



Connecticut

Urban

Forest

Council

Long Range Plan
Committee Report
May 31, 2012

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Project Team:

Lori Brant, Rachel Holmes, Leslie Kane, Steve Hladun, Joe Ryzewski

Executive Summary

The Connecticut Urban Forest Council has assembled several 5 Year Plans over the past years at the bequest of the United States Forest Service (USFS), the most recent covering the period of 2006 – 2010. Although the Forestry Service no longer requires this submittal, the Council recognizes the importance to have a Plan to provide overall guidance for achieving its Vision to be the “Champion of the urban forest in Connecticut” and achieve its Mission to help inform, advise, coordinate and support a range of stakeholders involved with urban forestry.

An ad hoc Committee (the “Team”) was commissioned by the Council in 2011 to develop a Long Range Plan consistent with its Mission to inform, advise, coordinate, and support a range of Ct urban forest stakeholders. The Team assessed the current state of the Council’s program plans and organization along with those of others. They also identified needs and best practices.

Based upon their findings a future state is envisioned where the Council is the “Champion of a healthy Urban Forest in Connecticut.” This future is built upon the following cornerstones:

1. Build Quantity/Quality of the Urban Forest
2. Enhance Competencies of Stakeholders
3. Inform Decision Makers
4. Promote Policy

These cornerstones serve as the basis for three major Objectives and related Strategies that will help achieve Vision and Mission of the Council.

Objective #1. The organizational structure supports our Mission

- Ensure Council has a representative, active membership, leadership and committees
- Ensure we have the resources to support our Mission
- Create / maintain Leadership Model

Objective #2. Programs achieve our Mission

- Provide Programs and Projects that support our overall Mission and needs of stakeholders

Objective 3. The Council provides leadership and is engaged with other Champions of Urban Forestry

- Participate in other Industry related Programs and Initiatives
- Build relationships to become recognized as a resource for others to consult and work with (e.g. State agencies, Municipalities)

Although beyond the immediate scope of our Charter, several high level Initiatives are also noted here-in. They illustrate the range of opportunities the Council has in the short and long term.

The Team notes that the plan and recommendations presented in this report are offered to be the start of *living document* which will continue to grow the Council to be a valued resource and partner for championing a healthy Urban Forest in Connecticut for many years to come.

Introduction

An ad hoc Committee (the “Team”) was commissioned in 2011 to develop a Long Range Plan consistent with the Connecticut Urban Forest Council’s Mission (Refer Appendix 1 : By-Laws Section 2) and relevant to the needs of State residents, associates and the Urban forest. A Charter was assembled outlining the objective and scope of this initiative.(Refer to Appendix 2)

The Team consisted members with varied backgrounds and interests: Leslie Kane (Audubon Connecticut), Lori Brant (Ct. Forest & Parks Association), Rachel Holmes (Ct. DEEP), Steve Hladun (City of Bridgeport Parks & Recreation) and Joe Ryzewski (The United Illuminating Company) This report represents a collaborative effort that also included the input from other Council members. We acknowledge each for their contributions and professional dedication in assembling this Plan.

I. Current State Assessment

Our assessment focused mainly on the Council’s organizational structure and Programs offered as they pertain to achieving the Council’s stated Mission (Refer to Appendix 2: Excerpt of By-Laws)

A. Organizational Structure

The Ct. Urban Forest Council was established in 1987. (Refer to Appendix 5: History) Over the years it has been guided by a committed group of volunteers from various backgrounds including the State of Connecticut Department of Energy and Environmental Protection (CT DEEP) Division of Forestry. Their leadership and vision are noteworthy and a tribute to the Council’s legacy.

The organization has By Laws which describe the composition of the Council and prescribe representatives with specific backgrounds and provision for inclusion of several ad hoc members.

- Executive leadership is provided by an elected Chair, Vice-Chair, Treasurer and Secretary. They each serve a one year term; re-election allowed.
- Council members enjoy a 2 year term: re-election allowed. Those terms are staggered to help ensure continuity.

There are no Standing Committees per se. A small, ad hoc group is assembled each year to plan for the Council’s annual conference, but the entire Council membership typically participates in the day’s event in various supportive roles. This team effort has been a source of enrichment to the Council. Other ad hoc committees (e.g. The Long Range Plan,) have been formed as needed.

B. Programs

The Ct. Urban Council has offered and supported various Programs for a range of stakeholders over the years. These include:

Program	Stakeholders (Audience)
Annual Conference	Landscape Architects, Tree Wardens, Volunteers, Arborists, Municipal Workers, USFS, CT DEEP,
Meskawka	Urban Forestry and allied professionals
Conference Scholarships	Volunteers, Students, UConn Ext.
Tree Warden Workshops	Volunteers,
Milford Trees	Volunteers, Landscape Architects, Tree Wardens,
Greenwich Trees	Volunteers, Landscape Architects, Tree Wardens,
Knox Parks	Volunteers, Landscape Architects,
Workshops for Tree Wardens, Licensed Arborists	Landscape Architects, Tree Wardens,
Yale-URI	Volunteers, Students
Ct. ReLeaf	Volunteers,
Arbor Day Events	Volunteers, Students
Urban Forestry Small Grants	Volunteers, Students
Ct Notable Tree Program	Volunteers, Landscape Architects, Tree Wardens,

C. Other

During the Fall of 2011 the State of Connecticut experienced two severe storms that affected the urban forest. As a result, the Governor, et. al. commissioned investigations and sought recommendations. The Two Storm Panel's report contained several items related to trees and the urban forest. (Refer to Appendix 4) The Team also considered those findings the study.

II. Future State Review

This phase of our study began with the validation of the Council's Vision and Mission. As stated in our By-Laws, the Council seeks to: inform, advise, coordinate, and support a range of stakeholders. On a global level this appears noble, but on a practical level the Team felt it did not clearly define "Who we are?" and "What we actually do we do, or what we should do!" These observations begged additional questions during our discussion of the Future State (e.g. "Who should our membership be? Why?")

An examination of our By-Laws, recent Five Year plans and past activities was valuable, but we also recognized the importance to seek more current input from other stakeholders and constituents.

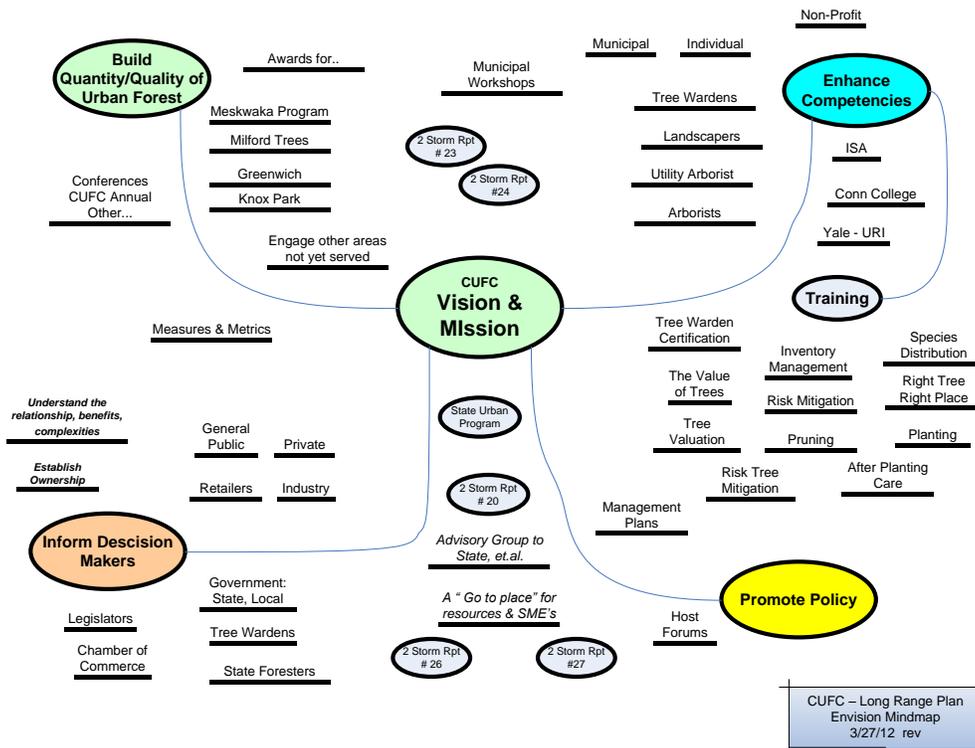
We examined the Program activities, expectations and needs from various constituents (e.g. Attendees of our 2011 Annual Conference, the CT DEEP Division of Forestry, other Councils, other Conferences, USFS, peers, non-profit & professional associates).

The Team employed a "Mind mapping" tool to help indentify and shape the future state envisioned to construct the Council's Long Range Plan.

Through an iterative process, four cornerstones emerged that supported the Vision & Mission.

- a. Build Quantity/Quality of Urban Forest
- b. Enhance Competencies
- c. Inform Decision Makers
- d. Promote Policy

As illustrated below, the Council’s Vision and Mission statements are the centerpiece.



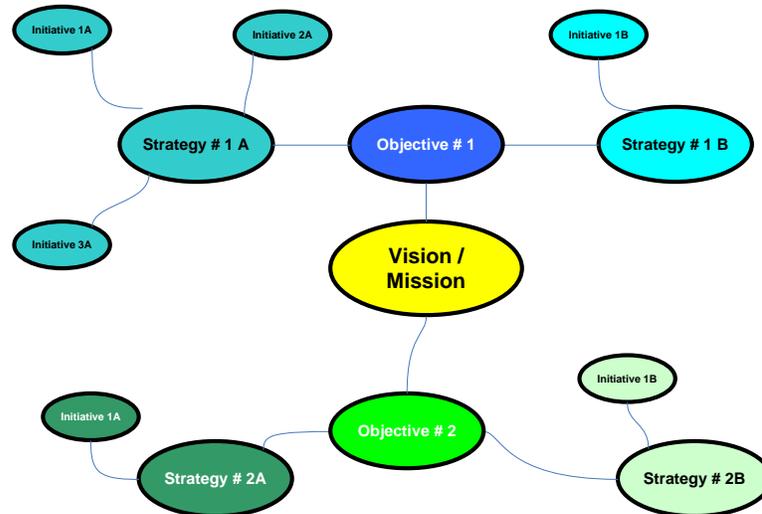
As seen from the Mind map, many topics are inter-related.

Further examination revealed additional areas to consider and address such as: our Organizational structure, Program offerings and Engagement of various stakeholders.

III. Long Range Plan

A. Methodology:

Centering on our Vision and Mission, we used the previously noted cornerstones as the basis for determining specific Objectives and related Strategies that would help us achieve the envisioned Future State. The “Mind Mapping” process was used as illustrated below,



B. The Overall Plan

The Plan consists of three major Objectives. Each under-pins the Mission of the Council from the perspective of its Organizational Structure, Programs / Project offered and Engagement with others as Champions. Several Strategies are also noted for meeting these Objectives by spawning specific Initiatives that will make the Vision and Mission a reality.

Objective #1. The organizational structure supports our Mission

The Council has enjoyed and is grateful for the talents and contributions of the many persons who have served over the years. We recognize that a vibrant and functional organization structure is essential. Based upon our assessment, we recommend that Strategies be adopted that:

- Ensure Council has a representative, active membership, leadership and committees
- Ensure we have the resources to support our Mission
- Create / maintain an appropriate Leadership Model

Objective #2. Programs achieve our Mission

The Council has provided and supported many programs and events over the years. That have covered a range of topics and organizations. We recognize that such activities by the Council are essential and needed now, more than ever in light of events in the Fall of 2011. Based upon our assessment, we recommend that Strategies be adopted that:

- Provide Programs and Projects that support our overall Mission and needs of stakeholders

Objective 3. The Council provides leadership and is engaged with other Champions of Urban Forestry

The Council's Vision and Mission are not unique. We recognize that the urban forest in Connecticut is not our's, but part of a global eco-system. We, like countless others are *stewards* who have been entrusted to care for it. We recommend that the Connecticut Council members embrace Strategies that have them:

- Participate in other urban forestry related Programs and Initiatives
- Build relationships to become recognized as a resource for others to consult and work with (e.g. State agencies, Municipalities)

C. Initiatives

Although beyond the immediate scope of our Charter, several high level Initiatives were identified. They are noted in the Master Plan (Refer to Appendix 3) and illustrate a range of opportunities for the Council to consider. Some are on-going once established. These include:

Short Term (Target completion by the end of 2012)

1. Obtain a new Council Banner
2. Review membership per by-laws, revise as needed to align with its Mission
3. Recruit new members to reflect constituency and diversity that exists within the State
4. Orient new members – Provide a Directory binder
5. Ensure other stakeholders are engaged (e.g. USFS, CT DEEP, TW, CTPA, etc,)
6. Establish a defined Process to assemble and manage the Council's Budget (e.g. Forecast, Allocations, Expenditures, Carry-overs)
7. Investigate and make recommendations for Board Insurance for Members/Directors
8. Establish and document a Process to administer Grants (i.e. Solicit, Award, Manage, Evaluate end-product & Close out report)
9. Determine the appropriate Organizational Model (e.g. Executive Directors, Group of Volunteers (like now))
10. Executive Board Development
11. Review Committees & Working Groups (i.e. Standing vs. ad hoc) needed to support our Mission and Initiatives
12. Establish clearly defined Roles & Responsibilities for leadership, committees and members
13. Create Standard Reports (Plan, Progress, Needs)
14. Council Member Development (e.g. Internal relationship, team building exercises)
15. Improve Membership visual branding
16. Solicit, award and administer Grants to Qualified Groups
17. Attend Conferences to learn about the work of partner organizations

18. Purchase translated copies of URI's planting guide and include a preface from the Council. (They can be given to focus groups and towns TBD)
19. Enhance Social Media (e.g. Update and maintain our Website, link with other websites like ISA, CFPA, Tree Warden Assoc, National Arbor Day Foundation,.....etc.) so we are easily found by others

Intermediate Term (Target completion by the end of 2013)

1. Establish Audit, Record Retention Requirements
2. Host an Annual Conference that provides educational topics of value, relevant to current and emerging issues
3. Support an enhanced Meskwaka Program
4. Develop educational materials based upon the Ct Environmental Literacy Plan, etc. (e.g. booklets, tie into website,)
5. Review and update Council publications (e.g. Recommended Tree Planting List) Post on website
6. Develop and maintain Measures & Metrics that portray success (or lack) of programs. How do you assess and measure (e.g. Individual, Volunteer Group, Municipal Programs, etc.)
7. Support Programs / Projects that engage youth
8. Outreach to other Councils and Associations (Tree wardens, USFS) to learn more about what they are doing, issues they face and share our story/plans with them.
9. Exhibit at a Conference (e.g. CT Outdoor & Environmental Education Association, Ct Council on Natural Resources,
10. Obtain a supply of "Give Aways" Trinkets
11. Collaborate on Initiatives with mutual benefits with other Councils, USFS, Tree Warden Assoc, et.al.
12. Update our Website
13. Maintain our Website
14. Host Sessions / Forums to which urban forestry partners are invited to discuss current topics of interest, share ideas, and build partnerships to achieve common goals.

Long Term (Target completion after 2013 – TBD)

1. Present at a Conference
2. Host Sessions with others (TBD) to discuss pending legislation
3. Have established relationships with key stakeholders in the State, etc.

The Team recommends the Council's Executive Board establish an on-going process to review, prioritize and implement plans to achieve these Initiatives. The Master Plan's format has been designed to facilitate these activities, track progress and noted related resource requirements.

IV. Summary

The Team notes that the plan and recommendations presented in this report are offered to be the start of *living document* which will continue to grow the Council to be a valued resource and partner for championing a healthy Urban Forest in Connecticut and elsewhere for many years to come.

Appendices

Appendix – 1 Excerpt from By-Laws

Section 2 – *Specific Purposes*

The specific purposes of the Corporation shall be:

- a) to provide coordination of all parties involved with urban and community forestry matters so as to avoid potential duplication of effort, inefficiency, and conflict;
- b) to advise the State Forester of the Connecticut Department of Environment Protection, and/or that agency's designated representatives, as well as the designated representatives of the University of Connecticut Cooperative Extension System, on how to best advise, assist, educate, and inform others on programs and policies regarding the improvement, preservation, management, and protection of Connecticut's urban and community forest resources; and
- c) to assist the Connecticut State Forester and the University of Connecticut Cooperative Extension System in accomplishing specific objectives as stated in Article III, Section 3.

Section 3 – *Specific Objectives*

The specific objectives of the Corporation shall be:

- a) to increase the quantity and quality of urban and community forestry programs and projects in Connecticut cities and towns;
- b) to enhance the level of competence of arborists, tree wardens, foresters, community tree volunteers, public workers employees, and other tree maintenance professionals practicing urban and community forestry in Connecticut;
- c) inform community decision makers, legislators, and the public about the essential benefits derived from Connecticut's urban and community forest;
- d) develop policies to promote progressive and appropriate urban and community forestry programs and practices throughout the state; and
- e) to do everything necessary, proper, advisable, or convenient for the accomplishment of the Corporation's specific purpose and to do all other things incidental to them or connected to them that are not forbidden by the Certificate of Incorporation, these Bylaws, the Code, or any other law.

Appendix – 2 Charter

Title: Ct. Urban Forest Council – Long Range Plan

Description: Develop a Long Range Plan that supports the vision and mission of the Ct. Urban Forest Council.

Sponsor: Chris Donnelly Chair

Team: (* Lead)

Rachel Holmes

Lori Brant

Steve Hladun

Leslie Kane

Joe Ryzewski(*)

Objective: The Council had assembled several 5 Year Plans over the past years at the bequest of the USFS, the most recent was for the period of 2006 – 2010. Although the Forestry Service no longer requires this submittal, the Council recognizes the importance to have a plan to provide guidance for achieving the Vision and Mission of the Council.

The objective of this Initiative is to develop a Long Range Plan that is relevant to the needs of State residents, associates and the Urban forest. This Plan will provide a basis for championing a vibrant organization and enacting meaningful initiatives.

In Scope: (What the Team will include in its review)

- Assessment of current state
- Investigate best practices of others
- Review of future state
- Identify major focus areas
- Recommend Initiatives
- Organization structure

Out of Scope: (What Team will not do)

- Assemble Budget
- Commission Committees

Milestones:

Assemble Project Team	Oct	2011
Develop Overall Plan	Nov	2011
Current State Assessment	Dec	2011
Future State- High Level	Jan	2012
Present Draft Plan	Mar 22,	2012
Final Plan - Deliverable	May	2012

Communication Updates:

- To be made at scheduled Council meetings.
- Team notes will be sent to Chair

Appendix – 3 Excerpt from “Two Storms Report 1/9/12 to Governor”

TREE TRIMMING

Findings:

- Trees have great value, both aesthetic and economic, and Connecticut residents not only take great pride in their beauty, but benefit significantly from them. Testimony presented by the Urban Forestry unit of DEEP showed the heating and cooling costs of a home were lowered with the presence of appropriate trees.
 - Trees knocked down 90% of the utility wires that fell in Tropical Storm Irene.
 - Data presented to the Two Storm Panel indicated that Connecticut has one of the most dense tree canopies in the United States (# 1 in the U.S. for our Wildland/Urban Interface tree density). Connecticut’s tree profile, also, revealed trees with larger circumferences than average. UIL Holdings estimated that over 300,000 trees are planted in the utility pole rights of way (ROW) in its 17 town territory.
 - Tree trimming and removal budgets consist of four sources:

Source of Tree Trimming Budget	Amount of Budget
• Municipal (Used primarily for maintaining health of town trees, not for utility rights-of-way)	Approximately \$10 million a year
• Connecticut Dept. of Transportation (Used primarily for roadway clearance and safety)	\$550,000 per year
• Telecommunications companies Failed to provide a tree trimming budget to Two Storm Panel	
CL&P (For 143 towns)	\$24,625,000
UI (For 17 towns)	\$3,418,883
 - There does not exist in Connecticut specific industry standards for tree trimming aside from the safety standards in ANSI Z 133.1 and OSHA 1910.269 and the operation standards in the ANSI A 300 series to direct the actions of tree wardens or of those performing utility pruning.
- 13
- There are also no criteria by which a person may be appointed a tree warden.

Recommendations:

- 20)** Conduct a state -wide tree risk assessment and prioritization schedule particularly targeting hazardous trees.

Appendix – 3 Excerpt from “Two Storms Report 1/9/12 to Governor”

(Continued)

21) Establish a state-wide Hazardous Tree Removal Fund that will provide matching grants to homeowners for the removal of trees on private property that endanger utility wires.

22) 1.5 % of all funds approved for utility vegetation management by PURA should be used to fund the private property Hazardous Tree program for 5 years.

23) Establish a State Vegetation Management Task Force (SVMTF) that will develop standards for road side tree care in Connecticut, vegetation management practices and schedules for utility rights of way, right tree/right place standards, licensing standards for tree wardens, municipal tree inventories and pruning schedules. This Task Force should consist of State, municipal, utility and nonprofit environmental organizations. The Commissioner of the DEEP or his/her designee should be its Chairperson.

24) DEEP should convene appropriate State agencies, municipalities and utilities for the purpose of creating a 5 year collaborative effort for an enhanced tree maintenance program and the development of an educational effort regarding the use of appropriate and diverse tree species in both public and private spaces.

25) At least four entities—electric utilities, municipalities, telecom utilities, and the State of Connecticut—engage in tree trimming/removal activities that may protect the necessary infrastructure. On a semiannual basis, these activities should be coordinated amongst them to maximize the effectiveness of each entity and goals/targets should be established. This activity would be monitored through the SVMTF.

26) Increase DOT Tree Maintenance budget by \$1 million a year for three years for road/ tree safety program.

27) Legislation should be adopted providing for the removal of “hazard trees” from private property by utilities or municipalities, which should include reasonable protections for property owners.

Appendix –4 Long Range Plan

This chart shows the alignment of the Plan’s Initiatives and Strategies to achieve the Objectives recommended to support the Council’s Mission and Vision.

	Objective (What is the future state?)	Strategy (How do we get there?)	Initiative (What do we need to do?)
A	The organizational structure supports our Mission	Ensure Council has a representative , active membership, leadership and committees	<i>People need to be held accountable to do what they said they would. They need to buy in!</i>
	2012		1. Review membership per by-laws, revise as needed to align with its Mission.
	2012		2. Recruit new members to reflect constituency and diversity that exists within the State
	2012		3. Orient new members - Provide a Directory binder
	2013		4. Ensure other stakeholders are engaged (i.e USFS, CT DEEP, Tw, CPTA, etc.)
A	The organizational structure supports our Mission	Ensure we have the resources to support our Mission	
	2012		1. Establish a defined Process to assemble and manage the Council's Budget (e.g. Forecast, Allocations, Expenditures, Carry-overs)
	2012		2. Investigate and make recommendation for Board Insurance for Members/Directors
	2012		3. Establish and document a Process to administer Grants (i.e. Solicit, Award, Manage, Evaluate end-product & Close out report)
	2013		4. Establish Audit, Record Retention Requirements
A	The organizational structure supports our Mission	Create / maintain Leadership Model	
	2012		1. Determine the appropriate Organizational Model (e.g. Executive Directors, Group of Volunteers (like now))
	2012		2. E Board Development (e.g. Institute for Environmental Leadership...) Training Available????
	2012		3. Review Committees & Working Groups (i.e. Standing vs. ad hoc) needed to support our Mission and Initiatives
	2012		4. Establish clearly defined Roles & Responsibilities for leadership, committees and members
	2012		5. Create Standard Reports (Plan, Progress, Needs)
	2012		6. Council Member Development (e.g. Internal relationship / team building exercises)
	2012		7. Improve membership visual branding (e.g. Apparel, signage)

	Objective (What is the future state?)	Strategy (How do we get there?)	Initiative (What do we need to do?)
B	Programs achieve our Mission	Provide Programs and Projects that support our overall Mission and needs of stakeholders	
		2013	1. Host an Annual Conference that provides educational topics of value, relevant to current and emerging issues
	2013		2. Support the Meskwaka Program
	2013		3. Develop educational materials based upon the Ct Environmental Literacy Plan, etc. (e.g.booklets, tie into website,)
	2012		4. Solicit, award and administer Grants to Qualified Groups
	2012		5. Review and update Council publications (e.g. Recommended Tree Planting List) Post on website
	2013		6. Develop and maintain Measures & Metrics that portray success (or lack) of programs. How do you assess and measure (e.g. Individual, Volunteer Group, Municipal Programs, etc.)
	2013		7. Support Programs / Projects that engage youth
C	The Council is engaged with other Champions of Urban Forestry	Participates in other Industry related Programs and Initiatives	
			1. Attend Conferences to learn about the work of partner organizations
	2013		a. City Parks Conference @ NY July (Annual)
	2013		b. Partners in Community Forestry (Annual)
	2013		c. Tree Care Industry Association (Annual)
	2013		2. Attend ISA Conference (2012 Portland, OR)
	2013		3. Outreach to other Councils and Associations (Tree wardens, USFS) to learn more about what they are doing, issues they face and share our story/plans with them.
	2013		4. Exhibit at a Conference (e.g. CT Outdoor & Environmental Education Association, Ct Conference on Natural Resources, CTPA)

Objective (What is the future state?)	Strategy (How do we get there?)	Initiative (What do we need to do?)
2013		5. Obtain a supply of "Give Aways" items
2014		6. Present at a Conference
2012		7. Obtain a new Council Banner
2013		8. Collaborate on Initiatives with mutual benefits with other Councils, USFS, Tree Warden Assoc, et,al.
2012		9. Purchase translated copies of URI's planting guide and include a preface from the Council. (They can be given to focus groups and towns TBD)
	Build relationships to become recognized as a resource for others to consult and work with (e.g. State agencies, Municipalities)	
2012		1. Enhance Social Media (e.g. Update and maintain our Website, link with other websites like ISA, CFFA, Tree Warden Assoc, National Arbor Day Foundation,.....etc.) so we are easily found by others
2013		2. Update our Website (Have Uconn do)
2013		3. Maintain our Website
2013		4. Host Sessions / Forums with others to which urban forestry partners are invited to discuss current topics of interest, share ideas and build partnerships to achieve common goals.
2014		5. Host Sessions with others (TBD) to discuss pending legislation

Note: The following material was prepared by Stephen H. Broderick, Extension Forester - University of Connecticut Cooperative Extension System (c. August, 1993) and is included in this report as a tribute to those who helped establish the Council and others who have continued to support its Mission.

The Connecticut Urban Forest Council was born November 17, 1987, when a group of forestry, horticulture and natural resource professionals met in Storrs to discuss needs and opportunities in urban forestry. The recently completed state forest resources plan had identified the lack of urban forest management as a priority need area for Connecticut, Yet very few attempts at improving (or creating) municipal urban forestry programs were underway, and those that did exist were largely disjointed and lacked resources.

In response to this situation, University of Connecticut Cooperative Extension Forester Stephen H. Broderick and Connecticut Department of Environmental Protection, Division of Forestry Assistant State Forester Donald H. Smith Jr., convened the meeting, which included representatives from the following:

- Connecticut Agricultural Experiment Station
- Connecticut Department of Environmental Protection, Division of Forestry
- Connecticut Forest and Park Association
- University of Connecticut College of Agriculture and Natural Resources
- University of Connecticut Cooperative Extension
- US Forest Service

USDA Extension’s National Forestry Program leader Dr. Fred Deneke facilitated. The meeting concluded these agreements:

- Continue to meet bi-monthly under the title of Connecticut Urban Forestry Working Group (the name was changed to Council May 22, 1990)
- Target efforts around four objectives:
 1. to promote sound, state-of-the-art urban forest management
 2. to create awareness of the value of community trees among community decision makers and the general public
 3. to help those charged with managing the urban forest to develop the skills and resources needed to do the job
 4. to maximize the value of available resources by promoting pro-active cooperation among public and private organizations involved in urban and community forestry
- Immediately conduct a mail/phone survey of municipalities to refine these goals into an effective working agenda.

Within a year, the University of Connecticut Cooperative Extension System had dedicated a full time staff person to urban forestry, and the Connecticut Department of Environmental Protection, Division of Forestry soon followed suit. With individuals within these agencies taking the lead, by the Fall of 1989 the Working Group had implemented a successful model urban forestry program in Middletown, held its first annual Connecticut Urban Forest Conference and provided information and assistance directly to over a dozen municipalities.

Today, the Connecticut Urban Forest Council has expanded to include public and private institutions, and the scope of its work has increased accordingly. Its goals, however, remain essentially the same as those identified at the very first meeting of the Working Group.