

ANNUAL REPORT 2011



A Word from the Chairman and the President

The Endowment just celebrated its 5th Anniversary. As charter participants, we were recently musing about the old adage that "time flies as one gets older." One theory is that with age, many experiences are repetitions, making them easier to forget. Earlier, "first-ever" experiences, however, root more deeply in our memories. As a young entity, many of our experiences are "first ever," but our first five years still passed quickly ... and we think very productively!

Building in the Great Recession

As an organization chartered in the fall of 2006 and granted funding the following April, almost our entire existence has been in the Great Recession. It's been a wild ride! We are not alone. Our partners – government, corporate, non-profit – all face economic challenges. Revitalizing forests and forest-reliant communities is even more important under these conditions. We just have the *opportunity* to be more creative than ever before in trying to do so.

Through careful resource stewardship and creative partnering, we've built a credible portfolio of programmatic investments that is making a difference for working forests and rural communities. With three sectors of the forest products industry – softwood lumber, paper & packaging, and hardwood lumber & hardwood plywood – we're exploring sustainable research and promotion programs to grow product markets. With the USDA Forest Service, we've invested in woody biomass technologies that could pump new life into rural economies, help lessen fire and pest threats to our forests, and reduce dependence on foreign oil.

The Forest Service and Duke Energy are partners in a revolutionary approach to forest health threats. Using "technology at the speed of need," we are developing a blight and fungus resistant American chestnut tree in a fraction of the time required by traditional breeding techniques. This work has tremendous implications for the health, sustainability, and diversity of our forests. With a host of private foundations, we're looking for new ways for forest landowners to generate revenue from water, while reducing treatment and storage costs for water consumers.

Looking Back: Five All-Too-Fast Years

In this fifth annual report, we look back on the year past and reflect on our entire history, memorable experiences, and most importantly, what we've learned along the way. Among foundational learnings:

1. A sound, diverse, and deeply experienced Board is foundational to success. One of our inaugural members, David Thorud (Seattle, WA), has retired from the Board. This accomplished man has been exemplary in his service, exhibiting visionary thinking, wisdom, calm leadership, and an open mind. He will be missed. At the same time, we are excited to welcome a new member with the gravitas to fill his shoes – Tamar Datan (Virginia). Also, at year end, James Farrell of Ottawa, with a distinguished career in private and public forestry, was named as our new Canadian liaison.
2. Our five full-time employees must thrive on change and uncertainty. Swings in the stock market that affect our endowment cause us to rethink what we can do differently and better. We're blessed with interns whose perspectives reinvigorate those of our experienced professionals. We say goodbye to our 2011 Intern, Michelle McGee (Furman University), and welcome back Cameron Tommey (Furman University), who rejoins us after a year as a Compton Fellow in Guatemala. We also thank two short-term interns: Tabitha Kelly (Clemson University) and Mohammed Jahn (Greenville Technical College).
3. Creative and flexible funding partners make our work possible. Our primary federal partners remain the USDA Forest Service and the Natural Resources Conservation Service, about whom we can't say enough good things. Now we formally welcome the Department of Defense and the U.S. Fish and Wildlife Service. And, of course, our grantees and on-the-ground partners! We have the very best.
4. Finally, we believe in taking calculated risks – what we call "doing what others can't or won't." The potential for a one-of-a-kind, community-scale, wood-to-energy facility with significant community ownership in Jefferson County, Georgia, and the completion of the first-ever database for conservation easements are just two examples of how calculated risks are furthering our mission.

The People of the U.S. Endowment

We hope you'll agree that the Endowment – Board, staff, funding partners, and collaborators – is, while still young, making a real difference for the betterment of the nation's working forests and those rural communities nested within them.



Mack L. Hogans, Chairman



Carlton N. Owen, President & CEO

Mission

The Endowment works collaboratively with partners in the public and private sectors to advance systemic, transformative, and sustainable change for the health and vitality of the nation's working forests and forest-reliant communities.

Vision

America's forests are sustainably managed to meet broad societal objectives such as marketable products, clean waters, wildlife habitats and other ecological services, while ensuring healthy and vibrant forest-reliant communities.

History

The U.S. Endowment for Forestry and Communities, Inc. (the Endowment) is a not-for-profit public charity. It was established September 21, 2006, at the request of the governments of the United States and Canada in accordance with the terms of the 2006 Softwood Lumber Agreement between the two countries.

Theory of Change

The Endowment operates under a "theory of change" that focuses on work in three areas: retaining and restoring healthy working forests; promoting and capturing multiple value streams; and enhancing community capacity, collaboration, and leadership. While many of our programmatic investments don't lend themselves to simple characterization, all are closely aligned and integrate well under this theory.

Board of Directors

Peggy Clark
Chair, Audit Committee
Hot Springs, AR

Tamar Datan¹
Leesburg, VA

David Dodson
Chair, Governance & Nominating Committee
Durham, NC

Mil Duncan
Vice Chair
New Castle, NH

James Farrell²
Canadian Liaison
Ottawa, Canada

Mack Hogans
Chairman
Bellevue, WA

Chuck Leavell
Dry Branch, GA

Duane McDougall
Treasurer
Lake Oswego, OR

Bruce Miles
College Station, TX

Carlton Owen
President & Secretary
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Jim Rinehart
San Francisco, CA

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Danville, VA

John Weaver
Augusta, GA

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Jackson, MS

David Thorud³
Seattle, WA

Stephane Rousseau
Montreal, Canada

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Florence Colby
Executive Assistant & Office Administrator
Greenville, SC

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Asheville, NC

Kim Free
Director of Finance
Greenville, SC

Carlton Owen
President & CEO
Greenville, SC

Peter Stangel
Senior Vice President
Aiken, SC

Interns

Michelle McGee
January-December
Furman University

Tabitha Kelly
May-August
Clemson University

Cameron Tommey
July-December
Furman University

Mohammed Jahn
March-April
Greenville Technical College

1. Began service, April 2011

2. Began service, December 2011

3. Completed term of service, April 2011

Grow Traditional Markets

The Story - Commodity Check-Offs

Even before the current economic downturn, America's forest industry was suffering. Successful promotional campaigns by the steel and concrete sectors eroded wood's market share, while building codes often favored non-wood products. In just the last decade, more than 140 U.S. paper mills closed – double the prior decade's loss. Add in hundreds of sawmill and other forest products facilities closures and

The Challenge

The forest products industry is comprised of hundreds of staunchly independent competitors that find dozens of ways to differentiate themselves. Past voluntary efforts to enhance public understanding or grow markets have had limited participation, have been underfunded, and were short-lived. Thus, the challenge is to bring a highly diversified industry of independent competitors together to grow the

market for their products – and by extension – the forests that provide the raw materials to make them.

Past voluntary efforts to enhance public understanding or grow markets have had limited participation, have been underfunded, and were short-lived. Thus, the challenge is to bring a highly diversified industry of independent competitors together to grow the market for their products – and by extension – the forests that provide the raw materials to make them.

Connection to Mission

Creating commodity check-offs for the forest products industry may be the single most important step the Endowment can take to help forest landowners capture

employment declined 40% from 2000 to 2010 – from about 1.45 million jobs to less than 900,000. That's the equivalent of every person in Portland, Oregon losing their jobs. Add these financial hardships and job losses to reduced markets for the nation's nearly 11 million family forest owners, and the impact on the broader forest sector is devastating.

In keeping with the Endowment's vision as a catalyst for systemic, transformative, and sustainable change, the Board approved a 2008 study of the potential to use commodity check-offs to grow the market for lumber and other forest products. Such programs, operated by a commodity sector and overseen by the USDA, are powerful tools to develop new products, conduct consumer research, and promote agricultural products. Notable campaigns with "public faces" include *Got milk?* and *Beef, It's What's for Dinner*.

value streams, grow the market pie, and create family-supporting jobs.

Solutions

The Endowment committed to leadership and provided start-up funds to review the potential. An informal survey suggested that producers of at least 50% of the softwood lumber in North America would consider a check-off. The Endowment convened industry leaders to review possibilities. This led to the creation of the Blue Ribbon Commission on Softwood Check-off, a body of 14 U.S. and seven Canadian producers. Operating independent of the Endowment, the Commission developed a plan to create an international softwood check-off on softwood lumber consumed in the U.S.



Results

- **2008:** Commissioned “Commodity Check-off: The Potential for North American Softwood Lumber.”
- **2008:** Surveyed industry interest in considering check-offs to grow markets.
- **2008:** Convened industry leaders and a panel of check-off experts to review next steps.
- **2009:** With the BiNational Softwood Lumber Council, empanelled the Blue Ribbon Commission on Softwood Lumber Check-off.
- **2011:** Global softwood producers overwhelmingly approved the first-ever check-off for forest products.
- **2010-2011:** Paper & Packaging and hardwood lumber & hardwood plywood sectors partner with the Endowment to develop their own check-off programs, with votes possible in early 2012.

Lessons Learned

- Foundations are well-positioned to advance seemingly divisive issues that would have little chance for success if begun from within the sector. Creative ideas need time and a “safe space” for germination, study, and consideration.
- While it is important to create systemic and transformative change, if that change cannot be sustained – in this case through an on-going funding source – gains could be short-lived.
- Advancing worthy efforts that have potential to change a sector requires a commitment to “staying the course” in the face of criticism and opposition.

Expand Non-Traditional Markets

The Story - One Cent

One cent. That's all it may take to start a revolution, at least for financing to protect the forested watersheds that clean our drinking water. In Raleigh, North Carolina, it's an additional penny per hundred gallons sold; in nearby Durham, it's a cent per hundred cubic feet (748 gallons). These fees will generate \$2.5 million annually to help protect water quality by conserving and restoring natural landscapes, including forests.

The "average" water consumer in Raleigh will pay about 40 cents more per month. In this economy, every new cost can be burdensome. But, as the old Fram oil filter commercial said, "You can pay me now, or pay me later." In the longer-term, protecting the watershed will reduce costs for water storage and treatment.

The Challenge

Forested watershed landowners need income from their property to maintain and manage their woodlands. Water consumers don't typically pay for the clean water they receive from these watersheds. Convincing them to do so, as an adjunct to necessary reservoirs and treatment facilities, is the most economical approach to helping ensure clean, abundant drinking water.

Connection to Mission

Generating revenue for forest landowners from water advances the goal of *promoting* and *capturing multiple value streams* for forest landowners.

Solutions

The Endowment seeks to "mainstream" the concept that "pennies now for watershed conservation save dollars later for water storage and treatment."

The Endowment uses a collaborative approach that includes funding pilot projects to prove the payment for watershed services concept, working with water utilities to help them better understand watershed conservation benefits, and developing new sources of revenue and technical support for payments for watershed service projects.

Results

- **2009:** Funded, with the USDA Office of Environmental Markets, Ecoagriculture Partners to create a "Database of Payment for Watershed Service Project in the U.S."
- **2010:** Funded, with the USDA Natural Resources Conservation Service Conservation Innovation Grants program:
 - \$1.9 M -- Pinchot Institute for Conservation: *Upper Delaware River Basin*;
 - \$400 K -- Virginia Department of Forestry: *South Fork Rivanna Watershed*; and
 - \$1.7 M -- Conservation Trust for North Carolina: *Upper Neuse River Basin*.

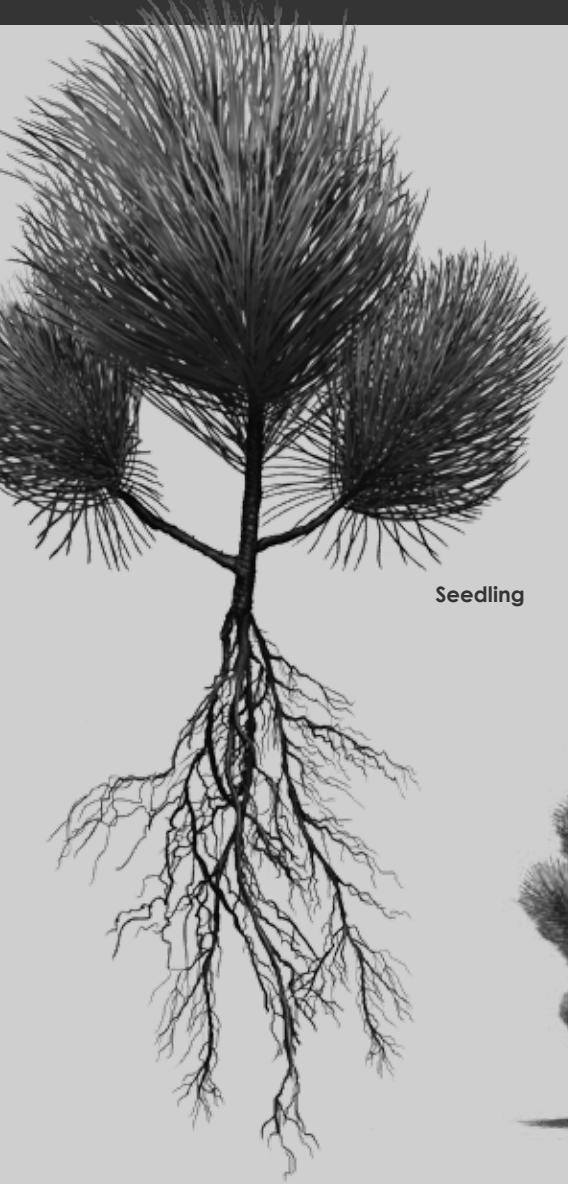
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- **2011:** Identified six priorities for payment for watershed service projects at a Chicago convening for funders and leaders in the field.
- **2011:** Contracted with Sustainnovate, Inc. to develop a strategy for outreach to water utilities.

Lessons Learned

- Water conservation and management is a local issue - there is no "one-size-fits-all" solution.
- To advance watershed conservation we must learn to speak the language of downstream water providers - mostly water utility engineers and elected officials.

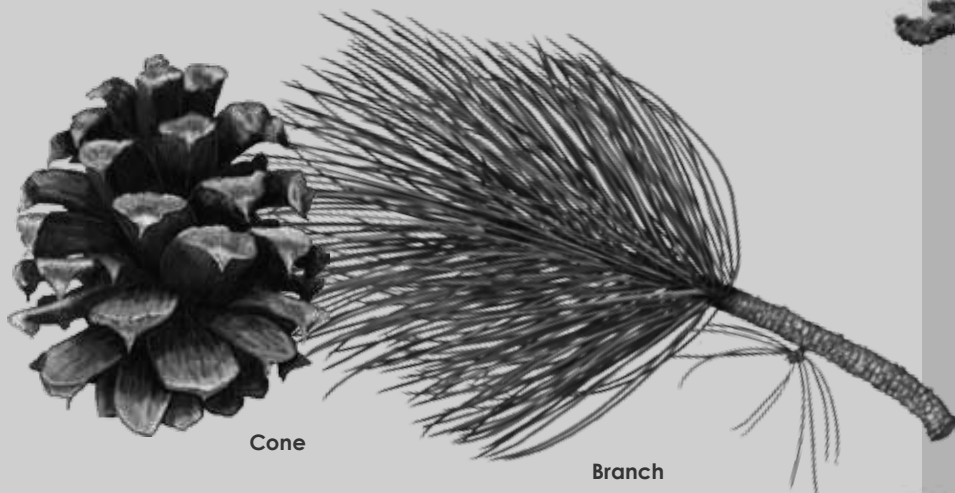
Lodgepole Pine



Seedling



Sapling



Cone

Branch



Mature
Lodgepole Pine

Longleaf Pine



Mature Longleaf Pine



Sapling

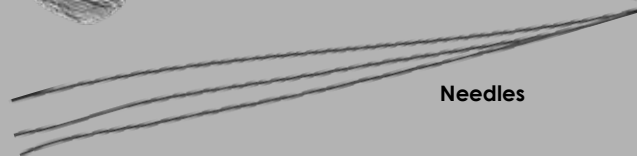
Grass Stage



Cone



Seeds in Cone



Needles

Woody Biomass Joint Venture

The Story – Clean and Locally-Supplied Heating from Wood

Bob Duncan faced a dilemma – crank up the propane heat in his 3500 sq. ft. Tacoma Steel Supply service center facility and watch his bottom line sag, or keep his employees in frigid work areas. Greenwood Clean Energy solved Duncan's problem with their new Frontier gasification boiler that brings wood-fired central heating into the modern era. Developed with funding from the Endowment's Woody Biomass Joint Venture, the ultra-clean burning Greenwood Frontier warmed the facility to a comfortable 68 degrees. "The Greenwood Frontier is great! Rather than spend thousands of dollars a year to inadequately heat this building, we now use the Greenwood and burn locally available wood and save money. The unit will pay for itself in no time!" said Duncan.

The Challenge

Developing viable markets for low-value wood will help keep forests healthy. Building an alternative energy infrastructure that reduces greenhouse gases and provides energy independence is highly desirable. Woody biomass for energy is emerging as a part of the solution to both issues.

Connection to Mission

Generating revenue for forest landowners from woody biomass advances the goal of *retaining and restoring healthy, working forests and promoting and capturing multiple value streams for forest landowners*. The business of biomass is also creating economic opportunity and jobs in forested, rural communities.

Solutions

The Endowment has a multi-faceted investment strategy for wood-to-energy. Through the Woody Biomass Joint Venture with the USDA Forest Service, entrepreneurs are supported to commercialize promising wood-based, clean-energy technologies, and to provide seminal research about environmentally responsible and profitable biomass procurement. The Forest Investment Zones create economic development around "community-scale" biomass uses. And, core investment is being provided for building a biomass electrical plant in a disadvantaged, rural Georgia community that will create a market for low-value and waste wood, provide desperately needed jobs, and spin-off investment return for long-term community benefit.

Results

- **2008:** Commissioned the case study report "Community Scale Biomass Application" by the *Biomass Energy Resource Center*.
- **2009:** Five-year Forest Investment Zone project launched with community scale biomass as an economic development driver in three regions.
- **2010:** Commissioned Wood2Energy Database by *University of Tennessee Office of Bioenergy Program*.
- **2010:** Created the Woody Biomass Joint Venture Fund with USDA Forest Service to invest in commercializing emerging biomass technology and sustainable biomass procurement.
- **2011:** Invested in start-up of North Star-Jefferson biomass plant to support wood markets, job creation, and community asset development in Jefferson County, Georgia.

Lessons Learned

- Creating viable markets for low-value wood (dead, dying, and small diameter) is vital to advancing forest health, creating community-scale businesses, and helping America move to domestic green energy.
- In the midst of a recession even modest amounts of capital are scarce for rural, small businesses. Support from foundations can fill a portion of that need.
- While for-profit and non-profits alike prefer grant funds, use of Program Related Investments – either as low-interest loans or equity investments – can advance mission objectives while stretching limited financial resources.

The Reality

The Endowment is the largest (in assets) not-for-profit in the nation working on sustainable forestry and rural community issues. Yet, needs far outstrip our resources.

Sage Advice

When funding a foundation for each of his children, legendary investor Warren Buffet advised:

"Focus the new funds and your energy on a relatively few activities in which (you) can make an important difference...on needs that would not be met without your efforts. Conversely, avoid making small contributions to the multitude of worthwhile activities that have many possible funders and that would likely proceed without your help. ... Judge programs by how they fit with your goals and their chances for success, not by who makes the request. Expect to make some mistakes; nothing important will be accomplished if you make only "safe" decisions."

Following Buffet's advice, we concentrate on a few things to try to achieve systemic, transformative, and sustainable change, rather than to perform random acts of philanthropy.

Learning-Based Approach

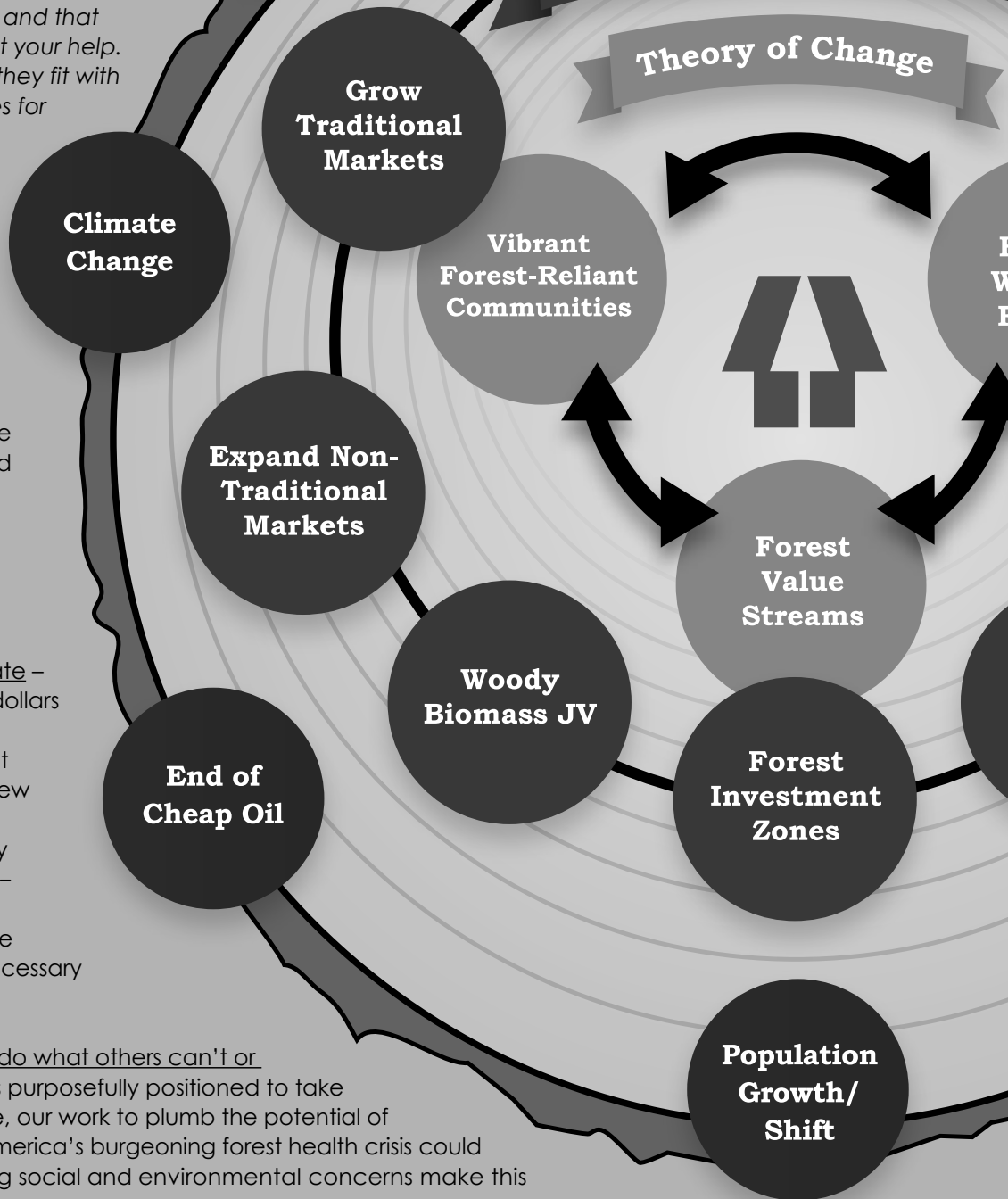
Leverage/partner/collaborate – The Endowment leverages dollars in every possible way. We continuously seek investment partners. We're deploying new tools – program related investments and even equity stakes in for-profit businesses – to grow and "re-use" funds. And, we collaborate to forge the critical mass of talent necessary to advance.

Don't take the "safe" path: do what others can't or won't - The Endowment was purposefully positioned to take calculated risks. For instance, our work to plumb the potential of biotechnology to address America's burgeoning forest health crisis could be a breakthrough; daunting social and environmental concerns make this a topic most avoid.

Endowment Operating Con

Initiatives

Theory of Change



Five Years Doing What Others Can't or Won't and Five Examples of Achievement

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Check-offs

When the "Got Milk?" campaign launched, milk sales increased for the first time in decades. If it worked for milk (*and beef, and cotton, etc.*), it should work for forest products. That's the thinking behind the Endowment's effort to establish the first-ever check-off program to grow markets for forest products. In May of 2011, companies from around the globe selling softwood lumber products into the U.S. spoke overwhelmingly (80% by volume; 67% of companies voting) to create the Softwood Lumber Check-off. It will generate an estimated \$20 - \$25 million/year to grow markets for softwood lumber through research and promotion.

Working Forest Coalition

Advancing federal policy and national actions to sustain and enhance the value of private, working forests to society and to forest landowners requires strong, diverse coalitions and constant communication and collaboration—all Endowment strengths. With 11 Working Forest Coalition partners, the Endowment secured prominent recognition of the importance of working forests in *America's Great Outdoors*, the Obama Administration's 21st Century conservation agenda.

National Conservation Easement Database

"It can't be done." That's the warning the Endowment received when proposing to amass all conservation easement data into a single, user-friendly database. In October 2011, however, the Endowment and five national partners launched the first sustainable, nationwide system for managing and accessing information about conservation easements (<http://nced.conservationregistry.org>).

The Endowment's "Roofs"

On November 1, 2006, the Endowment "opened for business" with humble roots and a borrowed roof – the current President's home office. Five months of loaned space at The Palmetto Bank and four years of rented space in the second-floor of a converted home followed. The journey was completed in June of 2011 when the Endowment opened under a roof of its own in a repurposed restaurant building that better meets needs. To learn more about our roof, its features, and our partners, visit www.usendowment.org/building.html.

ShadeFund

With access to capital tight, a loan to a forest-based entrepreneur might mean the difference between expanding their business and closing shop. Such loans are now possible, thanks to ShadeFund, an Endowment partnership with The Conservation Fund. This online lending platform for forest- and natural-resource based enterprises links corporate and individual investors to entrepreneurs who are building local economies and supporting working forests and other resources. Mercedes-Benz USA was the first to join the Endowment in investing capital in ShadeFund. Learn more and donate at www.shadefund.org.

Retain
Healthy
Working
Forests

Healthy
Working
Forests

Information
Technology

Forest
Health
Initiative

Asset
Creation*

Globalization

* Under Development

Forest Investment Zones

The Story – Regional Collaboration Advances Economic and Environmental Goals

"This is the best chance we've had since the 'timber wars' started to make real progress toward restoring some of our forest economy," says forester and forest owner, Clarence Rose. Rose is active in the collaborative processes leading to new management planning in California's Trinity National Forest. Rose's logging company once moved 2,000 truck loads a year out of Trinity's mostly federally-owned forests. He shared his comment with a gathering of rural Trinity County leaders while standing in a federal forest now managed through a local forestry collaborative.

The Dry Forest Investment Zone is supporting efforts like the one that is giving Mr. Rose hope for restoring local forest-based economies through ecologically-sound National Forest management plans. In Eastern Oregon and Northern California, where most forests are public, local political leaders, businesses, environmental organizations, community development

The Forest Investment Zone mantra might be "act locally; organize regionally." No community can renew a forest-based economy in isolation.

entities, and government agencies are reaching consensus about management plans for federally-owned forests. Collaborative planning achieves environmental and local economic development goals, with fewer disputes that slow management aimed at improving forest health.

The Challenge

Rural communities that depend on forest industries have faced dramatic challenges in past decades and, in too many cases, outright economic demise. The causes include diminishing markets, climate change, new forest ownership structures, and dramatically reduced access to wood materials from national and state forests. Economic transition to new forest-based opportunities such as renewable energy from woody biomass and certified sustainable wood products require local leadership, policy networks, and regional support systems.

Connection to Mission

Creating new economic opportunity through increased local capacity, effective leadership, and regional collaboration addresses the Endowment's call to build *healthy, forest-reliant rural communities*.

Solutions

The Forest Investment Zone mantra might be "act locally; organize regionally." No community can renew a forest-based economy in isolation. Through a five-year funding commitment, the Endowment is providing resources in three regions: Central Appalachia, the Northeast, and the Dry Forests of Eastern Oregon and Northern California. In each, regional collaborations are opening new forest-related markets and value chains. And, with state and federal agencies, they are realigning policy to fit 21st Century sustainability and community-scale opportunities for forestry and wood products.



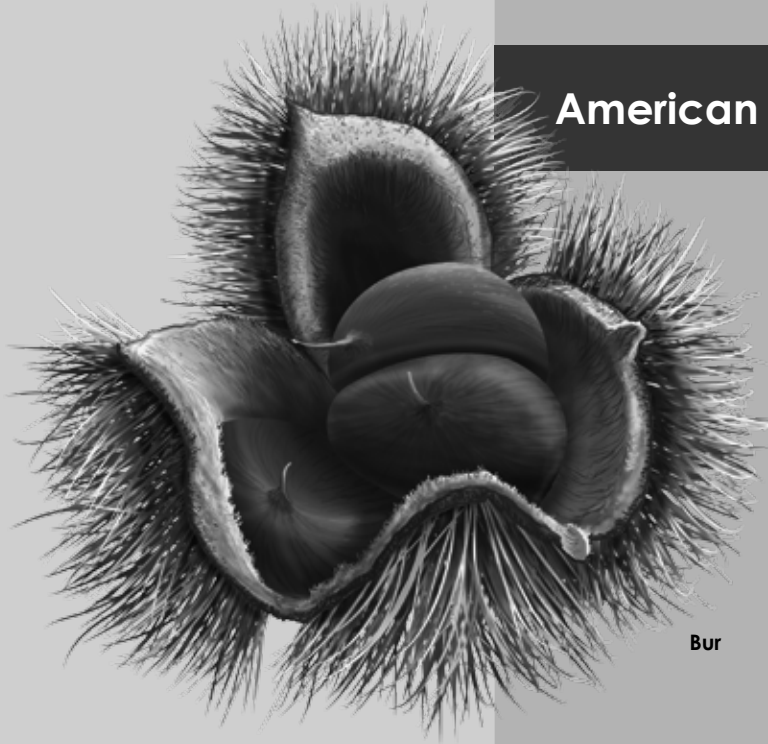
Results

- Connected forestland owners, wood processors, and manufacturers to markets for sustainably grown, harvested, and processed wood products.
- Developed nationally-recognized models of local collaboration that allow new management agreements on National Forests that meet environmental objectives and allow for wood-based local enterprises in economically-distressed areas.
- Aided in stabilizing a regional, wood-based economy by introducing state-of-the-art manufacturing innovation to wood products companies.

Lessons Learned

- Starting with well defined goals and significant resources over a multi-year period, regional collaborations can enhance local, forest-based economic opportunity.
- There are significant opportunities for community-scale enterprises supported by sustainable forest management.
- Policy reform is critical to aligning resources and regulations with emerging community-scale, forest-based economic opportunities.

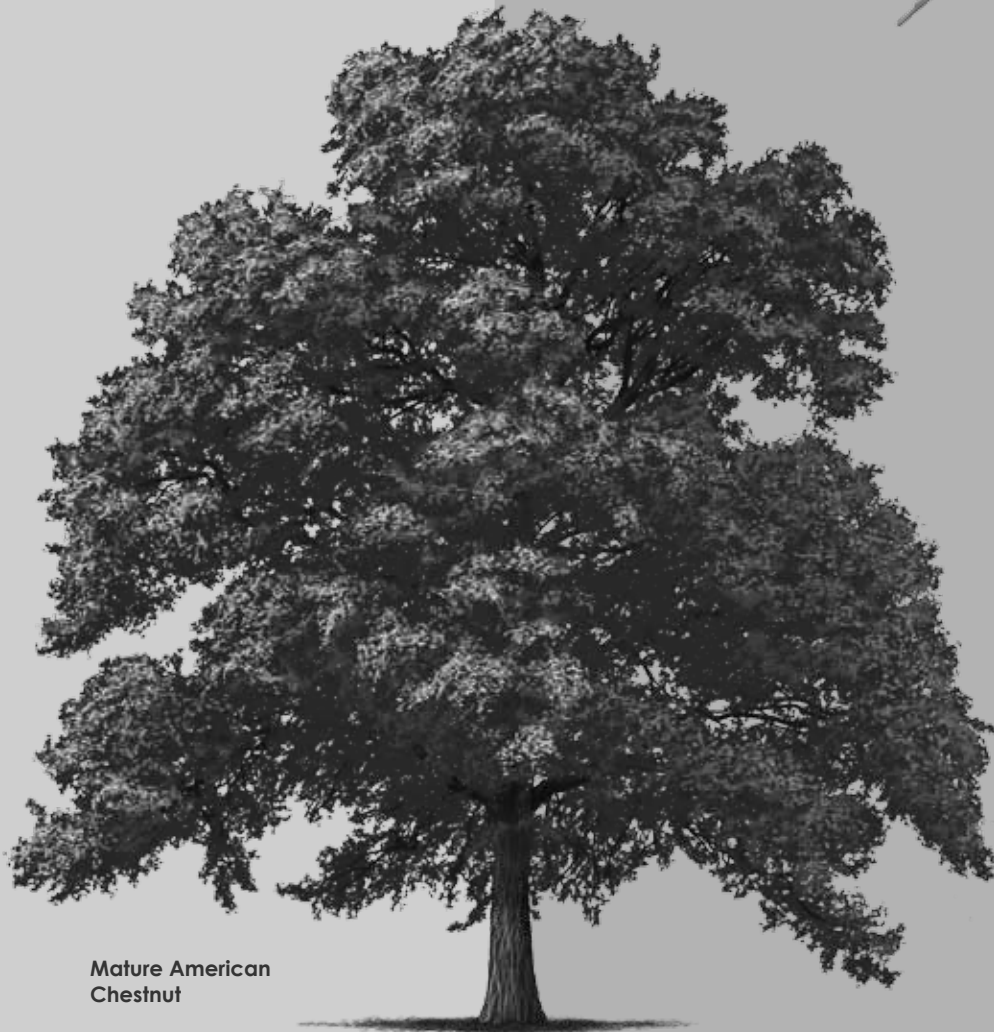
American Chestnut



Bur



Leaves and Flowers



Mature American Chestnut



Sprout



Nuts

Forest Health Initiative

The Story - Biotechnology

Too short/too tall; curly hair/no hair. It's all in the genes! In 1988, the "mountain" for mapping the human genome stood \$3 billion tall and 15 years long. Twelve years and \$2.7 billion were invested to produce the first map, but by 2009 the cost had plummeted to \$50,000. Now, you can have your own genes mapped for \$4,998 to aid in more targeted treatments for everything from corns to cancer.

The hurdle to mapping, and thus better understanding, the genome for a tree wasn't nearly as tall – a projected \$10 million and three years in 2009. With the Endowment serving as catalyst and coordinator, however, the Chinese chestnut genome is essentially mapped after just two years, offering the possibility of identifying genes that could lend blight resistance to the American chestnut. Traditional tree-breeding techniques would have taken decades. Using gene-mapping to help speed restoration of the American chestnut is at the center of a strategy to unlock the value of biotechnology for forest health.

The Challenge

Nearly 60 million acres! That's 94,000 square miles, the equivalent of 60,000,000 football fields or 71,000 Central Parks. That's also the size of America's forests declining or dying from pest infestations, and it's a number that is rapidly increasing – up nearly threefold in less than ten years – driven in part by the effects of climate change.

Connection to Mission

Retaining and restoring healthy, working forests in the face of unprecedented forest health challenges requires new approaches and tools that will take us outside our comfort zone and include an array of new partners.

Solutions

While forest health challenges grow exponentially, forest managers' tools to address them do not. With mapping of the chestnut genome as a first step, the Endowment is partnering with the USDA Forest Service and Duke Energy to use 21st Century science to deal with 21st Century problems, and is doing so in ways that include sound regulatory protocols while also addressing social and environmental concerns. Thus, the Forest Health Initiative was launched with oversight by a broadly representative steering committee that includes funding partners and The Nature Conservancy and the Environmental Defense Fund.

Results

- A forest biotechnology program launched with funding from the USDA Forest Service and Duke Energy generated new tools to advance forest health.
- Work at the University of Georgia, Penn State, Clemson, SUNY at Syracuse and Forest Service labs is yielding:
 - A Chinese chestnut genome map;
 - Identification of more than 550 genes for possible disease resistance;
 - Early screening protocols for blight resistance;
 - A twelvefold increase in lab-generated clonal trees.
- Engagement on social and environmental considerations by more than three dozen organizations is yielding a "roadmap" to potential uses of genetically-modified trees.
- Engagement on regulatory issues by all three federal agencies that work with genetically modified trees – Environmental Protection Agency, Food and Drug Administration, and USDA Animal and Plant Health Inspection Service.

Lessons Learned

- The first genome map is the most expensive; costs fall quickly for follow-on work.
- Intent matters. The fact that the Endowment's work with biotechnology is rooted in a concern for forest health makes all the difference in getting a diverse range of interests engaged.
- Amassing significant funds around a holistic vision and vital collaborators can be far more efficient and effective than a piecemeal approach.

Retaining Healthy, Working Forests

The Story – The National Conservation Easement Database

Working forests may be retained in many ways. For private landowners, one key strategy is to use conservation easements, which can provide for long-term (even permanent) retention as forest and offer income or tax incentives — all while maintaining private ownership and management of the covered property. Amazingly, despite the fact that thousands of easements protecting millions of acres have been established over the years, there was no single database for accessing or managing data on easements. Thus, it was difficult – if not impossible – to develop conservation plans that included this significant part of the landscape.

A \$1 million Endowment grant, matched by \$200,000 from other foundations and \$300,000 from the USDA Forest Service, is finally making information on easements available to anyone who needs it.

An impressive partnership that includes Conservation Biology Institute, Defenders of Wildlife, Ducks Unlimited, NatureServe, and The Trust for Public Land created the National Conservation Easement Database (NCED). Through 2011, NCED includes information on more than 81,000 easements – about 60% of all such agreements – with more added each month (<http://nced.conservationregistry.org/>).

NCED improves accountability, reduces redundancy and expenditures in planning, and maximizes conservation impact. It's also an important tool in helping retain working forests. This breakthrough collaboration is just one of The Endowment's projects to retain healthy, working forests.

The Challenge

Forests face unprecedented threats: collapse in demand for forest products; industry restructuring and globalization; climate change; invasive, exotic pests; and public policy changes.

Connection to Mission

Developing new tools to *promote retention and restoration of healthy, working forests* is the bedrock of the Endowment's mission.

Solutions

The Endowment advances working forests by: developing tools such as NCED; supporting national policy work through the Working Forest Coalition; via the ShadeFund (www.shadefund.org), providing seed loans to entrepreneurs who are finding new ways to produce value-added forest products; promoting the virtues of community-owned forests; and building regional alliances such as the Partnership for Southern Forestland Conservation (www.pfsfc.org).

Results

- **2008:** Convening – “The State of Conservation Easement Information Management in the U.S.”
- **2008:** Partnership for Southern Forestland Conservation launched with support from the USDA Forest Service.
- **2008:** Convening – “Conserving Working Forest Landscapes.”
- **2009:** National Community Forest Service Center created with additional support from Ford Foundation.
- **2010:** Launched ShadeFund.
- **2011:** Launched the first comprehensive, sustainable nationwide system for managing and accessing information about conservation easements.
- **2011:** Succeeded, through the Working Forest Coalition, in securing prominent recognition of the importance of working forests in America's Great Outdoors, the Obama Administration's initiative to develop a 21st Century conservation and recreation agenda.

Lessons Learned

- Engaging forest landowners, especially large, corporate landowners, is essential to developing a comprehensive vision for Southern working forests.
- Forest conservation and planning has yet to take full advantage of the power of modern technology, such as NCED, to aid in planning and better targeting of limited resources.
- Collaboration is perhaps the most important, and yet the most time consuming and difficult, of all strategies available.





Statements of Financial

Program Income and Expenses

Program Income
(public and private support)
Program Expenses
(grants, workshops, program-related investments, and related expenses)

Operating Expenses

Staff Salaries and Benefits
Office and General Expenses
Board and Staff Travel
Professional Fees
Changes in Net Assets - Operations

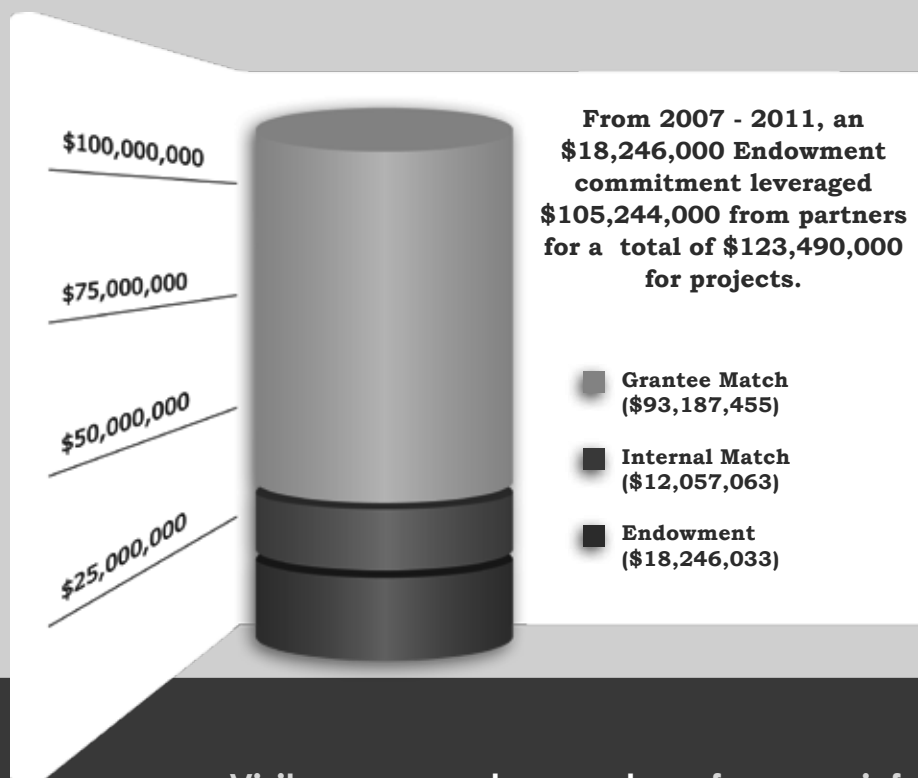
Investment Income and Expenses

Interest and Dividend Income
Realized and Unrealized Gains (Losses)
Investment Fees
Total Increase (Decrease) in Net Assets
Net Assets at Beginning of Period
Net Assets at End of Period

Activity (For the 12 Months ended December 31)

2011*	2010	2009	2008	2007
\$2,271,074	\$2,553,966	\$1,939,188	\$76,000	\$200,041,825
6,497,226	6,092,326	3,508,665	916,990	59,304
\$326,695	\$244,274	\$249,263	\$241,650	\$439,288
64,247	106,752	60,094	63,927	73,163
32,623	36,455	44,548	53,969	70,858
67,520	66,697	160,989	75,137	26,072
(4,717,237)	(3,992,538)	(2,084,371)	(1,275,673)	199,373,140
\$2,799,370	\$2,607,705	\$3,059,162	\$3,533,931	\$4,036,699
(14,700,968)	14,104,444	26,826,204	(64,488,930)	10,728,845
183,962	192,358	171,750	237,846	121,285
(16,802,797)	12,527,253	27,629,245	(62,468,518)	214,017,399
191,634,163	179,106,913	151,477,668	213,946,186	(71,213)
174,831,366	194,634,163	179,106,913	151,477,668	213,946,186

*2011 information is preliminary pending completion of year-end closing and audit procedures.



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“Collaboration is perhaps
the most important, and yet
the most time-consuming
and difficult, of all
strategies available.”

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