

Introduction

This document establishes a Utility Vegetation Management (UVM) maturity model of best management practices (BMPs) on electric transmission rights-of-way (ROW). The maturity model is a self-guided assessment intended to help utility vegetation managers highlight program accomplishments and identify areas for improvement along a path towards UVM excellence. The Vegetation Management Maturity Model (VM3) is a tool designed to help utility vegetation managers benchmark the level of operational maturity achieved by their utility's vegetation management (VM) departments. The VM3 is not a scoring exercise; instead, it is designed to help utility vegetation managers reflect on current programming and to identify next steps to enhance operational excellence. The goal of the VM3 is to drive industry-wide change in UVM programming towards more sustainable and environmentally conscious management practices.

Components of the VM3

The VM3 is divided into four levels:

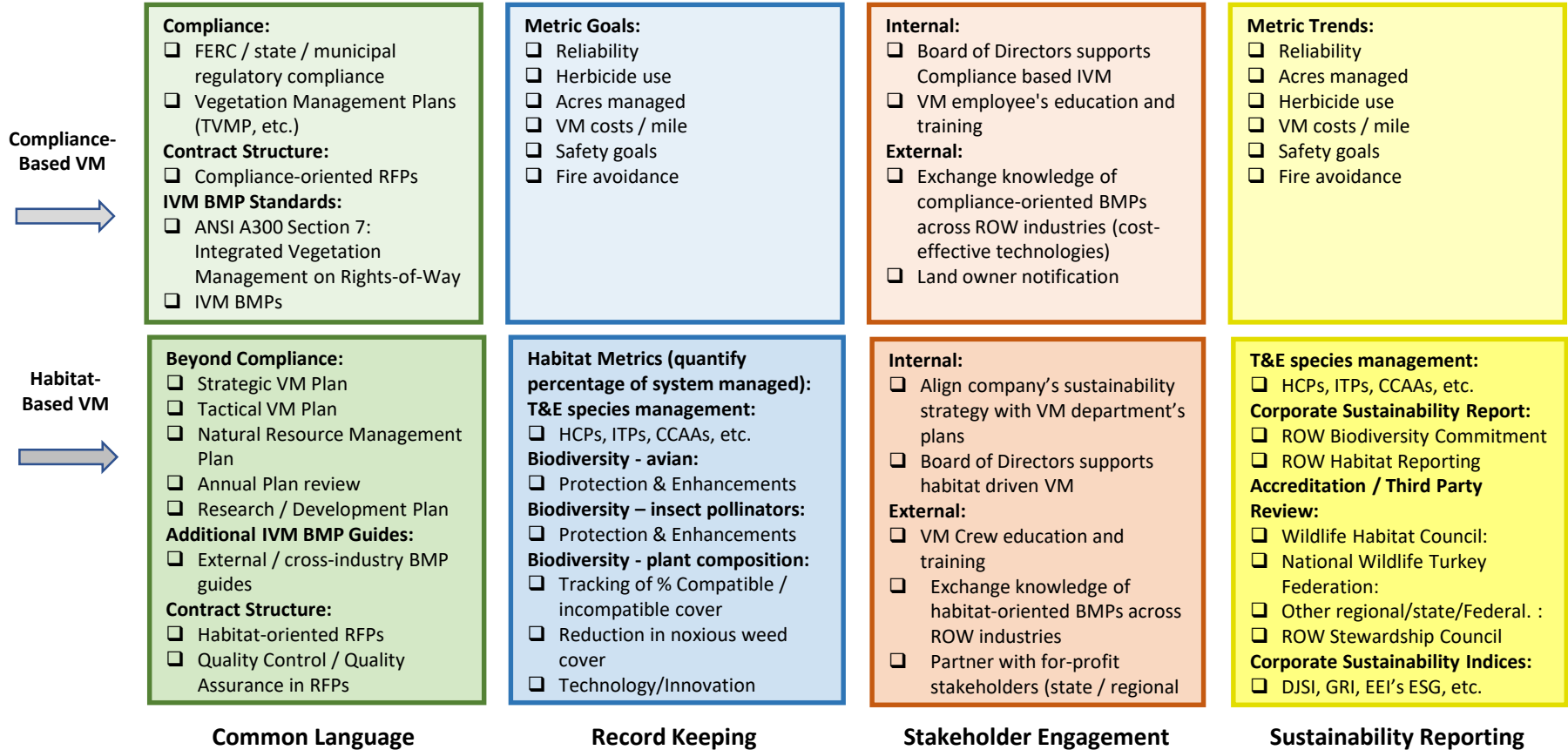
Level 1: Compliance. In level one, program evaluation deals with compliance requirements. Achieving all compliance requirements is required before advancing to subsequent levels. A utility can only manage beyond compliance after all compliance requirements have been met.

Level 2: Industry Standards. In level two, program evaluation focuses on adherence to industry standard practices such as BMPs described in the ANSI A300 Part 7 and the UAA's IVM BMPs, industry standard employee and contractor trainings, certifications and landowner notifications.

Level 3: Beyond Compliance. In level three, program evaluation moves beyond compliance requirements and standards. Examples of activities beyond compliance include collection and evaluation of biodiversity or habitat metrics, provision of an organizational biodiversity commitment and annually updated corporate sustainability reports.

Level 4: Corporate Sustainability. In level four, program evaluation focuses on adaptive management and environmental stewardship. Examples of activities found in level four include incorporation of cross-sector BMPs, inclusion of habitat-oriented requests for proposals (RFPs), a commitment and plan to reduce invasive/noxious weeds, partnerships with external stakeholders, participation in corporate sustainability indices, and accreditation from third-party reviewers like the ROW Stewardship Council.

The Vegetation Management Maturity Model (VM3) Overview



Each level of the VM3 is divided into four categories, denoted by color:

Common Language (Green): Items in this category consider adoption of a common language within and across UVM departments and with external contractors. The common language category evaluates UVM program language, contract structures and VM plans. The core question that the common language category asks is: are language and principles clear and unambiguous within and across internal UVM and (engineering) departments, and within and across external contractors?

Record Keeping (Blue): Record keeping is essential to group learning and adaptive management. The record keeping category evaluates a utility's adoption and maintenance of monitoring data. Examples of key performance metrics include reliability, safety, costs, acres managed and special management areas for resource and species protections and biodiversity enhancements.

Stakeholder Engagement (Red): UVM program success hinges on stakeholder engagement. The stakeholder engagement category evaluates a UVM program's engagement with internal and external stakeholders. Internal stakeholders include inter- and intra-departmental employees. External stakeholders include federal and state agencies, municipalities, non-profits organizations, VM contractors, landowners, customers, and even other utilities where infrastructure is collocated.

Sustainability Reporting (Yellow): Monitoring begins with data collection and record keeping, but adaptive management results from analyzing trends in data, setting targets and periodically evaluating outcomes. Targets and trend analysis are useful for reporting corporate sustainability effectively and holding environmental stewardship goals to account. Key performance metrics described in the record keeping category, including special management areas and biodiversity enhancements, can be reported to sustainability indices, like the Dow Jones Sustainability Index, to display a utility's commitment to sustainability and environmental stewardship.

Using the VM3

The VM3 is a collaborative exercise. An accurate self-assessment is best achieved by an inclusive team of UVM personnel. Completing the VM3 can take a couple to a few hours depending on level of UVM program maturity and openness of discussion. If the evaluation team is open to an honest discussion of current activities, then the VM3 should guide discussion of potential program enhancements.

Begin by familiarizing the group with the VM3's introduction and model components. Review the acronyms and definitions, and make sure the team is ready to begin. Assign a notetaker, preferably someone with good handwriting or typing skills. The notes taken during the exercise are a valuable resource for review and planning.

Start at Level 1 and proceed through each section, evaluating each item. Select the response that most closely matches group consensus and document important discussions. This process is not a simple checklist, so take time to ask questions, discuss, and document the group consensus. (Note: for many utilities, there will be differences between the NERC regulated sections of the transmission system and the remainder of the system. That's okay. Document it.) Move through each category until you have completed level one. Have all requirements been satisfied? Have most? Did any interesting discussions result from level one? Move on to level two and repeat the process. This process should continue until completion of level four.

Many UVM programs will begin to find areas for enhancement in levels two or three. This is also okay. Continue to move through the four levels and discuss any areas of potential enhancement. Are these areas important to the evaluation team? To the board of directors? To company sustainability? Why or why not? Can important enhancements be incorporated into a roadmap of strategic and tactical elements?

Debriefing the VM3

As a group, try to answer the following questions and record consensus:

- What are areas of potential enhancement?
- Are there areas where the utility is currently exceling, but not documenting or reporting?
- Are there key performance metrics that could enhance target development and reporting?
- Are there third-party accreditation standards or sustainability indices that the utility is interested in researching further?
- What are the next steps that the evaluation team should take in order to mature to the next level?
- Is there a plan for the team to meet again?
- Should results of the VM3 be discussed with other departments to better align internal UVM or the board of directors to communicate the potential to enhance corporate sustainability reporting?

The notetaker should write up the notes into a debrief document so that results of the VM3 can be easily referenced for future use. Ideally the UVM department reviews the VM3 annually.

Vegetation Management Maturity Model – Acronyms & Definitions

Acronyms:

ANSI: American National Standards Institute

BMP: Best Management Practices

CCAA: Candidate Conservation Agreement with Assurances

DJSI: Dow Jones Sustainability Index

EEL: Edison Electric Institute

ESG: Environmental Social & Governance

FERC: Federal Energy Regulatory Commission

GRI: Global Reporting Initiative

HCP: Habitat Conservation Plan

HM: Habitat Management

ITP: Incidental Take Permit

IVM: Integrated Vegetation Management

TVMP: Transmission Vegetation Management Plan

ROW: Rights-of-Way

RFP: Request For Proposal

UVM: Utility Vegetation Management

VM: Vegetation Management

Definitions*:

Annual Plan Reviews: The process by which VM plans are reviewed on an annual basis to ensure adaptive management.

Compliance-oriented RFP's: Compliance-oriented RFP's predominantly focus on structural VM practices such as mowing and broadcast spraying to suppress ROW vegetation. These types of RFP's often specify strict and precise vegetation parameters and thresholds. Contractors are compensated based on their performance against these requirements.

Habitat-oriented RFPs: Habitat-oriented RFP's predominantly focus establishing and maintaining compatible habitat on ROW. These RFP's describe VM practices (such as low volume selective herbicide treatments, (over-)seeding, conservation mowing, prescribed burning and grazing to restore habitat) that proactively promote compatible habitat. Contractors are compensated for establishing and maintaining biodiverse, predominantly native, wildlife habitat.

Natural Resource Management Plan: A plan describing recommendations and best practices to enhance, preserve and protect natural resources within environmentally or biologically sensitive areas like IUCN Category I-IV, Key Biodiversity Areas, wetlands, etc.

Strategic VM Plan: A plan describing goals and objectives for achieving long-term VM and HM through internal departmental alignment and effective communication.

Tactical VM Plan: A plan describing how to implement VM and HM goals and objectives on ROW. Tactical VM Plans undergo periodic updates, or adaptive management, as conditions and practices change.

Research & Development Plan: A plan outlining VM-related research and development activities a utility engages in.

* Listed definitions are marked with an asterisk in document

Additional Support

For additional VM3 questions and/or support please reach out to:

- Stan Vera-Art at branchout@growwithtrees.com
- Phil Chen at pchen@cutility.com

Level 1 Compliance - Vegetation Management Maturity Model

Compliance-Based VM



Compliance:

- FERC / state / municipal regulatory compliance
- Vegetation Management Plans (TVMP, etc.)

Contract Structure:

- Compliance-oriented RFPs*

Metric Goals:

- Reliability

Internal:

- Board of Directors supports compliance-based VM

Metric Trends:

- Reliability

Habitat-Based VM



Compliance:

- FERC / state / municipal regulatory compliance
- Vegetation Management Plans (TVMP, etc.)

Contract Structure:

- Compliance-oriented RFPs*

T&E species management:

- HCPs, ITPs, CCAAs, etc.

T&E species management:

- HCPs, ITPs, CCAAs, etc.

Common Language

Record Keeping

Stakeholder Engagement

Sustainability Reporting

Level 1 – Checklist Vegetation/Habitat Management Maturity Model

Compliance:

- FERC / state / municipal regulatory compliance: No, we do not need to meet any regulatory compliance Yes, our system is in compliance
- Vegetation Management Plans define compliance specifications (TVMP, etc.): No, we do not need to meet compliance specifications Yes, but our plans need work Yes, our plans are adequate Yes, we are proud of our plans

Contract Structure:

- Compliance-oriented RFPs*: No, by design No, but we would like to Yes, a few Yes, for those RFP's involving compliance specifications Yes, in all RFP's

Metric Goals:

- Reliability: No, need to be developed Yes, are in place Yes, are in place and metrics are used to enhance our program

T&E species management:

- HCPs, ITPs, CCAAs, etc. No, there are no T&E species on our ROW No, need to be developed Yes, are in place but need work Yes, are in place and are adequate Yes, are in place and we are proud of them

Internal:

- Board of Directors supports compliance-based VM: No, we do not need to meet compliance Don't know Yes, Board of Directors supports our compliance-based VM program

Metric Trends:

- Reliability: Vegetation creates too many outages Our reliability numbers are adequate. We regularly exceed our reliability goals We regularly exceed our reliability goals and continue to reduce vegetation-based outages

T&E species management:

- HCPs, ITPs, CCAAs, etc. Our T&E information is not publicly available Our T&E information is publicly available Our T&E information is publicly available and we are proud of it

Level 2 Industry Standards - Vegetation Management Maturity Model

Compliance-Based VM



- Compliance:**
- FERC / state / municipal regulatory compliance
 - Vegetation Management Plans (TVMP, etc.)
- Contract Structure:**
- Compliance-oriented RFPs
- IVM BMP Standards:**
- ANSI A300 Integrated Vegetation Management Standard Part 7
 - IVM BMPs

- Metric Goals:**
- Reliability
 - Herbicide use
 - Acres managed
 - VM costs / mile
 - Safety goals
 - Fire avoidance

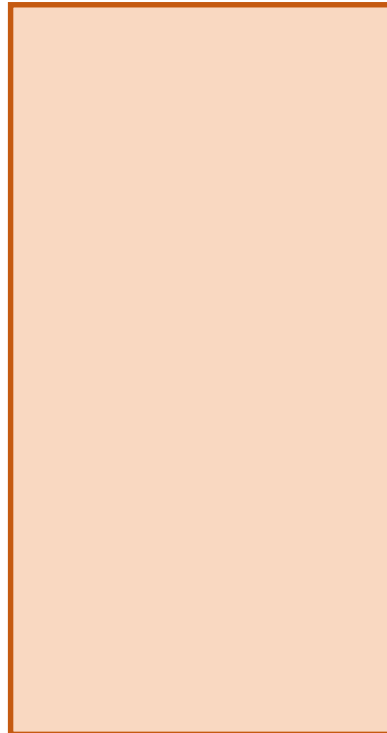
- Internal:**
- Board of Directors supports compliance-based VM
 - VM employee education and training
- External:**
- Exchange knowledge of compliance-oriented BMPs across ROW industries (cost-effective technologies)
 - Land owner notification

- Metric Trends:**
- Reliability
 - Herbicide use
 - Acres managed
 - VM costs / mile
 - Safety goals
 - Fire avoidance

Habitat-Based VM



- T&E species management:**
- HCPS, ITPs, CCAAs, etc.



- T&E species management:**
- HCPS, ITPs, CCAAs, etc.

Common Language

Record Keeping

Stakeholder Engagement

Sustainability Reporting

Level 2 – Checklist Vegetation/Habitat Management Maturity Model

IVM BMP Standards:

- ANSI A300 Integrated Vegetation Management Standard Part 7: No, ANSI standards are not followed Yes, ANSI standards are implemented in some locations Yes, ANSI standards are applied across our entire system
- IVM BMPs: No, IVM BMP's are not implemented Yes, are applied in some places Yes, BMPs are applied in most places Yes, BMPs are applied across our entire system

Metric Goals:

- Herbicide use: No, herbicide use is not monitored Yes, herbicide use is monitored, but monitoring could be improved Yes, herbicide monitoring is highly detailed
- Acres managed: No, total acres managed are not monitored Yes, total acres managed are adequately monitored Yes, total acres managed are monitored by management technique
- VM costs / mile: No, costs / mile are not recorded Yes, costs / mile are recorded adequately Yes, costs / mile are recorded per IVM BM
- Safety goals: No, safety goals have not been met Yes, safety goals are met Yes, safety goals are met, but could be improved Yes, safety goals are met, and proud of it
- Fire avoidance: No, fire avoidance goals have not been met Yes, fire avoidance goals are met Yes, fire avoidance goals are met, but could be improved Yes, safety goals are met, and proud of it

Internal:

- VM employee education and training: No, education and training programs are not in place Yes, but education and training could be improved Yes, education and training is adequate Yes, we are proud of our education and training programs

External:

- Exchange knowledge of compliance-oriented BMPs across ROW industries: No, no exchange Yes, but exchange could be improved Yes, exchange is adequate Yes, we are proud of our knowledge exchange
- Land owner notification: No, notifications are not required No, we do not notify Yes, but notifications could be improved Yes, notifications are adequate Yes, we are proud of notification system

Metric Trends:

- Herbicide use: No, herbicide use trends are not monitored Yes, herbicide use trends are adequately monitored Yes, herbicide use trends are monitored and used for continuous improvement
- Acres managed: No, total acres managed are not monitored Yes, total acres managed are monitored and evaluated for trends Yes, total acres are monitored and evaluated per BMP Yes, total acres are monitored and evaluated per BMP and trends are used for continuous improvement
- VM costs / mile: No, costs / mile are not recorded Yes, costs / mile are recorded and trends are evaluated Yes, costs / mile are recorded and evaluated for continuous improvement
- Safety goals: No, safety metrics are not recorded Yes, safety metrics are recorded and trends are evaluated Yes, safety metrics are recorded and evaluated for continuous improvement
- Fire avoidance: No, fire avoidance metrics are not recorded Yes, fire avoidance metrics are recorded and trends are evaluated Yes, fire avoidance metrics are recorded and evaluated for continuous improvement

Level 3 Beyond Compliance Vegetation Management Maturity Model

Compliance-Based VM



Compliance:

- FERC / state / municipal regulatory compliance
- Vegetation Management Plans (TVMP, etc.)

Contract Structure:

- Compliance-oriented RFPs

IVM BMP Standards:

- ANSI A300 Integrated Vegetation Management Standard Part 7
- IVM BMPs

Metric Goals:

- Reliability
- Herbicide use
- Acres managed
- VM costs / mile
- Safety goals
- Fire avoidance

Internal:

- Board of Directors supports Compliance based IVM
- VM employees education and training

External:

- Exchange knowledge of compliance-oriented BMPs across ROW industries (cost-effective technologies)
- Land owner notification

Metric Trends:

- Reliability
- Herbicide use
- Acres mowed
- VM costs / mile
- Safety goals
- Fire avoidance

Habitat-Based VM



Beyond Compliance:

- Strategic VM Plan*
- Tactical VM Plan*
- Natural Resource Management Plan*
- Annual Plan review*

Habitat Metrics (quantify percentage of system managed):

T&E species management:

- HCPs, ITPs, CCAAs, etc.

Biodiversity - avian:

- Protection & Enhancements

Biodiversity – insect pollinators:

- Protection & Enhancements

Biodiversity - plant composition:

- Monitoring % compatible / incompatible cover

Internal:

- Company’s sustainability strategy is aligned with VM department plans
- Board of Directors supports habitat-based VM

T&E species management:

- HCPs, ITPs, CCAAs, etc.

Corporate Sustainability Report:

- Corporate Sustainability Report
- Biodiversity Commitment
- Biodiversity Reporting

Common Language

Record Keeping

Stakeholder Engagement

Sustainability Reporting

Level 3 – Checklist Vegetation/Habitat Management Maturity Model

Beyond Compliance:

- Strategic VM Plan*: No Yes, needs work Yes, it is adequate Yes, and proud of it
- Tactical VM Plan*: No Yes, needs work Yes, it is adequate Yes, and proud of it
- Natural Resource Management Plan*: No No, not needed No, but would like develop one Yes, needs work Yes, it is adequate Yes, and proud of it
- Annual Plan review*: No Yes, needs work Yes, it is adequate Yes, and proud of it

Habitat Metrics (quantify percentage of system managed):

Biodiversity - avian:

- Protection & Enhancements : No, we do not have avian protections or enhancements in place No, but we would like to develop plans Our utility has an avian protection plan which is headed by a different department Yes, protections are in place but they could be enhanced Yes, protections and enhancements are in place Yes, protections and enhancement are in place and are proud of our program

Biodiversity – insect pollinators:

- Protection & Enhancements : No, we do not have insect pollinator protections or enhancements in place No, but we would like to developed plans Yes, we manage vegetation for pollinator-friendly compositions Yes, we manage vegetation for pollinator-friendly compositions and monitor insect populations on our system

Biodiversity - plant composition:

- Monitoring % compatible / incompatible cover: No, this distinction is not important to us Yes, in some places Yes, in most places Yes, across our entire network Yes, across our entire network and monitoring data is used to enhance our VM program

Internal:

- Company's sustainability strategy is aligned with VM department plans: No No, but we see value in alignment Yes, we are working on aligning company strategy with VM Yes, our company sustainability strategy is aligned with VM
- Board of Directors supports habitat-based VM: Don't know No, Board of Directors does not see the value in habitat-based VM We should look into ways to more actively interact with the Board of Directors about ROW habitat Yes, Board of Directors reluctantly supports habitat-based VM Yes, Board of Directors is fully supportive of habitat-based VM

Corporate Sustainability Report:

- Corporate Sustainability Report: No, our company doesn't publish a corporate sustainability report No, but we would like to develop one Yes, but it needs work Yes, it is adequate Yes, and we are proud of it
- Biodiversity Commitment: No, our company doesn't publish a biodiversity commitment No, but we would like to develop one Yes, needs work Yes, it is adequate Yes, and proud of it
- Biodiversity Statement: No, our company doesn't publish a biodiversity statement No, but we would like to develop one Yes, but it needs work Yes, but it needs work we report some of our ROW habitat projects but like to improve Yes, it is adequate Yes, and proud of it

Level 4 Corporate Sustainability Vegetation Management Maturity Model

Compliance-Based VM



- Compliance:**
 - FERC / state / municipal regulatory compliance
 - Vegetation Management Plans (TVMP, etc.)
- Contract Structure:**
 - Compliance-oriented RFPs
- IVM BMP Standards:**
 - ANSI A300 Integrated Vegetation Management Standard Part 7
 - IVM BMPs

- Metric Goals:**
 - Reliability
 - Herbicide use
 - Acres managed
 - VM costs / mile
 - Safety goals
 - Fire avoidance

- Internal:**
 - Board of Directors supports Compliance based IVM
 - VM employee's education and training
- External:**
 - Exchange knowledge of compliance-oriented BMPs across ROW industries (cost-effective technologies)
 - Land owner notification

- Metric Trends:**
 - Reliability
 - Acres managed
 - Herbicide use
 - VM costs / mile
 - Safety goals
 - Fire avoidance

Habitat-Based VM



- Beyond Compliance:**
 - Strategic VM Plan
 - Tactical VM Plan
 - Natural Resource Management Plan
 - Annual Plan review
 - Research / Development Plan*
- Additional IVM BMP Guides:**
 - External / cross-industry BMP guides
- Contract Structure:**
 - Habitat-oriented RFPs*
 - Quality Control / Quality Assurance in RFPs

- Habitat Metrics (quantify percentage of system managed):**
- T&E species management:**
 - HCPs, ITPs, CCAAs, etc.
- Biodiversity - avian:**
 - Protection & Enhancements
- Biodiversity – insect pollinators:**
 - Protection & Enhancements
- Biodiversity - plant composition:**
 - Tracking of % Compatible / incompatible cover
 - Reduction in noxious weed cover
 - Technology / Innovation

- Internal:**
 - Align company's sustainability strategy with VM department's plans
 - Board of Directors supports habitat driven VM
- External:**
 - VM Crew education and training
 - Exchange knowledge of habitat-oriented BMPs across ROW industries
 - Partner with for-profit stakeholders (state / regional / national / international):
 - List partnerships and quantify activities:
 - Partner with non-profit partners (state / regional / national / international):
 - List partnerships and quantify activities:
 - Customer / stakeholder outreach
 - Quantify:

- T&E species management:**
 - HCPs, ITPs, CCAAs, etc.
- Corporate Sustainability Report:**
 - ROW Biodiversity Commitment
 - ROW Habitat Reporting
- Accreditation / Third Party Review:**
 - Wildlife Habitat Council:
 - National Wildlife Turkey Federation:
 - Other regional/state/Federal. :
 - ROW Stewardship Council
- Corporate Sustainability Indices:**
 - DJSI, GRI, EEI's ESG, etc.

Common Language

Record Keeping

Stakeholder Engagement

Sustainability Reporting

Level 4 – Checklist Vegetation/Habitat Management Maturity Model

Beyond Compliance:

- Research / Development Plans*: No, we don't see the need No, but we would like to Yes, but it needs work Yes, it is adequate Yes, we are proud of it

Additional IVM BMP Guides:

- External / cross-industry BMP guides: No, we don't use any cross-industry BMPs Yes, we occasionally use cross-industry BMPs Yes, we frequently use cross-industry BMPs Yes, we use cross-industry BMPs and we share our BMPs with other industries

Contract Structure:

- Habitat-oriented RFPs*: No, by design No, but we would like to Yes, for those RFP's that should have habitat specs in them Yes, in all RFP's

- Quality Control / Quality Assurance in RFPs: No No, by design Yes, but not all RFP's Yes, those RFP's that should have QC/QA specs Yes, in all RFP's

Habitat Metrics (quantify percentage of system managed):

- Reduction in noxious weed cover: No, we do not measure noxious weed cover No, but we would like to start monitoring noxious weeds Yes, we monitor noxious weed cover in some places Yes, we monitor noxious weeds on our entire system and aim to reduce noxious weed cover

- Technology / Innovation No, but we would like to Yes, we embrace new technologies and innovative practices Yes, we are proud to adopt and promote innovation

External:

- VM Crew education and training: No Yes, but education and training needs work Yes, education and training is adequate Yes, we are proud of our education and training program

- Exchange knowledge of habitat-oriented BMPs across ROW industries: No, we don't exchange this kind of knowledge Yes, we occasionally exchange habitat-oriented BMPs across ROW industries Yes, we frequently exchange habitat-oriented BMPs across ROW industries Yes, we regularly exchange habitat-oriented BMPs across ROW industries

- Partner with for-profit stakeholders (state / regional / national / international): No Yes, needs work Yes, it is adequate Yes, and proud of it

List partnerships and quantify activities:

- Partner with non-profit partners (state / regional / national / international): No Yes, needs work Yes, it is adequate Yes, and proud of it

List partnerships and quantify activities:

- Customer / stakeholder outreach: No Yes, needs work Yes, it is adequate Yes, and proud of it

Quantify:

Accreditation / Third Party Review:

- ROW Stewardship Council: No No, but would like to start this process Yes, we are in the process Yes

- Wildlife Habitat Council: No No, but would like to start this process Yes, we are in the process Yes

- National Wildlife Turkey Federation: No No, but would like to start this process Yes, we are in the process Yes

- Other regional/state/Federal. Specify: No No, but would like to start this process Yes, we are in the process Yes

Corporate Sustainability Indices:

- DJSI, GRI, EEl's ESG, etc.: No, our company doesn't report on any of these indices No, we need to develop both the qualitative and quantitative metrics Yes, we are listed on one or more of these indices but other departments gather and submit the VM data Yes, our company engages in one or more indices and our departments continuously look for ways to improve company ratings

The Vegetation Management Maturity Model (VM3) Overview

Compliance-Based VM



- Compliance:**
 - FERC / state / municipal regulatory compliance
 - Vegetation Management Plans (TVMP, etc.)
- Contract Structure:**
 - Compliance-oriented RFPs
- IVM BMP Standards:**
 - ANSI A300 Section 7: Integrated Vegetation Management on Rights-of-Way
 - IVM BMPs

- Metric Goals:**
 - Reliability
 - Herbicide use
 - Acres managed
 - VM costs / mile
 - Safety goals
 - Fire avoidance

- Internal:**
 - Board of Directors supports Compliance based IVM
 - VM employee's education and training
- External:**
 - Exchange knowledge of compliance-oriented BMPs across ROW industries (cost-effective technologies)
 - Land owner notification

- Metric Trends:**
 - Reliability
 - Acres managed
 - Herbicide use
 - VM costs / mile
 - Safety goals
 - Fire avoidance

Habitat-Based VM



- Beyond Compliance:**
 - Strategic VM Plan
 - Tactical VM Plan
 - Natural Resource Management Plan
 - Annual Plan review
 - Research / Development Plan
- Additional IVM BMP Guides:**
 - External / cross-industry BMP guides
- Contract Structure:**
 - Habitat-oriented RFPs
 - Quality Control / Quality Assurance in RFPs

- Habitat Metrics (quantify percentage of system managed):**
- T&E species management:**
 - HCPs, ITPs, CCAAs, etc.
- Biodiversity - avian:**
 - Protection & Enhancements
- Biodiversity – insect pollinators:**
 - Protection & Enhancements
- Biodiversity - plant composition:**
 - Tracking of % Compatible / incompatible cover
 - Reduction in noxious weed cover
 - Technology/Innovation

- Internal:**
 - Align company's sustainability strategy with VM department's plans
 - Board of Directors supports habitat driven VM
- External:**
 - VM Crew education and training
 - Exchange knowledge of habitat-oriented BMPs across ROW industries
 - Partner with for-profit stakeholders (state / regional / national / international):
 - List partnerships and quantify activities:
 - Partner with non-profit partners (state / regional / national / international):
 - List partnerships and quantify activities:
 - Customer / stakeholder outreach
 - Quantify:

- T&E species management:**
 - HCPs, ITPs, CCAAs, etc.
- Corporate Sustainability Report:**
 - ROW Biodiversity Commitment
 - ROW Habitat Reporting
- Accreditation / Third Party Review:**
 - Wildlife Habitat Council:
 - National Wildlife Turkey Federation:
 - Other regional/state/Federal. :
 - ROW Stewardship Council
- Corporate Sustainability Indices:**
 - DJSI, GRI, EEI's ESG, etc.

Common Language

Record Keeping

Stakeholder Engagement

Sustainability Reporting