

Southern Company's Strategic Approach to Conservation Leadership



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Contents

1. Executive Summary	3
2. How It Works	
a. Partnership: Committing to long-term priorities	5
b. Leadership: Setting goals that make a difference	6
c. Engagement: Giving employees and stakeholders a seat at the table	7
d. Measurement: Identifying successes as well as opportunities	9
e. Communication: Building support through effective storytelling	11
3. Conclusion	12
4. Appendix	
a. Programs at a Glance	13
b. Snapshot of the Funding Model	15
c. Southern Company-NFWF Partnership	16
5. References	17
6. Acknowledgements	18
7. Photo Credits	19

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Executive Summary

When NAEM member Leslie Montgomery set out to create an environmental stewardship program for Southern Company, she began with a business strategy.

She identified key priorities. She committed to multi-year partnerships. And she measured the results.

“We didn’t just go out and do something that felt good,” Montgomery said. “We wanted to focus on projects where we could be a leader, make a measurable difference and benefit our customers and communities.”

The results have been impressive.

Through a strategic partnership with the National Fish and Wildlife Foundation (NFWF), the company has contributed nearly \$11.6 million to fund imperiled longleaf pine restoration, bird conservation and community-based wetland restoration through 2013. Since 2003, this partnership has funded the restoration of nearly 77,000 acres of longleaf pine¹; spurred the recovery of rare bird species such as the red-cockaded woodpecker; and established the Atlanta-based utility as a model for corporate environmental conservation.

“Our business is all about balancing our economic, environmental and societal obligations,” said Chris Hobson, Chief Environmental Officer for Southern Company. “We do have a large environmental footprint and we want to manage it. [Our environmental stewardship program] is one of the greatest examples of how we do that.”

Structured around five tenets –partnership, leadership, engagement, measurement and communication – the program encourages stakeholder collaboration around Southern Company’s signature efforts to restore the longleaf pine ecosystem, recover endangered bird

Through a strategic partnership with the National Fish and Wildlife Foundation (NFWF), Southern Company and NFWF have awarded more than \$13.3 million through 158 grants, an investment resulting in an on-the-ground conservation impact of more than \$63.5 million.



Female beach nesting snowy plover

species in the Southeast and promote efforts to protect watersheds and coastal areas.

“It’s just the way I see the world,” Montgomery said. “There’s just not enough resources to do everything, so how can we bring disparate efforts together to achieve multiple goals?”

At the program’s core is the company’s partnership with NFWF, a Washington, D.C.-based nonprofit that contributes scientific expertise and matching funds.

Together the partners have awarded more than \$13.3 million through 158 grants, an investment resulting in an on-the-ground conservation impact of more than \$63.5 million.

“Our partnership with Southern Company is generating tangible, on-the-ground results through the restoration of longleaf pine forests in the Southeast,” said Jeff Trandahl, Executive Director of NFWF. “For the past 10 years, our alliance has demonstrated that it’s possible to simultaneously reach priority conservation goals while advancing economic objectives in the region.”

The long-term partnership not only has scored a win for the environment, but also has taught NFWF to operate more effectively, according to Suzanne Sessine, Assistant Director of NFWF’s Eastern Partnership Office.

Executive Summary

“Back when we started we knew we wanted to fund the best projects, but we didn’t necessarily have the best strategic plan,” Sessine said. “With these ongoing programs with Southern Company, we’ve become more focused with what we fund based on our identified priorities, and where we can see measurable outcomes.”

To further strengthen its partners and encourage cooperation, Montgomery holds annual stakeholder meetings, where grantees and other conservation professionals share best practices and receive capacity-building training.

“It’s more about ‘How can we help them be successful?’” Montgomery said. “And they, in turn, help us to be successful.”

Grant recipient Margo Zdravkovic, head of Conservian Coastal Bird Conservation, said the annual stakeholder meetings are as critical to her work as the committed funding.

“Multiple times, I’ve made important connections to expand the work I’m doing,” she said. “And that doesn’t happen all the time through email and phone.”

She said the engaged involvement of Southern Company employees like Montgomery also has changed how she views the company.

“It puts a face on the name of that company, which is a great thing. With other grants I receive, I couldn’t even tell you the name of a person within that company,” she said. “With Leslie and the other people within Southern Company, I feel like they care about what we’re doing. It matters to them.”

“It’s just a whole different feeling,” she said.

Indeed, the company’s commitment to its partners has contributed to its reputation for leadership, according to a 2008 audit by conservation experts Hardner & Gullison Associates LLC.²

“These young programs have made a very strong start,” the audit report concluded. “They are widely recognized among environmental stakeholders as making a noteworthy contribution to conservation issues considered a priority in the region.”

Progress reports such as these are important, Montgomery said, because tangible results tell a better story.

“You’ve got to measure it. If you cannot articulate results, at some point during the tough times, it’s going to be hard to say, ‘We need to keep it going,’” she said. “But if you can show tangible results that people can get excited about, then you’ve created a story everyone can understand. You can’t build a reputation [for environmental responsibility] if you don’t tell those stories.”

And as Ralph Costa, a wildlife biologist focused on red-cockaded woodpecker restoration, pointed out, the story of Southern Company and NFWF’s work is beginning to spread.

He said the success of an effort to relocate juvenile woodpecker pairs to managed lands, led the Southeast Regional Partnership for Planning and Sustainability (SERPPAS)³ to hire additional biologists to expand this initiative on the government-owned lands they manage.

Perhaps the most important feedback, though, has come from the community, Montgomery said.

“We get thank you notes from people, saying ‘This is what a responsible company should be doing. Thank you Southern Company.’”



Longleaf pines filter the sunlight, creating an optimal environment for hundreds of rare plant species.

How it Works

PARTNERSHIP: Committing to long-term priorities

Before Southern Company's successful habitat and wildlife restoration program established the company as a conservation leader, the largest supplier of electricity to the Southeast was mostly known to its 4.4 million customers through one of its four operating companies: Alabama Power, Georgia Power, Gulf Power and Mississippi Power.

Interested in offsetting its environmental footprint, the Atlanta-based utility hired Leslie Montgomery in 2001 to develop a nationally recognized environmental stewardship program.

"We already had a lot of programs at our operating company level within the states, but we didn't have much at the Southern Company level," Montgomery recalled. "We asked ourselves, 'What can we do to build a positive reputation?' so I surveyed what we were doing already, what worked and why. For example, the company had a multi-year, tree-planting program with landowners, which was very popular. So what I was looking for was, 'What are the ingredients to keep the good things going and say no to other things that just end up being busy work?'"

Her first step was to partner with the National Fish and Wildlife Foundation (NFWF), a nonprofit whose mission aligned with the company's values. Chartered by Congress in 1984 to build partnerships between federal resource agencies and the private sector, NFWF already was an active conservation group with expertise on the ground in the Southeast.

"We didn't just go out and do something that felt good. We wanted to focus on projects where we could be a leader, make a difference and bring people together to measurably improve the environment. That's why we focused on key bird species."

Leslie Montgomery



Conservian Coastal Bird Conservation Director Margo Zdravkovic and Assistant Director Steve Liptay conduct shorebird surveys in Louisiana.

"The foundation [NFWF] has a business approach to conservation, focused on delivering results and engaging people, and that's what we wanted to do," Montgomery said. "They're credible; they're a conduit to essentially any organization we would want to partner with; and because they don't fund advocacy or litigation, you're really putting your dollars on the ground. Plus, they have a matching requirement: Your dollars are leveraged. And I'm a firm believer that you're going to get a better result if all partners are vested in the outcome."

For NFWF, Southern Company's initial five-year investment provided an opportunity to focus on long-term priorities, according to NFWF Assistant Director of the Eastern Partnership Office Suzanne Sessine.

"With our federal funds, typically the appropriations are dealt with on a year-by-year basis so we're not exactly sure what we're going to get each year so we can't plan out over a long term," she said, "With the Southern Company program, we had a lot more flexibility. And that affected us strategically and affected our administrative efficiencies because we were able to say now, 'We can give someone a larger grant over multiple years because we know we'll have funding.'"

LEADERSHIP: Setting goals that make a difference

In August 2002, with a launch budget of \$300,000, NFWF and the stewardship team at Southern Company began exploring opportunities for the company to take a leadership role in regional conservation.

“We worked with our key stakeholders to identify the region’s key conservation priorities, looked for that alignment between where we’re involved and where our employees, customers and communities are interested,” Montgomery recalled.

The first priority was the restoration of endangered and declining bird species emblematic of the South. These included red-cockaded woodpeckers, Northern bobwhite quail and beach nesting birds like snowy plovers.

“We wanted to focus on projects where we could be a leader, make a difference and bring people together to measurably improve the environment,” she said. “That’s why we focused on key bird species.”

Coined ‘The Power of Flight,’ the program launched in 2003 as a one-year, conditional partnership focused on species management, habitat restoration and conservation education. Based on the results of the first year, Montgomery said, the company expanded the program into a five-year commitment.

“You’re not going to change anything overnight. You need to pick something, focus on it and allow enough years to see the difference you can make,” she said.

In 2004 the company launched its signature ‘Longleaf Legacy’ program, initially a five-year, \$6 million-investment in longleaf pine restoration.

Indigenous to the Southeast, the longleaf pine habitat is among the most biodiverse ecosystems on earth, providing shelter to about 600 plants and animals. Of the 90 million acres of wildlife-rich forest that once

Since 2004 the Power of Flight red-cockaded woodpecker translocation project has helped reduce the rate of recovery for the recipient populations by 11 years.



Fire is essential to the health of the longleaf pine habitat as well as that of dozens of flora and fauna species.

stretched from Virginia to Texas, only 3 percent remain today.⁴

Southern Company aimed to change that by working to re-establish and enhance longleaf on both public and private lands.⁵ The company further committed to managing those lands through prescribed burns, which spur renewal in the fire-dependent ecosystem.

Although the signature programs were designed to achieve distinct goals, Montgomery and NFWF created built-in synergies to help multiply success.⁶

A prime example is the red-cockaded woodpecker, an endangered species that lives in the longleaf habitat. The birds have benefitted from both Longleaf Legacy as well as a Power of Flight project that relocates unrelated, juvenile woodpecker pairs from self-sustaining populations to other managed longleaf forests in the region.⁷ Since 2004 the woodpecker project has relocated 207 birds, an effort that has reduced the rate of recovery for the recipient populations by 11 years, according to Ralph Costa, the wildlife biologist who manages the grant.⁸

“The joke is that we’re really funding a dating service for woodpeckers, but according to the species’ federal recovery plan, this is the critical path to success,” Montgomery said.

How it Works

The program's success also taught Southern Company how to better manage woodpecker populations on its own land, Montgomery added.

Thanks to what it learned from the project, the company created a "safe harbor" for red-cockaded woodpeckers at its two nuclear plants in Georgia. By protecting the buffering land as would-be homes for woodpeckers, the company will have more flexibility⁹ with developing other bird-friendly lands in the future, Montgomery said.

What the success of this program has proven, she said, is that corporate responsibility can help achieve multiple goals.

"The real message is that we can have all the things we want and still provide a balanced ecosystem where species can coexist with man," she said. "In many cases, it does not have to be us or them."



Biologist Joel Casto safely marks traps and moves a few birds annually to protected lands.

ENGAGEMENT: Giving employees and stakeholders a seat at the table

To help drive investment and interest in the stewardship program, Montgomery created opportunities for employees, members of the community and environmental stakeholders to participate in its success.

Her first step was to focus on endangered bird species of the South, as a way to improve a local asset both customers and employees could enjoy.¹⁰



Southern Company sponsors an annual networking tour for its conservation partners. This one, on Lake Mitchell in Alabama, gave them a chance to see the company-managed lands for red-cockaded woodpeckers.

"People love what they know and protect what they love," Montgomery said. "But if they're disconnected from nature, they're not going to be thinking about it and it will be threatened at some point. You've got to engage the community. For a century, one of the things our company has always done well is engaging communities on the local level."

She also encouraged employees and members of the public to visit Southern Company-funded project sites whenever possible. Touring a reforested plot or watching rare birds, she said, helps create an emotional investment in the environment.

"If you can connect people back to nature or give them that experience, that's what stays with them and then carries further. Give them an experience, not a lecture," Montgomery said.

To further build internal commitment, Montgomery established an internal advisory team that works with NFWF to oversee progress, guide strategic decisions and help select grantees who apply for project management funding on an annual basis. The cross-functional team makes site visits to understand how the money is being spent and provides feedback about additional opportunity areas, according to Montgomery.

How it Works

“We don’t just fund what people ask for: We challenge them to stretch themselves and through that process, they share their learning with us. It’s very important to have a relationship built on mutual respect and trust because they see us as an active partner and not just a donor,” she said.

The company’s long-term investment in bird and habitat restoration also has helped engage external stakeholders.

“Since we know this is a signature program that will be operating for many years, it allows it to be a priority within the foundation [NFWF],” she said. “Having that focus and knowing that it’s going to be sustained definitely gives us the capability to get others involved.”

Over time Southern Company has earned a reputation as a credible hub for regional conservation partnerships, helping foster connections between land trusts, government agencies and nonprofits, according to Montgomery.

“Because we’re involved, we don’t simply say, ‘Yes’ to something,” she said. “If we see partners missing, we ask, ‘Well, why don’t you get that group involved?’”

The company strengthens these relationships by creating forums for nonprofit leaders, corporations and private foundations to discuss the future of critical conservation issues.

One of these is an annual retreat for donors, grantees, conservation leaders and Southern Company employees.¹¹ The two-day meeting focuses on brainstorming ideas and sharing best practices, but the benefits for the environment extend beyond the issues at hand, Montgomery said.

“If you can build relationships and trust with many different groups by working on something you can agree on, then when there are tough issues out there, you can have a constructive dialogue on the tougher, core, business issues,” she said.

For Margo Zdravkovic, Director of Conservian Coastal Bird Conservation, a program dedicated to the conservation of beach nesting birds, the collaboration with Southern Company has been a pleasant surprise.

“I have really enjoyed the whole experience,” she said. “I wish that some of our other grant programs would provide a similar kind of closeness. I know it might sound silly but sometimes it really feels like a family when this group of people gets together.”



Employee volunteers help restore wetlands at Bennett Bayou in south Mississippi through the Five Star Restoration Program.

“Because we’re involved, we don’t simply say, ‘Yes’ to something. If we see partners missing, we ask, ‘Well, why don’t you get that group involved?’”

Leslie Montgomery

MEASUREMENT: Identifying successes as well as opportunities

With the first programs underway, Montgomery evaluated their progress in 2005, before deciding whether to extend funding beyond the initial five-year commitment.

Based on her review, Southern Company continued funding for Longleaf Legacy and Power of Flight, and added funding for a program called ‘Five Star Restoration’, an existing NFWF collaboration¹² that provides matching grants and technical support for community-based habitat restoration projects near waterways and coastal areas.

Montgomery said the program seemed like a good fit with the company’s other stewardship activities and allowed it to engage more employees at a facility, regional and divisional level. In late 2005, Southern Company pledged \$1.2 million over five years to fund wetland and streamside restoration across its four-state service territory. The company then extended the commitment for three more years with an additional \$720,000.

An external audit was commissioned in 2008 to better understand the impact of Southern Company’s signature programs. Financed from the interest earned on the partnership funds, the eight-month evaluation by biodiversity experts Hardiner & Gullison Associates LLC, involved site visits, a review of grant proposals, a survey of grant recipients and interviews with environmental stakeholders in the region.



The Power of Flight program addresses the conservation needs of endangered and declining bird species of the South, such as the red-cockaded woodpecker.

The review confirmed that by the end of 2007, the program had made significant headway: nearly 48,000 acres of different habitats were under improved stewardship; about 133,000 people had received some form of conservation education; and an additional 201,000 were potentially exposed to a conservation message through visits to birding sites and nature trails.¹³

“The impacts of the programs are tangible and include the establishment and restoration of various types of natural habitats (particularly longleaf pine) and aiding in the recovery of some emblematic bird species, such as the red-cockaded woodpecker,” the report stated.

The final report also highlighted some significant, but difficult-to-quantify, conservation benefits from the programs. These included developing markets for native species’ seeds and seedlings; emulating land management practices among neighboring landowners; and developing partnerships with conservation actors within and outside the program.

Additionally, the evaluation identified opportunities for improvement at the project-level, program-level and beyond what Southern Company and NFWF alone could address.

In 2005, Southern Company pledged \$1.92 million over eight years to fund wetland and streamside restoration across its four-state service territory.

How it Works

One important finding was the need for NFWF to continue strengthening the initiative's strategic focus.

The foundation responded by updating its request for proposals, asking grantees to identify how their work aligns with the foundation's long-term goals, Sessine said.

"We now have established plans that we're pointing people to, to say you should be aligned with the action items or priority areas that are outlined in these plans because there's been broad, collaborative agreement that these are the areas that should be addressed," she said.

The evaluation also recommended that grantees improve how they communicate with the public. Montgomery said she used that insight to bolster the value of the annual retreats by including capacity-building workshops and education.

"We try to show people how to be successful beyond the handout that we can give them," she said. "We ask them, 'What do you really need? To engage the community? To build leadership potential within your organization?' And we try to provide networking and training to help them improve their skills. Many of the grantees have great expertise to offer each other."

The workshops have included adaptive resource management training,¹⁴ media training and sessions on building a better communications strategy – skills grantees like Zdravkovic have used to report results and apply for other grants.

"They really help you think about how you're communicating and streamline what you're trying to say," Zdravkovic said. "They teach us how to be better at creating the proposals and also better at articulating what it is we're trying to accomplish."



Students create a biodegradable temporary barrier for shoreline vegetation on Deadman's Island in Gulf Breeze, Fla.



By protecting beach nesting birds such as least terns during nesting season, they have a better hatching success rate.



Attendees of the annual stakeholders meeting value the event for its opportunities to share progress and network.

COMMUNICATION: Building support through effective storytelling

Strategic communications also are an effective tool in building support for the stewardship program among the Southern Company community, Montgomery said.

Based on a comprehensive communications strategy, Montgomery said she shares updates with employees through the company's website and intranet news.

"We frequently do stories on our intranet page and consistently, the stewardship-related stories are in the top three most-read stories of the week," she said. "And I'll get calls or comments from people who say, 'I've got some land, who should I talk to so I can do some conservation on my property?'"

The other key element of promoting the program revolves around inviting employees and members of the public to experience the projects firsthand.

"You can't demonstrate environmental commitment without it being visibly present," Montgomery said. "And mainly, it's just engaging people, giving them this experience – not just putting a little blip on the screen, but creating these opportunities for people to see and visit the project site. If they have an experience they see the motivation and excitement of the grantees, they learn something and they take that with them."

One of the most popular projects is 'Operation Migration,' dedicated to reintroducing whooping cranes to eastern North America.¹⁵ With the ultimate goal of establishing a self-sustaining population of the eastern flock, captive reared birds are taught to migrate south using ultralight aircraft.

"When you look up and see these cranes led by ultralight [aircraft], it captures the imagination of so many people," Montgomery said.

To keep the flow of information in line with broader strategic priorities, Montgomery said she created a full-fledged communication plan, incorporating quarterly reports, a publicly available 'In the Field' webinar series¹⁶ and vignettes on the Outdoor Channel.¹⁷

"When we communicate about stewardship, people respond positively. Whether it's a grantee telling me how a story helped attract a new partner, or an employee saying how our conservation program made them proud to work for the company, or an investor feeling better about owning our stock, I get a lot of good feedback. The best thing is when someone tells me that hearing about our work inspired them to get involved," Montgomery said.



Southern Company tells its stewardship story via a comprehensive communication plan, using print, the Web, outdoor signage and other media.

Conclusion

Thanks to a structure that drives results, engages employees and encourages collaboration, the program Montgomery created has begun to gain recognition in the form of look-alike programs nationwide.

The National Wild Turkey Federation told the auditors that the grants it received for longleaf restoration have catalyzed additional reforestation in Georgia and other states in the Southeast.

On a larger scale, Southern Company's commitment to longleaf pine restoration has provided essential resources for America's Longleaf Initiative.¹⁸ This initiative, led by a diverse, multi-level conservation coalition, is dedicated to the long-term restoration of the longleaf pine ecosystem and the implementation of the Range-wide Conservation Plan for Longleaf.

Others have offered to contribute additional funds to projects underway. According to Sessine, NFWF received funds from the Turner Foundation to apply to the Power of Flight program two years in a row.

Additionally the members of the Southeast Regional Partnership for Planning and Sustainability (SERPPAS) recently added additional biologists to help accelerate the recovery of the red-cockaded woodpecker, according to Costa, the wildlife biologist who manages the project.

And after eight years, Montgomery is still pushing the partners to take their efforts to the next level, according to Sessine.

"Leslie has been instrumental thanks to her drive and ability to think outside the box," she said. "She's really the driving force and she really pushes this internally and externally. She really sells it within her company and that's key."



Once nearly extinct, whooping cranes are making a comeback thanks to Operation Migration. The program funds a project to guide migrations with ultralight aircraft.

"When you look up and see these cranes led by ultralight [aircraft], it captures the imagination of so many people."

Leslie Montgomery

Appendix

Programs at a Glance

Power of Flight

Timeframe: Launched in 2003; funded through 2013

Summary: Address conservation needs of species characteristic of the southern U.S.

Program initiatives:

- Habitat restoration and management
- Species conservation and reintroduction through implementation of priority management actions
- Environmental education that targets urban or underserved youth
- Applied research with direct implications for management and conservation

Total Southern Company Investment to date: \$3.66 million for 11 years

Annual grant funding available: \$600,000 (Southern Company/NFWF combined)

Impact:

- 207 red-cockaded woodpeckers relocated since 2004
- Reduced the recovery rate for red-cockaded woodpeckers among recipient populations by 11 years
- More than 1.5 million people received environmental education
- More than 350,000 acres restored or enhanced

More information: <http://www.nfwf.org/power>

Longleaf Legacy

Timeframe: Launched in 2004; funded through 2013

Summary: Dedicated to reforesting the imperiled longleaf pine ecosystem

Program initiatives:

- Restoration of longleaf on public lands, which includes conversion of non-native plantations
- Re-establishment of this ecosystem on sites adjacent to or near existing longleaf stands to maximize habitat area
- Replanting in areas that are high priority for wildlife conservation, such as red-cockaded woodpecker recovery sites
- Outreach to private landowners who are willing to manage longleaf on a long rotation to benefit wildlife

Total Southern Company investment to date: \$6 million for 10 years

Annual grant funding available: \$1 million (Southern Co./NFWF combined)

Impact:

- More than 57,000 acres replanted with more than 26.4 million longleaf seedlings
- Total on-the-ground impact of more than \$45.2 million

More information: <http://www.nfwf.org/longleaf>

Programs at a Glance

Five Star Restoration Program

Timeframe: Southern Company sponsorship began in 2006; funded through 2013

Summary: Funds matching grants and technical support for community-based ecological restoration and education projects for lands near waterways and coastal areas

Program initiatives:

- Improving local water quality and fish habitat with stream buffers or reefs
- Providing outdoor classrooms and ecotourism by building or enhancing parks, riverfronts, wetlands and coastal areas
- Engaging diverse community partners to achieve ecological habitat restoration

Total Southern Company investment to date: \$1.92 million for eight years

Annual grant funding available: \$200,000 within Southern Company service area

Impact:

- 57 projects funded involving 286+ distinct organizations/entities
- Total on-the-ground conservation impact of \$4.8 million
- More than 546 acres of wetlands and nearly 49,500 feet of riparian buffer restored or streambank stabilized

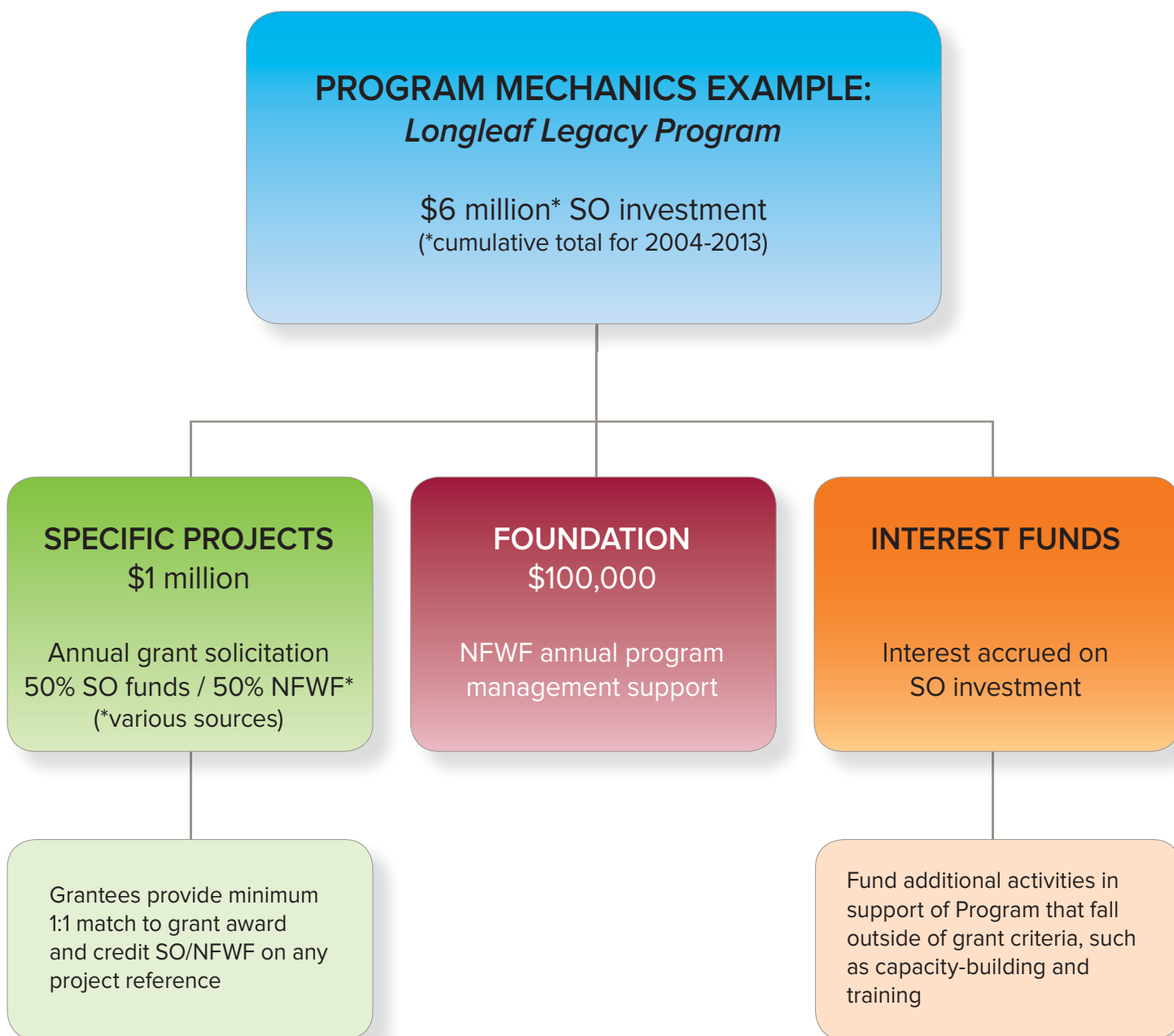
More information: <http://www.nfwf.org/fivestar>

Appendix

Snapshot of the Funding Model



Southern Company-NFWF Partnership



* Same model used for Power of Flight and Five Star Restoration programs, but with different timeframes. NFWF does not provide additional funding for Five Star projects. NFWF manages programs in a variety of ways and their contributions are determined on a case-by-case basis.

References

- ¹ 57,000 acres of longleaf restored under Longleaf Legacy and nearly 20,000 acres of longleaf restored under the Power of Flight program.
- ² Hardner & Gullison Associates LLC: www.hg-llc.com/
- ³ SERPAS is a partnership between natural resource officials and the U.S. Department of Defense.
- ⁴ Longleaf pine history: www.longleafalliance.org/oldpage/ecosystem/ecosystem.htm
- ⁵ 70 percent to 90 percent of the land in the target area is privately-owned.
- ⁶ For each pair of birds moved, about 400 acres of forest are restored and maintained via prescribed fire. With more than 100 pairs relocated through this project, about 40,000 acres have been restored. Prescribed fire directly benefits 26 species of federally listed plants with longleaf pine.
- ⁷ The Southern Range Translocation Cooperative (SRTC) relocates unrelated, juvenile red-cockaded woodpecker pairs from self-sustaining populations to other managed longleaf forests in the region. Each pair of birds requires approximately 400 acres of forest maintained by prescribed fire, which directly benefits 26 species of federally-listed plants along with longleaf pine and numerous game and non-game wildlife species. The translocation project expands the SRTC donor pool by 20 to 30 birds annually and has become a best practice emulated by several state and federal agencies.
- ⁸ Since 2004, the woodpecker project has increased 18 recipient populations by 178 percent. Overall, the average annual growth rate for these populations was 19 percent, substantially greater than the 5 percent specified in the recovery plan. Eighth Annual Stewardship Partners Meeting presentation, April 2011: www.nfwf.org/AM/Template.cfm?Section=Charter_Programs_List&TEMPLATE=/CM/ContentDisplay.cfm&CONTENTID=20124
- ⁹ Safe harbor concept developed by Environmental Defense Fund and US FWS in 1995: www.edf.org/page.cfm?tagID=87
- ¹⁰ 2006 National Survey of Fishing, Hunting and Wildlife-Associated Recreation: http://wsfrprograms.fws.gov/Subpages/NationalSurvey/nat_survey2006_final.pdf
- ¹¹ Proceedings from past partners meeting events: http://nfwf.org/AM/Template.cfm?Section=Charter_Programs_List&Template=/TaggedPage/TaggedPageDisplay.cfm&TPLID=64&ContentID=15699
- ¹² 'Five Star Restoration' is a collaboration between NFWF and the U.S. Environmental Protection Agency, the National Association of Counties and the Wildlife Habitat Council.
- ¹³ Evaluation Report, October 2008: http://nfwf.org/AM/Template.cfm?Section=Charter_Programs_List&TEMPLATE=/CM/ContentDisplay.cfm&CONTENTID=14050
- ¹⁴ The conservation community's equivalent to corporate environmental management systems with a focus on continual improvement. The ARM model: www.conservationmeasures.org/wp-content/uploads/2010/04/CMP_Open_Standards_Version_2.0.pdf
- ¹⁵ www.operationmigration.org
- ¹⁶ In the Field webinar series: http://nfwf.org/AM/Template.cfm?Section=Charter_Programs_List&TEMPLATE=/CM/ContentDisplay.cfm&CONTENTID=20358
- ¹⁷ Outdoor Channel Outfitters conservation vignettes: <http://outdoorchanneloutfitters.com/conservationvideos.aspx>
- ¹⁸ America's Longleaf Initiative: www.americaslongleaf.org/

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