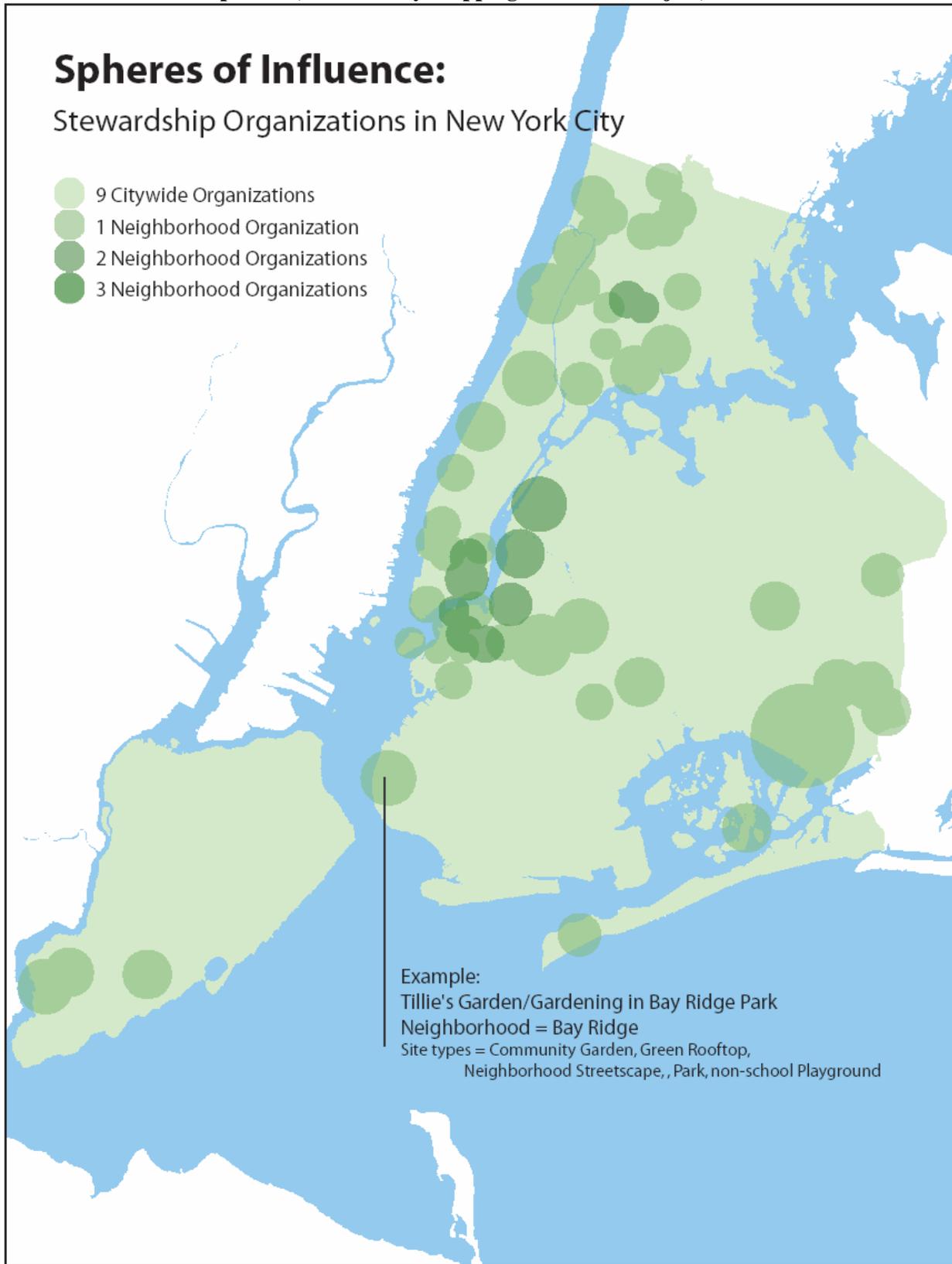


Figure 11: Scale of Service Delivery

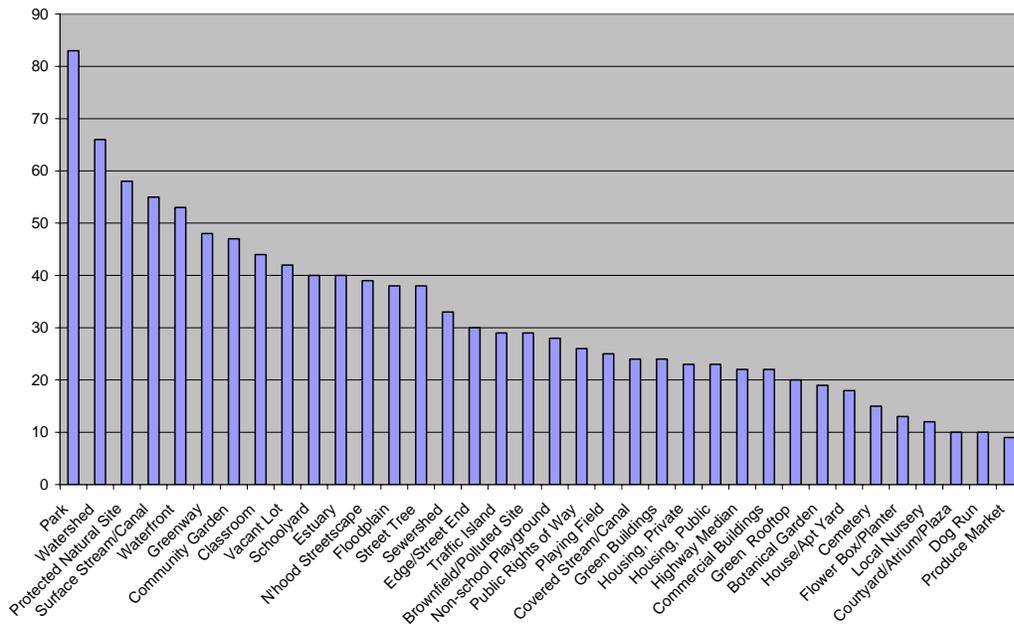
While scale explains one dimension of group influence and describes one dimension of group capacity, geographically locating stewardship “spheres of influence” is a more useful tool for the ecological planner/manager. Groups were asked to identify both the neighborhood in which they work as well as the physical boundaries of where the group works (down to the block and street level). Neighborhood information for the New York City groups was geocoded and made into a sample map shown in figure 12. The intent in New York City was for the stewardship layer to become a potential future layer on the Open Accessible Space Information System (OASIS, at www.oasisnyc.net). Just as OASIS maps built infrastructure, including buildings and transportation networks, and green infrastructure, including parks, water bodies, and gardens, there is an opportunity to map social infrastructure in terms of stewardship groups’ spheres of influence. A future project would be to create this map for all of the groups in the New York City database, not just with the current sample.

Figure 12: Spheres of Influence Map; Source: E. Svendsen & L. Campbell, Urban Ecology Collaborative and C. Spielman, Community Mapping Assistance Project, 2004.



Within each city and neighborhood, there exists a diversity of site types. Respondents were asked to select from a list of 36 site types that were developed jointly by the UEC Research Sub-Committee to represent the range of site types in the urban forest. Overall, the top ranked sites were park, watershed, protected/natural site, stream/river/canal, and waterfront. Every site type was selected by no fewer than nine respondents. The thirty-six site types can be categorized into four general categories. Designated open space, including both recreational space like playgrounds and recreation parks as well as ecological space like natural protected areas, is the most frequently stewarded site type (34.1%). Water related sites (26.8%) include the expected: streams, waterfronts, estuaries, as well as the less conventional: underground streams and sewersheds. Built environment (20.5%) includes any green space on buildings or building sites, including green rooftops and courtyards, but also vacant lots and brownfields. Neighborhood streetscape (18.6%) includes all of the sites that are not on dedicated open space or building parcels, so this includes street trees and planters, but also highway medians, public right of ways, street ends, and traffic islands. The graph below shows the ranking of all the site types that were selected.

Figure 13: Number of Organizations working on site types, in rank order



The final aspect to consider related to biophysical resources is the jurisdiction of the various site types. Given the distribution of site types that includes the built environment and streetscape in substantial numbers, it is clear that stewardship is not just occurring on officially designated and publicly managed open space. In total, publicly held property does comprise the majority of sites on which all stewardship groups work at 57.5% (56.6% for just CSOs). Municipal government is the most common landowner of these sites, followed by state, and then federal. The remainder of sites are divided almost evenly between individually owned land (15%), nonprofit owned land (15%), and business owned land (12%). Managing the city as an ecosystem would require coordinated action across parcels with different management objectives and stewardship groups. Inventorying and making publicly available information on site jurisdiction is one critical first step, even independent of further research on organizations.

Future Research & Development

This assessment begins to describe the nature of local environmental stewardship in large metropolitan areas in the Northeastern United States. Stewards are a mix of a few, larger public agencies operating at the citywide, regional and state scales and many smaller civil society actors, both 501c3 nonprofits and informal community groups operating in ecological regions, across cities, and in specific neighborhoods. The extent to which these groups will become further fragmented within specific spheres of influence or begin to development organizational structures in which to partner is unknown at this time. One way to legitimize and harness the capacity of CSOs is through deliberate multi-scaled, organizational capacity building networks.

Further research and development on the nature of public-private partnerships, incentives and innovative funding mechanisms are a potential means by which this network could be expanded. This is particularly important given the findings related to the wide range of urban ecology site types and land jurisdictions, which may require new forms of hybrid governance. More comprehensive research of these groups is needed to be able to ask second order-questions, like the relationship between ideologies, management type, resources, strategies, and outcomes.

Appendix

Appendix 1: Assessment Results

Table 3:

Organization Type	Count	%
Individual	3	2%
Community group	12	9%
Nonprofit	79	62%
Local agency	19	15%
State agency	9	7%
Federal agency	7	5%
For profit	0	0%
TOTAL	129	100%
no response	6	

Table 4:

Year Group was Founded	All Orgs (count)	All Orgs (%)	CSOs Count	CSOs (%)
Pre-1900	1	.88%	0	0%
1900-1920	5	4.39%	2	2.2%
1920-1960	6	5.26%	4	4.4%
1960-1970	3	2.63%	3	3.3%
1970-1980	15	13.18%	12	13.19%
1980-1990	33	28.95%	25	27.48%
1990-2000	37	32.46%	33	36.26%
2000+	14	12.28%	12	13.19%
TOTAL	114	100	91	100
no response	21		11	

Table 5:

Annual Budget	All Orgs (count)	All Orgs (%)	CSOs (count)	CSOs (%)
\$0-\$1,000	17	13.71%	16	16.84%
\$1,000-\$10,000	6	4.84%	5	5.27%
\$10,000-\$50,000	9	7.26%	8	8.42%
\$50,000-\$100,000	6	4.84%	5	5.26%
\$100,000-\$200,000	11	8.87%	11	11.58%
\$200,000-\$500,000	24	19.35%	17	17.89%
\$500,000-\$1 million	10	8.07%	8	8.42%
\$1-\$2 million	10	8.07%	9	9.47%
\$2-\$5 million	14	11.29%	9	9.47%
\$5 million +	17	13.71%	7	7.39%
TOTAL	124	100%	95	100%
no response	11		7	

Figure 8:

Primary Funding Source

(Top three)	Govt	Govt (%)	Civil Society	Civil Society (%)
Local Foundation	4	13.79%	41	42.27%
Private Giving/Membership	1	3.45%	32	32.99%
Corporate Giving/Sponsorship	2	6.90%	22	22.68%
Municipal Government	8	27.59%	16	16.49%
Federal Government	4	13.79%	19	19.59%
State Government	7	24.14%	15	15.46%
National Foundation	2	6.90%	15	15.46%
Fees/Program Income	1	3.45%	16	16.49%
Endowment	0	0.00%	2	2.06%
TOTAL (respondents)	29	100.00%	97	100.00%
no response	5		5	

Figure 9, CSOs only:

Stewardship Groups with which the organization partners	Never work with	Rarely	Frequently	Consistently/ Year-round	Total	No Response
Individuals	9 (10.7%)	12 (14.3%)	24 (28.6%)	39 (46.4%)	84 (100%)	18
Schools	7 (8.4%)	20 (24.1%)	21 (25.3%)	35 (42.2%)	83 (100%)	19
Community Groups	3 (3.5%)	13 (14.9%)	31 (35.6%)	40 (46%)	87 (100%)	15
Nonprofits	3 (3.5%)	10 (11.5%)	35 (40.2%)	39 (44.8%)	87 (100%)	15
Government	7 (8.3%)	10 (11.9%)	21 (25%)	46 (54.8%)	84 (100%)	18
Business	14 (17.1%)	33 (40.2%)	18 (22%)	17 (20.7%)	82 (100%)	20

Figure 11:

	ALL ORGS	%	CSOs	%
Scale of Service Delivery				
Region	55	42.64%	43	44.33%
City	32	24.81%	19	19.59%
Neighborhood	30	23.26%	25	25.77%
Block	3	2.33%	3	3.09%
Classroom	8	6.20%	7	7.22%
Household/Individual	1	0.78%	0	0.00%
TOTAL	129	100.00%	97	100.00%
no response	6		5	

Appendix 2 : Urban Ecology Collaborative Multi-City Profiles and Organization Assessment

Organization Name: Web site (if available): Complete Address: Key Contact Name Contact Email:	Contact Phone:
--	-----------------------

I. Primary Purpose of the Group:

1. Briefly, what is your group’s mission statement and primary goal? (200 words or less please.)

2a. At which types of sites does your group physically work? (Circle all that apply.)

- | | | |
|-----------------------------------|----------------------------|---------------------------------------|
| Watershed | Protected-natural area | Estuary |
| Floodplain | Park | Brownfield-polluted site |
| Surface Stream/river/canal | Covered stream/river/canal | Cemetery |
| Vacant Lot | Community garden | Greenway |
| Waterfront | Botanical garden | Courtyard-atrium-plaza |
| Green rooftop | Produce market | Local nursery |
| Playing field | Non-school playground | Dog run |
| Greenstreet-traffic island | Sewershed | Street tree |
| Flower box-window display-planter | Neighborhood streetscape | Public Property Edges and Street Ends |
| Schoolyard | Highway median/roadside | Public Right of Ways |
| House/apartment yard | Housing, Private | Housing, Public |
| Classroom | Commercial Buildings | Green Buildings |

2b. Of this list of site types, which do you think are a priority for your city? (Rank 5, with 1 = highest)

1. _____
2. _____
3. _____
4. _____
5. _____

3. What are your group’s program areas of expertise? (Circle all that apply.)

- | | | |
|-----------------------------------|---------------------------|---------------------------------|
| Advocacy | Environmental protection | Public Health |
| Arts | Environmental restoration | Public safety |
| Built Environment/Green Buildings | Faith-based | Quality of Life |
| Business Development | Forestry | Regulatory/Enforcement |
| Community Development | Gardening/Horticulture | Rehabilitation/ Social Services |
| Education-General | Housing | Seniors |
| Energy Efficiency | Job Training | Sports/ Recreation |
| Environmental education | Legal | Transportation |

Environmental Justice

Parks

Youth

Other: _____

4. What is your management type? (Circle one.)

Individual

Non-profit

Public Agency -local

Public Agency -federal

Community Group

For-profit

Public Agency -state

5. How many of the following does your organization have: (Please estimate and fill in the blanks.)

____ Full time paid staff

____ Community/Project-based volunteers

____ Student Interns

____ Part time paid staff

____ Consultants

____ Contractors

____ Part time volunteer staff

____ Temps

____ Community Service Programs

II. Where the group works:

6a. In which of the following neighborhoods does your group physically work?

(List continues on next page. Circle all that apply.)

- | | | | | |
|--------------------|--------------------|-------------------|----------------------|---------------------|
| Annadale | Brighton Beach | Columbia | Far Rockaway | Greenwich Village |
| Arden Heights | Broad Channel | Waterfront | Fashion District | Grymes Hill |
| Arlington | Broadway Junction | Concord | Fieldston | Hamilton Heights |
| Arrochar | Brooklyn Heights | Concourse | Financial District | Harlem |
| Arverne | Brookville | Concourse Village | Flatbush | Heartland Village |
| Astoria | Brownsville | Coney Island | Flatiron | High Bridge |
| Astoria Heights | Bulls Head | Corona | Flatlands | Highland Park |
| Auburndale | Bushwick | Country Club | Floral Park | Hillcrest |
| Bath Beach | Butler Manor | Crown Heights | Flushing | Hollis |
| Bathgate | Cambria Heights | Cypress Hills | Fordham | Holliswood |
| Battery Park City | Canarsie | Ditmas Park | Forest Hills | Homecrest |
| Bay Ridge | Carnegie Hill | Dongan Hills | Forest Hills Gardens | Howard Beach |
| Bay Terrace –QNS | Carroll Gardens | Douglaston | Fort George | Howland Hook |
| Bay Terrace –SI | Castle Hill | Downtown | Fort Greene | Huguenot |
| Baychester | Charleston Corners | Dyker Heights | Fort Hamilton | Hunters Point |
| Bayside | Charleston | East Elmhurst | Fresh Meadows | Hunts Point |
| Bedford Park | Chelsea –MNH | East Flatbush | Fulton Ferry | Inwood |
| Bedford Stuyvesant | Chelsea -SI | East Harlem | Georgetown | Jackson Heights |
| Beechhurst | Chinatown | East New York | Gerritsen Beach | Jamaica |
| Bellaire | City Island | East Tremont | Glen Oaks | Jamaica Estates |
| Belle Harbor | City Line | East Village | Glendale | Jamaica Hills |
| Bellerose | Civic Center | East Williamsburg | Governors Island | JFK Airport |
| Belmont | Claremont Village | Eastchester | Gowanus | Kensington |
| Bensonhurst | Clason Point | Edenwald | Gramercy | Kew Gardens |
| Bergen Beach | Clifton | Edgemere | Granitville | Kew Gardens Hills |
| Blissville | Clinton Hill | Edgewater Park | Grant City | Kingsbridge |
| Bloomfield | Clinton/Hells | Ellis Island | Grasmere | Kingsbridge Heights |
| Boerum Hill | Kitchen | Elm Park | Gravesend | LaGuardia Airport |
| Borough Park | Co-op City | Elmhurst | Great Kills | Laurelton |
| Breezy Point | Cobble Hill | Eltingville | Greenpoint | Lefrak City |
| Briarwood | College Point | Emersonville | Greenridge | Lenox Hill |

Liberty Island	Oldtown	Sheepshead Bay	Westerleigh
Lighthouse Hill	Olin Hill	Shore Acres	Whitestone
Lincoln Square	Ozone Park	Silver Beach	Williamsbridge
Lindenwood	Paerdegat Basin	Silver Lake	Williamsburg
Little Italy	Park Hill	Soho	Windsor Terrace
Little Neck	Park Slope	Somerville	Wingate
Long Island City	Parkchester	Soundview	Woodhaven
Longwood	Pelham Bay	South Beach	Woodlawn
Lower East Side	Pelham Gardens	South Jamaica	Woodrow
Malba	Pelham Parkway	South Ozone Park	Woodside
Manhattan Beach	Pleasant Plains	South Side	Yorkville
Manhattan Terrace	Plum Beach	Spring Creek	
Manhattan Valley	Pomonok	Springfield Gardens	
Manhattanville	Port Ivory	Sputyen Duyvil	
Marble Hill	Port Morris	St. Albans	
Marine Park	Port Richmond	St. George	
Mariners Harbor	Princes Bay	Stapleton	
Maspeth	Prospect Heights	Starrett City	
Melrose	Prospect Lefferts Gardens	Steinway	
Middle Village		Stuyvesant Town	
Midland Beach	Prospect Park South	Sunnyside –QNS	
Midtown	Queens Village	Sunnyside –SI	
Midwood	Queensboro Hill	Sunnyside Gardens	
Mill Basin	Randall Manor	Sunset Park	
Mill Island	Randalls Island	Sutton Place	
Morningside Heights	Ravenswood	Throgs Neck	
Morris Heights	Red Hook	Todt Hill	
Morris Park	Rego Park	Tomkinsville	
Morrisania	Remsen Village	Tottenville	
Mott Haven	Richmond Hill	Travis	
Mount Eden	Richmond Valley	Tribeca	
Mount Hope	Richmondtown	Tudor City	
Murray Hill	Ridgewood	Turtle Bay	
Navy Yard	Rikers Island	Unionport	
Neponsit	Riverdale	University Heights	
New Brighton	Rochdale	Upper East Side	
New Dorp	Rockaway Park	Upper West Side	
New Dorp Beach	Roosevelt Island	Utopia	
New Lots	Rosebank	Van Nest	
New Springville	Rosedale	Vinegar Hill	
North Riverdale	Rossville	Wakefield	
North Side	Roxbury	Washington Heights	
Norwood	Rugby	Weeksville	
Oakland Gardens	Schuylerville	West Brighton	
Oakwood	Sea Gate	West Farms	
Ocean Hill	Seaside	West Village	
Ocean Parkway		Westchester Square	

6b. Please describe in detail the boundaries of where your group works. (Be as specific as possible. For example: “On Wyckoff St. between Court St. and Smith St”; “Lower Manhattan south of Canal St.”; “The NW corner of 6th Ave. and 25th St.”)

7. At what scale does your group deliver services? (Circle one.)

Region	Borough	Block	Classroom
City	Neighborhood	Household/Individual	

8. Who owns the property on which your organization typically works? (Choose all that apply.)

Municipal government	Federal government	Private non-profit
State government	Private individual	Private commercial/industrial

III. What the group does:

9. Briefly list your organization’s major long-term programs and the year in which they began. (Do not describe or use acronyms)

10. How does your group impact the urban environment? (Circle all the apply.)

Improves/restores physical sites	Inspires people to positive action
Builds network of people/trust	Provides educational experience (one time or long-term)
Creates/changes policy	Provides environmental education (one time or long term)
Creates public spaces	Engages youth
Attracts economic development	Stabilizes neighborhoods
Creates/sustains cultural centers	Creates/sustains safer streets
Encourages neighborhood pride	Provides food or other physical products (please state product: _____)
Improves Air Quality	Improves Water Quality
Builds Local Capacity	Improves Energy Efficiency
Leadership Development	Improves Public Health
Reduces Trash	Provides Jobs
Other: _____	

11. What type of resources does your group currently provide to communities? (Choose all that apply.)

Curricula	Legal resources	Buildings/Facilities
Plant materials/equipment	Volunteers	Students/Interns
Grants	Group organizing	Hands-on Training
Public relations	Information/data	Other: _____

12. When was your organization founded? _____

13a. What is your organization’s annual budget? (Choose one range.)

\$0-\$1,000	\$200,000-\$500,000
\$1,000-\$10,000	\$500,000-\$1 million
\$10,000-\$50,000	\$1-\$2 million
\$50,000-\$100,000	\$2-\$5 million
\$100,000-\$200,000	\$5 million +

13b. What percentage of your budget is spent on planting and maintaining trees?

14. What is your primary funding source? (Please choose a maximum of three sources)

- | | | |
|----------------------|---------------------|------------------------------|
| Federal government | National Foundation | Private giving/membership |
| State government | Local Foundation | Fees/Program Income |
| Municipal government | Endowment | Corporate giving/sponsorship |

15. Please evaluate the following statement: “This budget adequately serves our group’s needs.”
(Circle one.)

- Agree strongly Agree somewhat Neutral Disagree somewhat Disagree strongly

IV. Who the group serves:

16. What type of organizations does your group most often work with? (Circle all that apply.)

- | | | |
|-------------------------------------|------------------------------|------------------|
| Individuals | Non-profit | Schools/Students |
| Community Group / Interest Group | For-profit | Land Trusts |
| Public Agency (local/state/federal) | Public – Private Partnership | |

17. Do you have a “target audience,” or a specific type of group that your program is designed to work with? (Circle all that apply and specify the target audience.)

- Age: _____ Race: _____
 Ethnicity: _____ Religion: _____
 Gender: _____ Education level: _____
 Income level: _____ N/A

V. Data the group collects:

18. How often do you collect data on your programs?	N/A	Never	Rarely	Frequently	Consistently/ Year Round
Keep track of # of people served					
Keep track of # of sites served/projects completed					
Keep track of volunteer hours					
Track requests for services					
Track complaints					
Conduct before and after surveys					
Conduct end-user survey					
Conduct field site evaluations					
Do comprehensive natural system impact assessment					
Do comprehensive social/human impact assessment					
Monitor general feedback from calls/emails/letters					
Other (specify)					

19. And how do you use these data? (Circle all that apply.)

- | | | |
|-------------------------------------|----------------------------------|-----|
| To assess/improve programs/services | To create new public policies | N/A |
| To satisfy funder requests | To raise new money | |
| To create legitimacy/ constituency | To distribute public information | |

20. What do you feel your organization needs to be more effective in collecting and using data?
(Choose all that apply.)

- | | | |
|----------------------|---------------------|-----|
| In-house staff | Computing/Equipment | N/A |
| Technical consultant | Strategy | |
| GIS | Other: _____ | |

21. What best describes your organization’s experience in using scientific studies for decision making? (Please rank the following statements from 1-7, with 1 being the statement that best describes your experience.)

- _____ Science is created in isolation and information sometimes trickles down to my program
- _____ We work with an organization that synthesizes scientific information for decision makers like us
- _____ Science is disseminated directly to us, but lacks information exchange
- _____ We use consultants to help us understand and use scientific information
- _____ We are in a two-way exchange of information with research scientists
- _____ We work with research scientists on actual projects
- _____ We are scientists that interpret data for other groups

VI. Relationship to other groups:

22. Does your organization ever do any networking beyond your group? If so, what?
(Circle all that apply.)

- | | |
|--|---|
| Attend national conferences in our field | Participate in citywide coalition group |
| Participate in regional coalition group | Partner with local university |
| Partner with local secondary schools | Partner with local elementary schools |
| Attend local community meetings | Public-Private partnerships |
| Community outreach programs | Participate in list serves |
| Generate press | Other: _____ |

23. Identify groups, agencies and/or individuals in your city that are critical to your work.
(Please list and rank a minimum of three, with 1 = highest)

- | | |
|----------|----------|
| 1. _____ | 4. _____ |
| 2. _____ | 5. _____ |
| 3. _____ | 6. _____ |

24. What types of individuals, groups or agencies would you like to partner with in the future but are not currently working with? (Please list and rank a minimum of three, with 1 = highest)

- | | |
|----------|----------|
| 1. _____ | 4. _____ |
| 2. _____ | 5. _____ |
| 3. _____ | 6. _____ |

25. What are the specific situations that prevent your organization from accomplishing key objectives? (Please list and rank a minimum of three barriers, with 1 = highest)

- | | |
|----------|----------|
| 1. _____ | 4. _____ |
| 2. _____ | 5. _____ |
| 3. _____ | 6. _____ |

26. With which of the following <u>stewardship groups</u> in your city do you work? (i.e. partner on actual projects)	Never work with	Rarely	Frequently	Consistently/ Year-round
Individuals				
Schools				
Community Groups				
Non-profits				
Government				
Businesses				

27. Are you the only group in your service area to provide your type of programs?

Yes No

Please evaluate the following statements:	Agree strongly	Agree somewhat	Neutral	Disagree somewhat	Disagree strongly
28. My organization can easily access other successful models in our field of work.					
29. Our programs adequately fulfill our stated mission and goals.					
30. Our programs adequately meet stated public needs.					
31. Our programs are considered critical by city decision makers.					
32. Our programs are considered critical by the general public.					

33. Is there anything else that you would like to tell us?

Thank you for your participation.