Arbor Day Foundation™



2025

U.S. REFORESTATION CAPACITY SURVEY REPORT





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EXECUTIVE SUMMARY

This report shares key findings from the U.S. Reforestation Capacity Survey, commissioned by the Volgenau Climate Initiative to identify critical gaps, resource needs and opportunities across the national reforestation system.

The Survey was aimed at partners working in every step of the reforestation process - from seed collecting to planting - to help strategically focus future investments and improve coordination. Respondents identified challenges with funding, workforce capacity, nursery infrastructure, and seed supply, as well as policy and administrative processes that make it difficult to get trees into the ground. These findings offer a clearer picture of what's needed to build a stronger, more effective reforestation network - and deliver on the promise for reforestation as a critical and effective nature based solution.



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INTRODUCTION

As forests continue to face increasing threats from wildfires, extreme weather, and insects and disease, the need for reforestation in the United States and on American Indian and Alaska Native lands is urgent. Reforestation is defined by the USDA Forest Service as "a management action to renew tree cover by establishing young trees. This work is done to maintain appropriate forest cover, achieve desired ecological conditions, and restore forests for wildlife, watersheds, and recreational experiences."[1] Reforestation is a scalable solution to our climate crisis that sequesters and stores carbon while delivering a host of other ecosystem services, including improved water quality and storage, air quality, biodiversity, soil health, and land stabilization.[2] Reforestation is also a priority for many Indigenous communities and can create sustainable local jobs in rural economies.[3] Over the past decade, collaboration among federal agencies, nonprofits, private sector partners, and local organizations has led to significant progress in scaling reforestation efforts. Research has shown that funding, policy support, and partnerships have accelerated tree planting and forest restoration initiatives across the United States.

Further scaling reforestation in the United States will require supporting the growth and interconnectivity of a myriad of local and regional efforts by forest land managers and the organizations and businesses that serve them. These groups require support with organizing and fundraising; research, planning and assessment; development of best practices; education and training; ongoing forest stewardship; and monitoring and adaptation. An important aspect of scaling and improving effectiveness of reforestation efforts is supporting networks, collaborations, and knowledge sharing among the stakeholders involved in large-scale reforestation efforts. There are currently diverse groups of stakeholders – i.e. networks – that play a supporting role and are not well connected or organized. As reforestation efforts across the United States grow, there is a need to better map and understand the various organizations, businesses and networks that are currently providing reforestation services to forest land managers, where there are gaps in coordination and resource deployment, and how the gaps can be filled. Understanding these networks and gaps can improve communications and knowledge sharing opportunities, deploy resources to on-the-ground implementers, and fill gaps in capacity and support as needed.

To better understand current reforestation efforts, existing networks, and who is contributing to them in the United States, the Arbor Day Foundation, in partnership with American Forests, conducted a national survey – the US Reforestation Capacity Survey (Survey) – with funding from the Volgenau Climate Initiative (VCI). This survey assessed the current landscape of reforestation work, identified gaps in funding, workforce capacity, technical knowledge, and coordination, and sought insights to inform investments that can improve reforestation outcomes. A copy of the survey can be found in the appendix. It is important to note that this survey was developed and completed prior to the current presidential administration, reflecting the state of reforestation at the time.

[1, 2, 3] https://www.usda.gov/sites/default/files/documents/reforestation-strategy.pdf

SURVEY DEVELOPMENT AND METHODOLOGY

The Survey was developed by a core team from the Arbor Day Foundation and American Forests, Hardigg Consulting and The Keystone Concept, with input from additional national partners in reforestation, including One Tree Planted and USDA Forest Service.

Potential respondents for the survey were identified using the "snowball sampling method" defined by Warren and Karner as "the process of accumulating interviewees from within interlocking social networks, beginning with an initial contact" (Warren & Karner, 2014, p. 136). We started with a core group of organizations that attended the Volgenau Climate Initiative Reforestation convening in June of 2024. In addition, a small group of stakeholders including the Arbor Day Foundation, American Forests, and contractors from Hardigg Consulting and The Keystone Concept added contacts for additional organizations.

The Survey launched on November 4, 2024 through an email distribution to sixty-nine initial contacts and closed on January 31, 2025. Each of the initial contacts was asked to forward the survey or provide contact information for additional potential respondents. An additional 407 respondents were identified via this method, including the Arbor Day Foundation's list of planting partners.

A total of 144 individuals completed the Survey during this window. Duplicate and multi-response entries were reviewed using a set of guidelines described in Appendix B. After applying these guidelines, we ended up with 131 unique responses to the survey representing 104 different organizations.

SURVEY SNAPSHOT

69
contacts invited via email

+407
additional contacts added via referrals

144
total submissions

131
unique responses

104
organizations represented

WHO RESPONDED TO THE SURVEY

The Survey received 131 responses from 104 unique organizations, with the majority of respondents representing Non Governmental Organizations (NGOs) (35%) and state government agencies (31.3%), followed by for-profit entities (10%) and local governments (10%). Notably, nearly all local government responses came from Minnesota, with 11 Soil and Watershed Conservation Districts (SWCDs) participating.

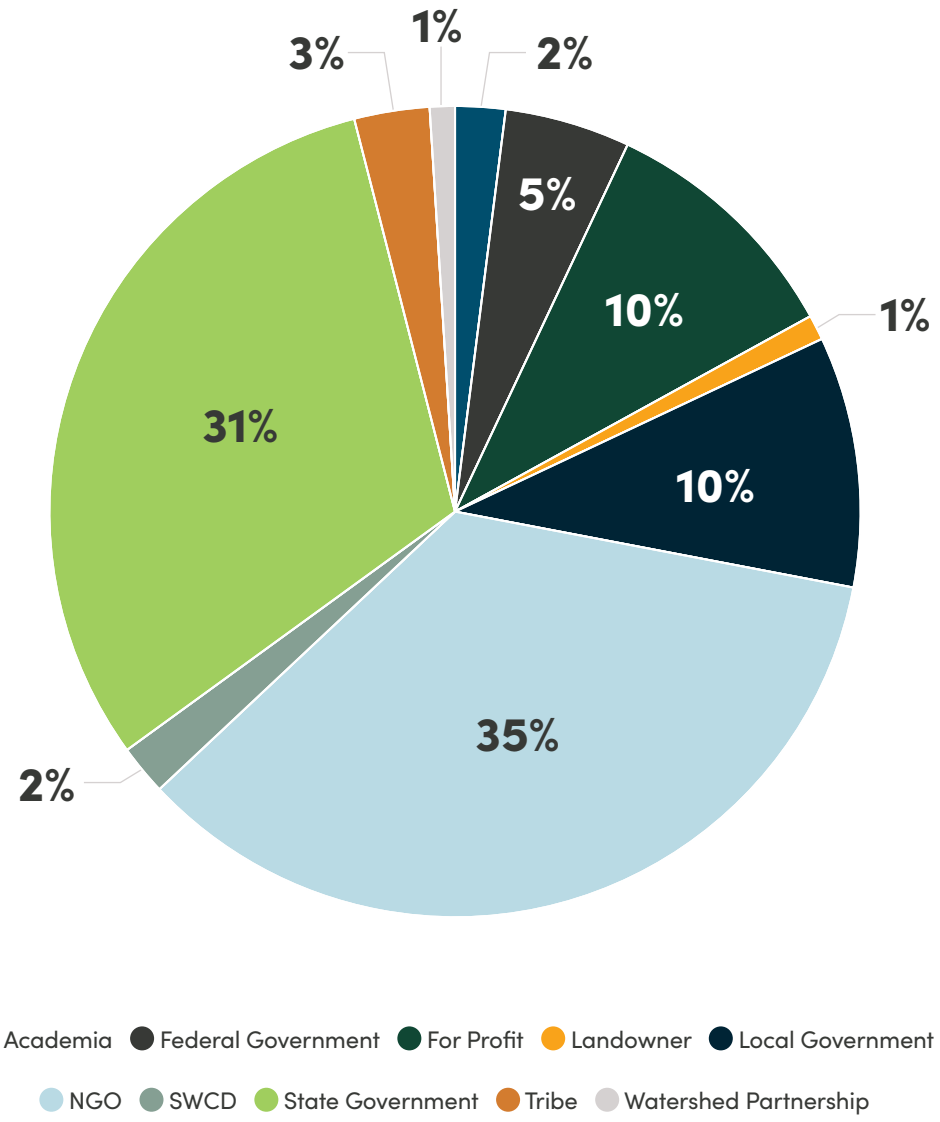
35%
NGO respondents

10%
Local Government participation

31.3%
State government agencies respondents

11
Minnesota SWCDs participated

RESPONDENTS



WHO RESPONDED TO THE SURVEY

The survey had the highest concentration of respondents who reported working in the south (Alabama, Georgia and Florida), Southwest (New Mexico), and Midwest (Minnesota and Wisconsin), as well as California, Virginia and Pennsylvania. At least five respondents report working in every state and U.S. Territory. The majority of organizations that responded are small, with 70 organizations reporting fewer than 20 employees and 90 organizations reporting fewer than 100 employees.

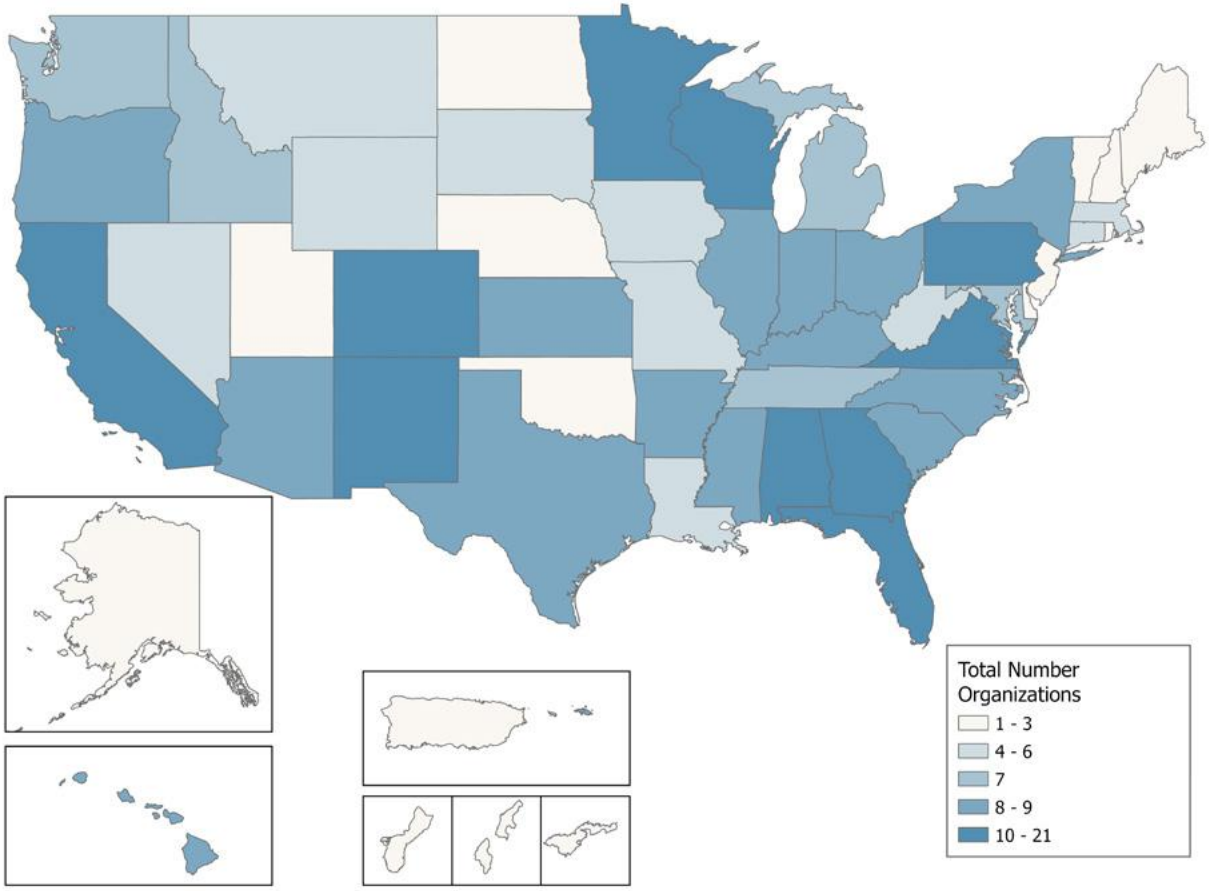
70

Organizations reported fewer than 20 employees

90

Organizations reported fewer than 100 employees

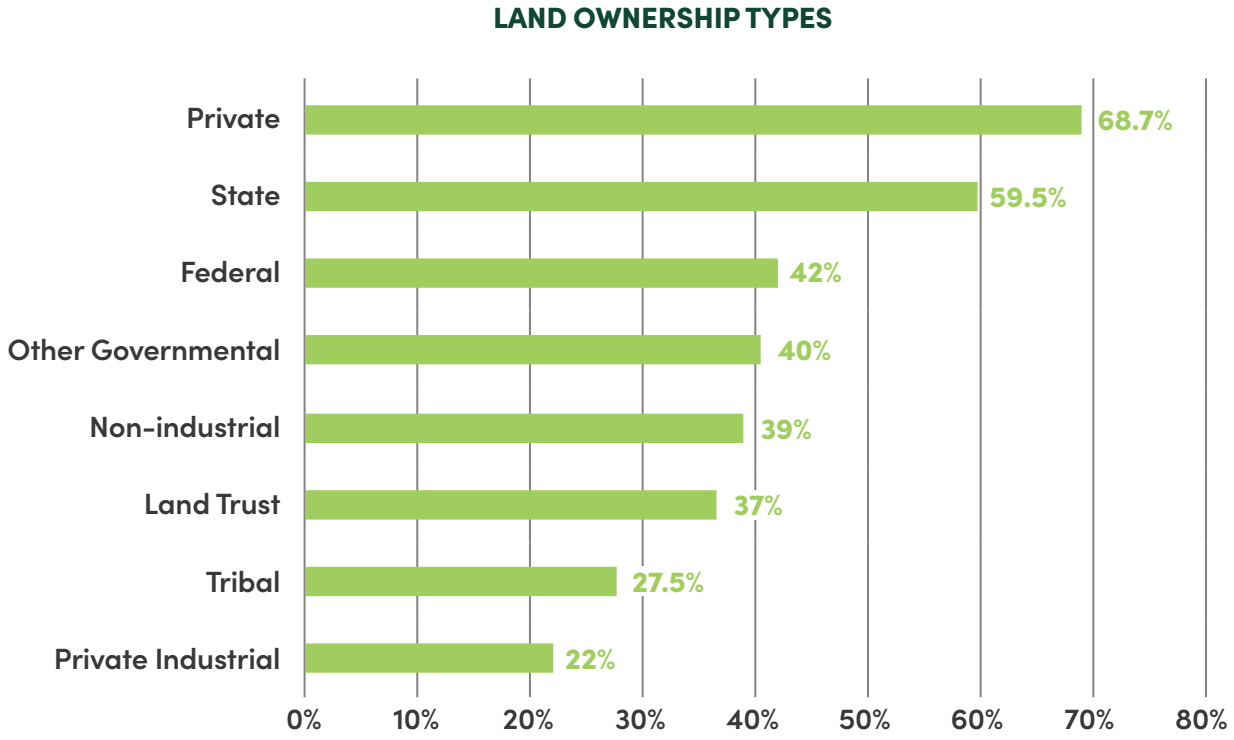
TOTAL NUMBER OF ORGANIZATIONS



LAND OWNERSHIP BREAKDOWN

Most organizations reported working on a mix of land ownership types, with the highest involvement on private lands (68.7%) and state lands (59.5%). A significant number also engage on federal (42%), non-industrial private (39%), and other government lands (40%). Fewer organizations reported working on land trust (37%), Tribal (27.5%), and private industrial lands (22%).





For a full list of states and which organizations are working in them, please see **Appendix C**.

PARTNER ROLES ACROSS THE REFORESTATION PIPELINE

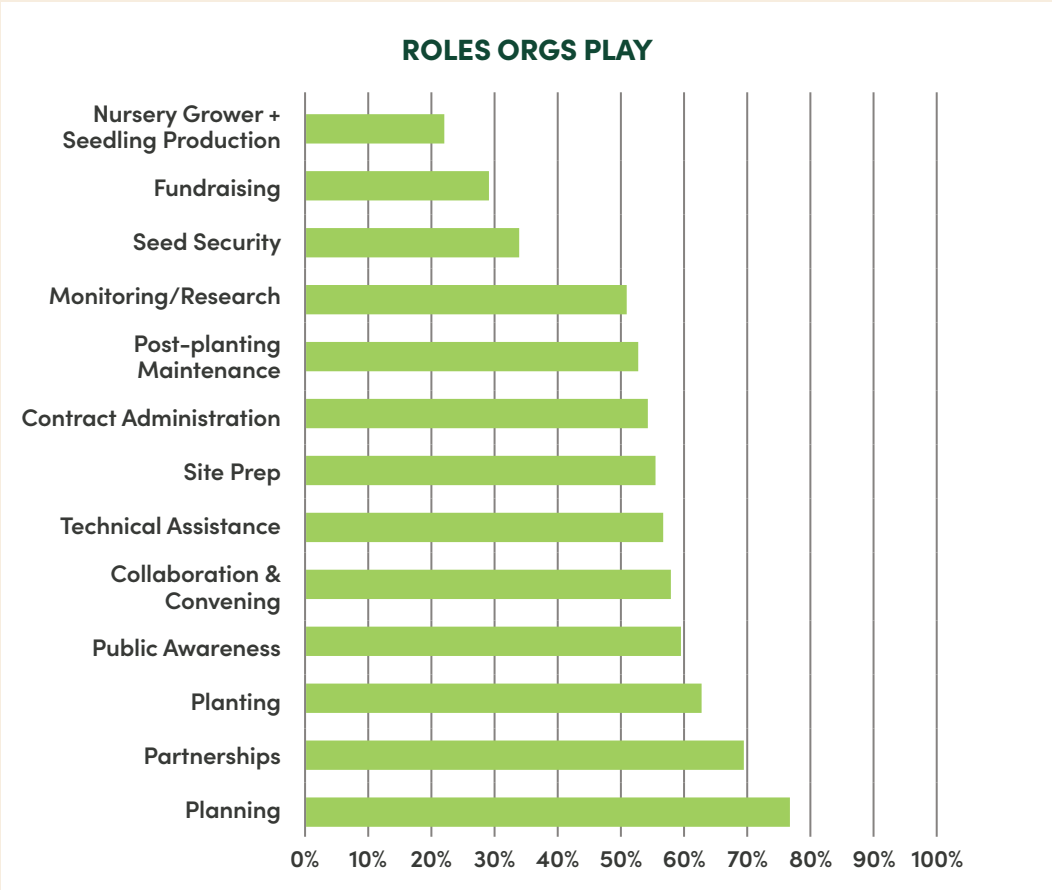
Effective reforestation involves a series of steps, from planning and seed collection to planting, maintenance, and long-term monitoring — each requiring different skills and resources. American Forests has developed a 9-step Reforestation Supply Chain that provides a roadmap to help ensure reforestation is strategic, climate-informed, and sustainable.

The 9 steps include:

1. Partnerships committed to landscape-scale reforestation
2. Landscape restoration planning that meshes practitioner knowledge with science-based ecological restoration
3. Adequate seed collection, processing, and storage capacity, through robust workforce, infrastructure, and cooperative seed solutions that integrate climate adaptation
4. Seedling production commensurate with landscape restoration goals
5. Designing site specific reforestation prescriptions for individual projects within landscape restoration plans
6. Effective site preparation that enhances tree survival
7. Tree planting or natural regeneration techniques
8. Post-planting maintenance that supports young forests through tending and care
9. Monitoring and adaptive management to measure progress, refine techniques, and improve outcomes over time.

The survey used the American Forests' Reforestation Supply Chain as the foundation for asking organizations which roles they play in reforestation. The survey also included support roles that aren't directly outlined in the supply chain, such as collaboration & convening, technical assistance, fundraising, contract administration, and public awareness. These roles are important for bringing partners together, securing resources, and scaling reforestation efforts.

The results show that the organizations who responded to the survey play a wide range of roles in the reforestation process. The roles reported include planning (87%), partnership development (79%), planting (71%), and public awareness (67%) — showing a focus on upfront coordination and implementation. Less commonly reported roles include seed security (38%), fundraising (33%), and nursery/seedling production (25%).

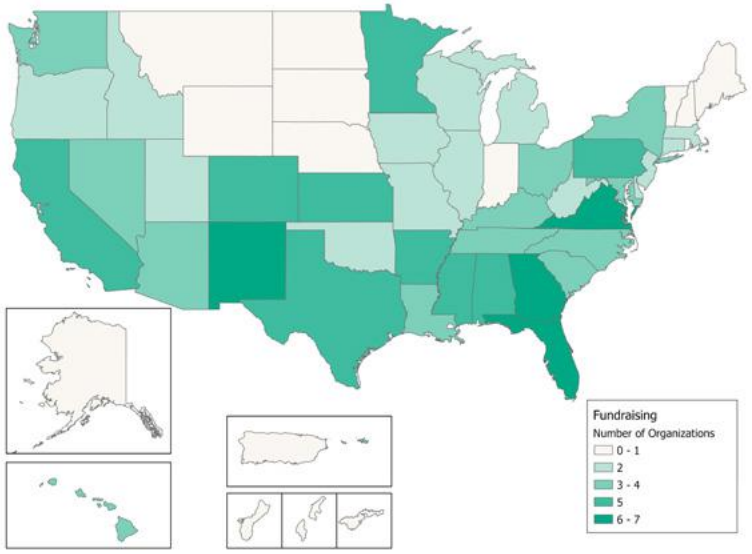


PARTNER ROLES ACROSS THE REFORESTATION PIPELINE

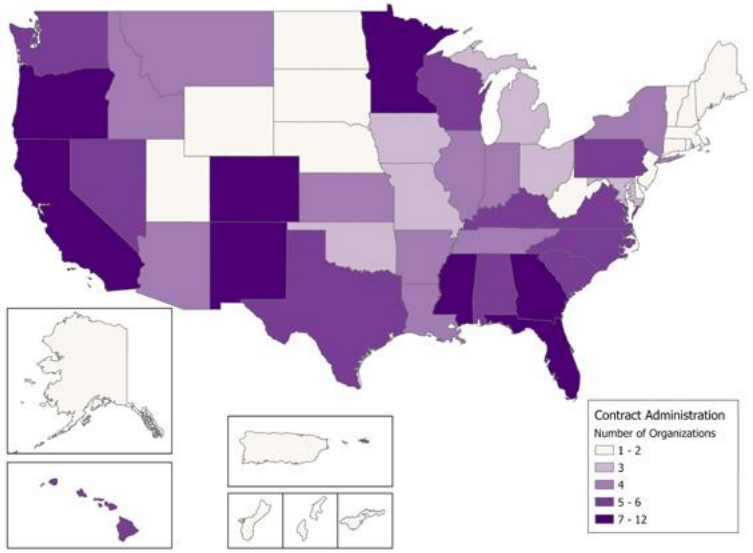
COLLABORATION AND CONVENING



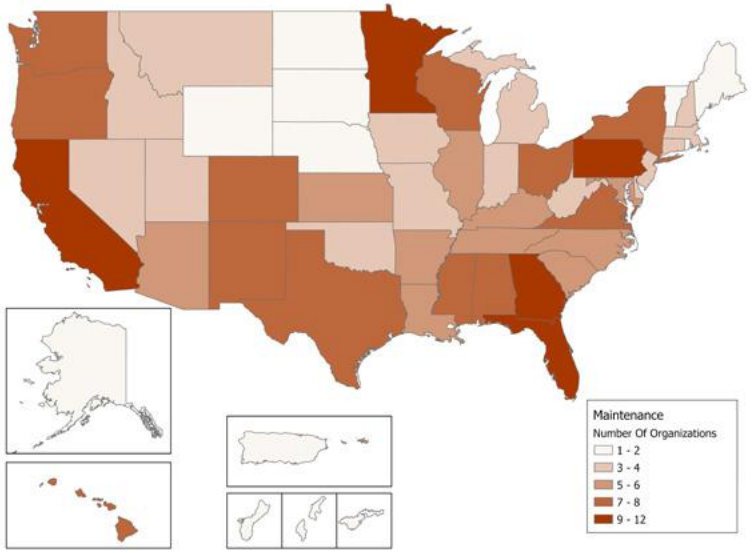
FUNDRAISING



CONTRACT ADMINISTRATION

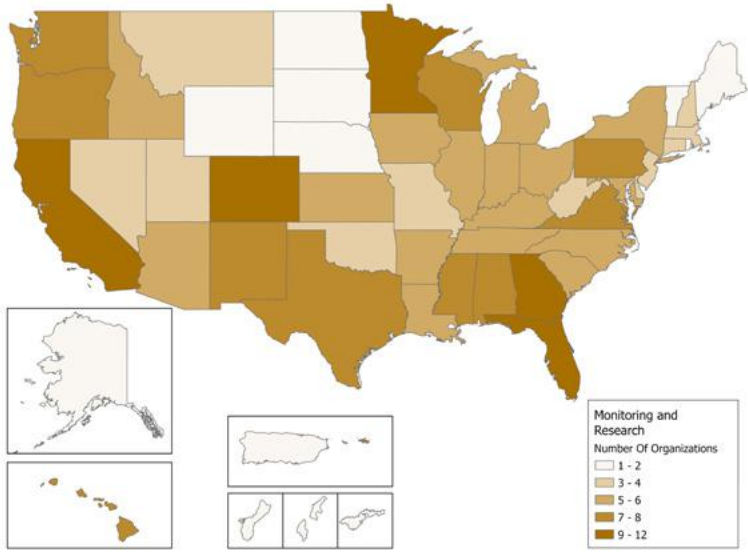


MAINTENANCE

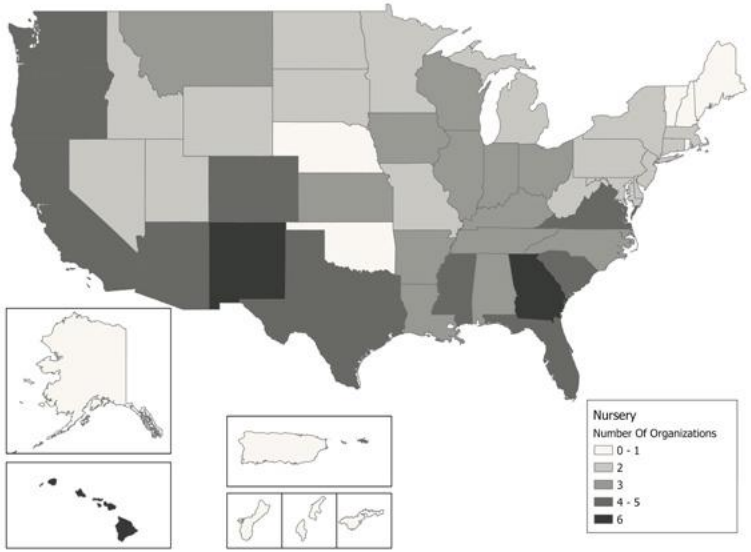


PARTNER ROLES ACROSS THE REFORESTATION PIPELINE

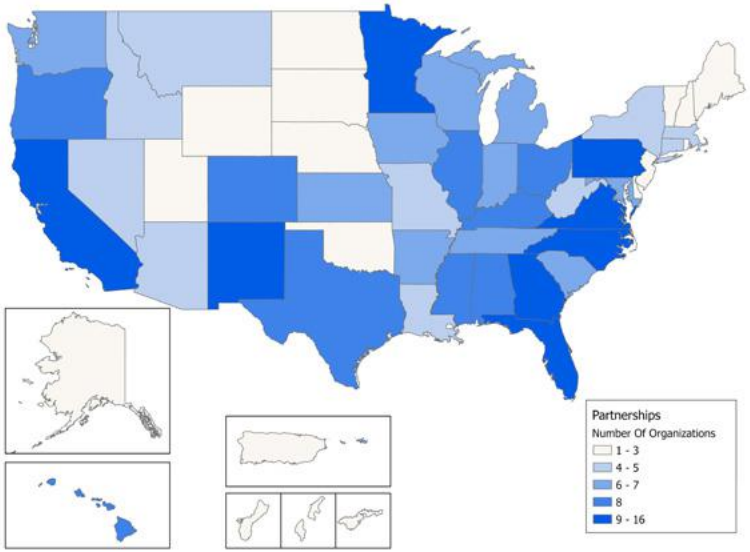
MONITORING AND RESEARCH



NURSERY

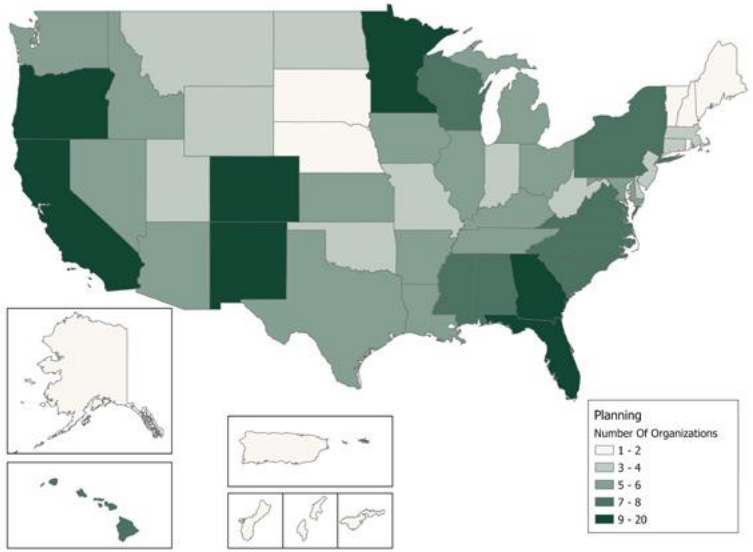


PARTNERSHIPS

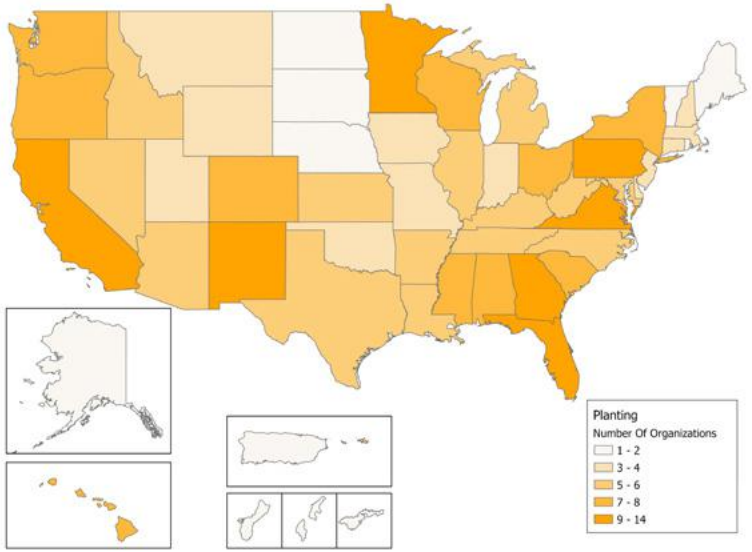


PARTNER ROLES ACROSS THE REFORESTATION PIPELINE

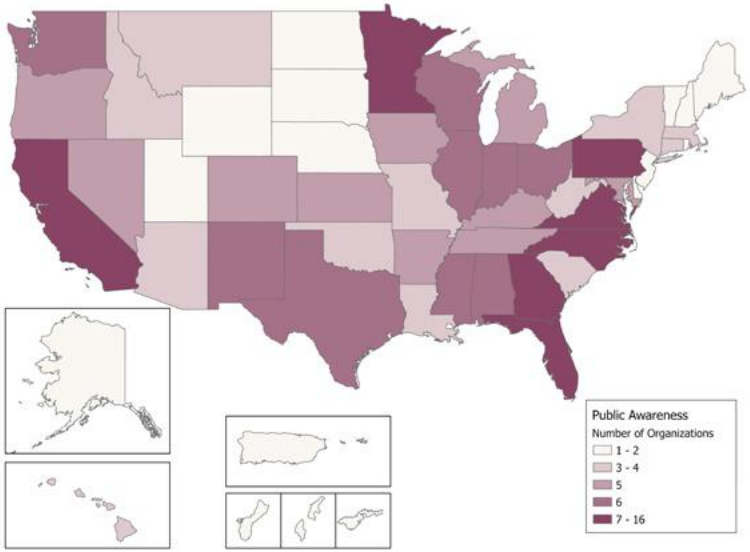
PLANNING



PLANTING

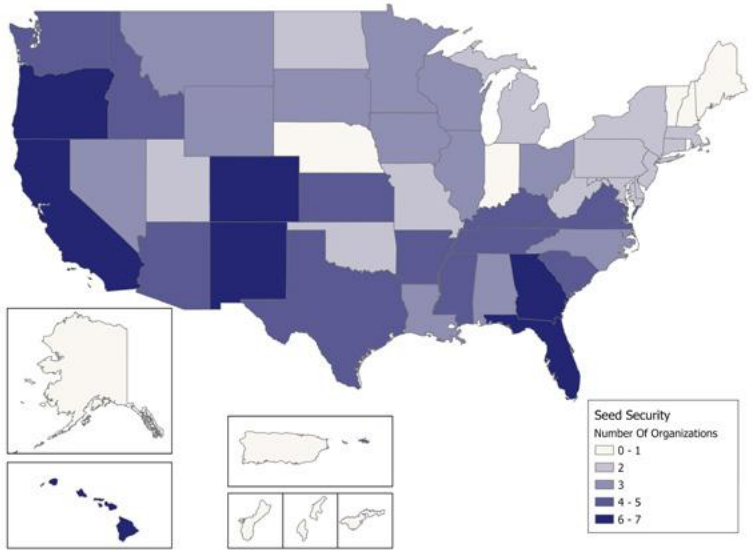


PUBLIC AWARENESS

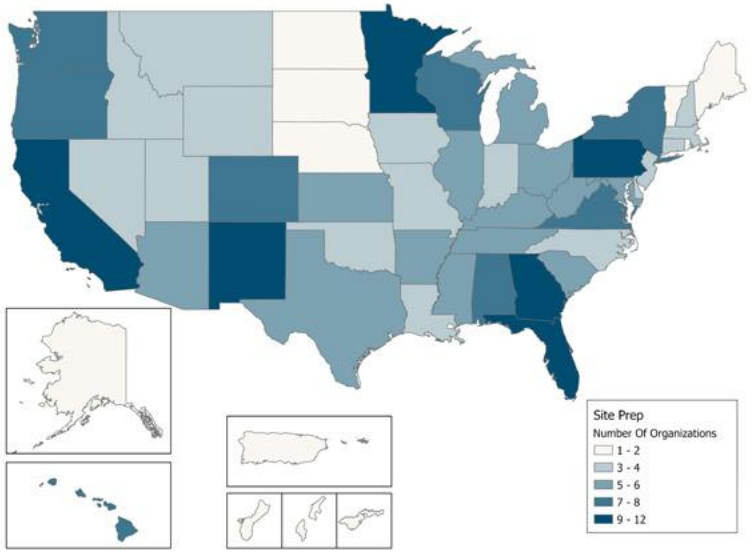


PARTNER ROLES ACROSS THE REFORESTATION PIPELINE

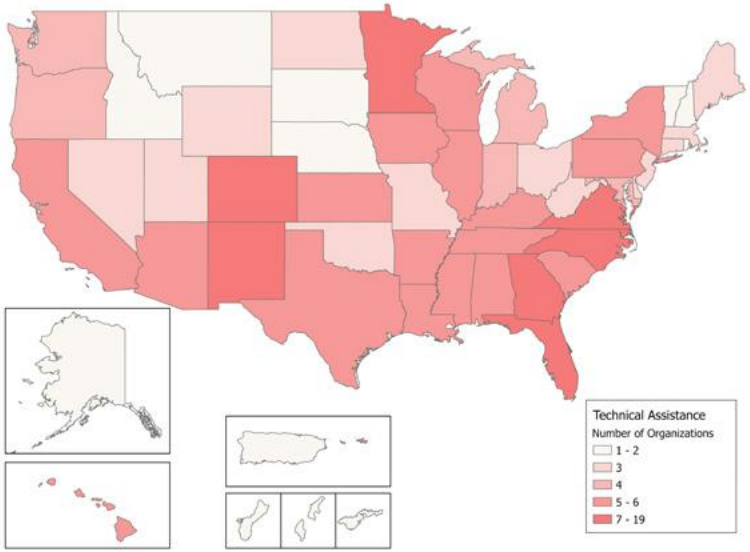
SEED SECURITY



SITE PREP



TECHNICAL ASSISTANCE



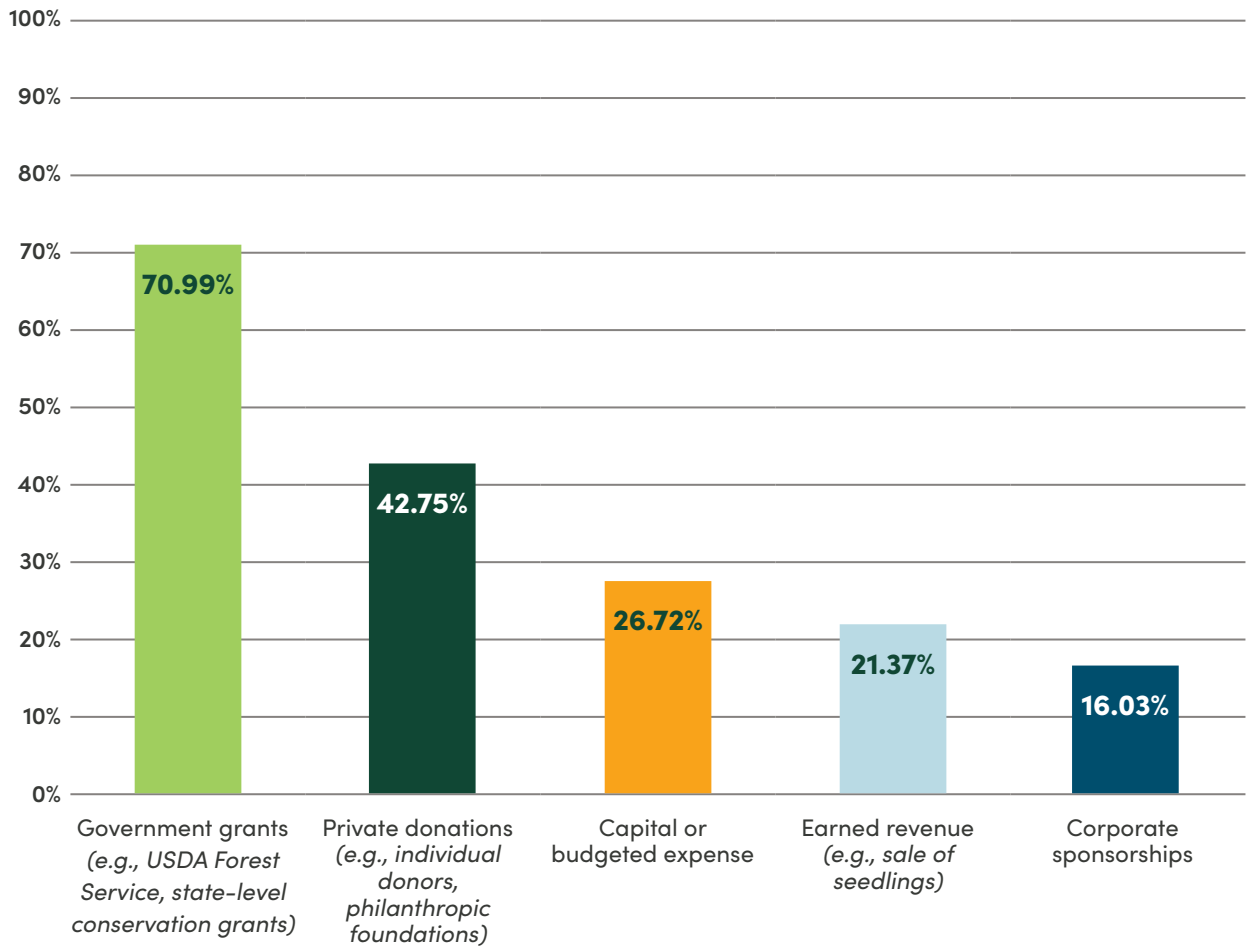
SOURCES OF FUNDING

Respondents shared that their primary sources of funding for reforestation activities are government grants, making up the largest portion (71%), followed by private donations (43%), capital or budgeted expenses (27%), earned revenue from activities like seedling sales (21%), and corporate sponsorships (16%). However, organizations face significant barriers to scaling their efforts, with funding shortages being the most common challenge (70.2%), followed by workforce capacity issues (58%). Supply chain challenges (42%) and navigating policy and regulations (32.8%) were also cited as obstacles.



> These results suggest that while funding sources are diverse, securing sustained funding and addressing workforce and supply chain gaps are key to expanding reforestation efforts.

What are your organization's primary sources of funding for reforestation activities?



BARRIERS TO SCALING

SYSTEM CONSTRAINTS: FUNDING, WORKFORCE, AND INFRASTRUCTURE

Respondents were asked to identify their primary sources of funding for reforestation activities, and the key barriers they face in scaling their efforts. The survey highlighted points that aligned with the challenges we anticipated, such as funding, workforce development, and infrastructure. While the results reinforced our understanding of longstanding issues, it also provided information on bottlenecks as well as opportunities to strengthen networks, improve resource allocation, and advocate for policy and funding changes. Overall, the findings show that while reforestation is being carried out by a wide range of organizations, there does not appear to be many concerted efforts to coordinate and break down silos. While many organizations are working toward similar goals, there appears to be room for more strategic efforts to encourage collaboration and align activities across the different stages of reforestation.

> Overall, the findings show that while reforestation is being carried out by a wide range of organizations, there does not appear to be many concerted efforts to coordinate and break down silos.

What are the barriers to sustaining or expanding your organization (select all that apply)	% of respondents
Funding *(e.g., insufficient grant opportunities, lack of private investment)*	**70.2%**
Workforce capacity *(e.g., challenges in hiring and retaining skilled labor, limited training)*	**58%**
Supply chain *(e.g., shortages in seedlings, equipment, or other resources)*	**42%**
Policy and regulations *(e.g., navigating bureaucratic processes, regulatory restrictions)*	**32.8%**
Robust markets for fiber *(e.g., local infrastructure - mills, truck-drivers, loggers, nurseries)*	**21.4%**
Markets for ecosystems services *(carbon, biodiversity, water, recreation)*	**17.5%**
Partnerships *(e.g., difficulty finding collaborative partners)*	**11.45%**

BARRIERS TO SCALING

FUNDING CONSTRAINTS

Respondents identified a wide range of challenges related to sustaining and expanding organizations. The most frequently cited issue, by far, was the need for more funding — specifically funding that is flexible, consistent, long-term, and covers expenses beyond just the cost of the seedling. In addition to funding constraints, other key challenges highlighted include workforce shortages, limitations in supply chains and nursery capacity, and policy-related barriers

Many organizations rely on grants, which are often single year and do not cover administrative or personnel costs, making it difficult to both staff and plan longer-term. Federal funds also have matching requirements that create additional barriers, especially for small nonprofits. Eligibility and reporting requirements, competitive application processes, and specific restrictions also make these funds difficult to manage and create long-term sustainability.

In addition, respondents were asked to identify which types of funding they found particularly reliable or challenging and why. Respondents cited accessing federal grants as the most challenging, stating that there is not enough funding available and the processes for applying are cumbersome. Respondents also noted that state operating funds can also be challenging because they fluctuate over time, while corporate funds can be hard to access and private donations can be sporadic.

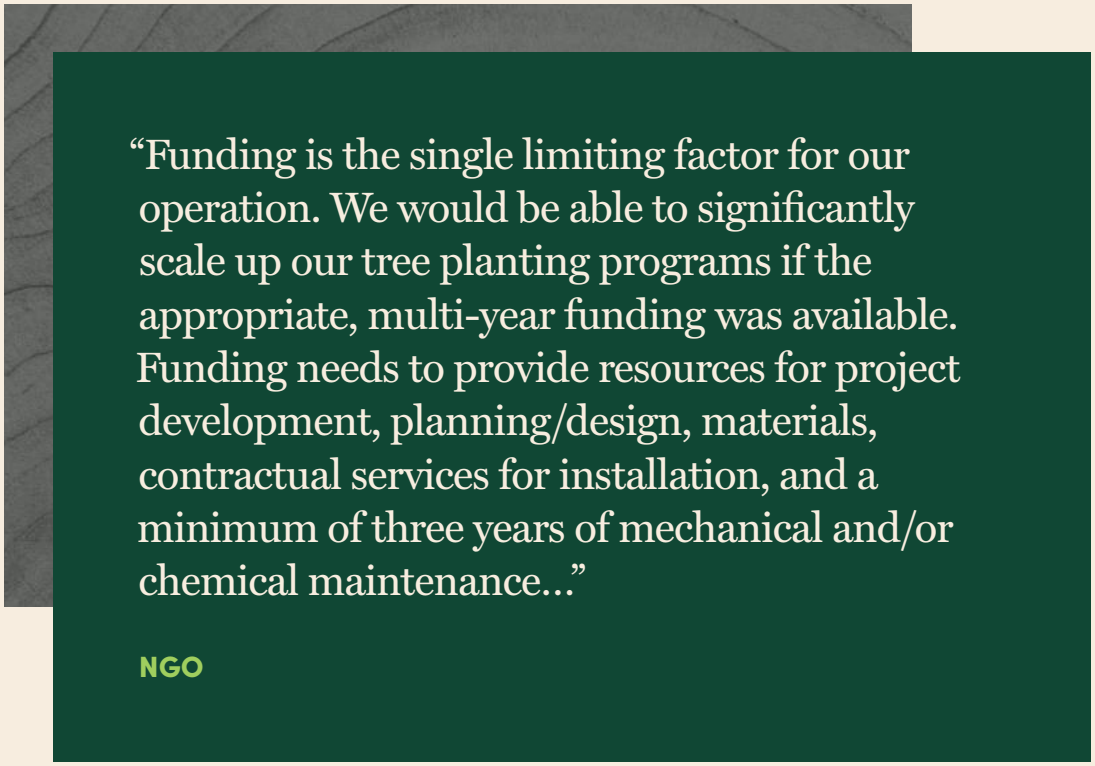


> "We have difficulty securing long-term funding (i.e., multi-year contracts) from federal and foundation investors. It is difficult to achieve large-scale restoration goals without long-term funding as the trained workforce needed for large operations requires long-term job security."
>
> **NGO**

BARRIERS TO SCALING

FUNDING CONSTRAINTS – CONTINUED

Respondents also identified multiple needed changes to current funding paradigms in order to scale reforestation. In particular, several respondents noted that the $1 per tree model, where a donation of a $1 dollar is used to plant one tree, does not cover the full costs of tree planting and is therefore not viable.



> "Funding is the single limiting factor for our operation. We would be able to significantly scale up our tree planting programs if the appropriate, multi-year funding was available. Funding needs to provide resources for project development, planning/design, materials, contractual services for installation, and a minimum of three years of mechanical and/or chemical maintenance..."
>
> **NGO**

Other funding needs identified included:

- Providing early private funds for site prep, genetic stock and seedlings.
- Modifying state funding to make it multiple year grants that funds work in advance of planting.
- Modifying state funds to allow spending on private lands.
- Providing more funds for staffing and workforce development.
- Linking forest management practices to state approved water quality standards to unlock related funding.
- Expanding funding to support broader market development, not just project implementation.
- Increasing U.S. Forest Service support for reforestation work outside of federal lands, particularly for workforce development.
- Providing more funds for conservation, heirs' property work, and landowner tenure support.
- Creating more opportunities for blended finance that bring together philanthropic, private sector and government funds.

BARRIERS TO SCALING

WORKFORCE AND CONTRACTOR AVAILABILITY

Many respondents noted that there is a significant shortage of trained personnel in reforestation, whether for seed collection, nursery management, site preparation, or tree planting. Organizations struggle with seasonal staffing shortages, high turnover, and a long learning curve. They particularly noted difficulty recruiting and retaining local staff and attracting young people into silviculture and reforestation related work, as well as challenges with finding enough workers with HB2 visas to carry out projects. These workforce shortages often result in project delays, missed funding opportunities, and limited capacity to scale operations — even when funding is available.

"The absence of an adequately trained, experienced workforce is a barrier to effective reforestation throughout the area we serve. We train 100-200 tree planters and 25-50 seed collection tree climbers per year, and in our experience we have around a 25% retention rate for individuals trained in one year being available to work the next. However, it takes several years for newly trained individuals to become operationally competent and efficient at reforestation tasks, and attrition, the seasonality of reforestation work, and the time on the job needed for individuals to become competent and efficient are all barriers which significantly slow the effective growth of the reforestation workforce."

STATE GOVERNMENT



BARRIERS TO SCALING

SUPPLY CHAIN AND SEEDLING AVAILABILITY

Respondents noted that the availability of native seedlings is a major bottleneck due to nursery capacity constraints, seed shortages, and supply chain inefficiencies. Many nurseries do not have the infrastructure to meet the increasing demand. Expansion would require long-term investments, yet funding is often unpredictable and short-term in nature. Additionally, many respondents shared challenges in obtaining and maintaining a reliable source of native and climate-adapted seedlings, citing a shortage of trained seed collectors and region specific needs. Climate change and habitat loss make this challenge more acute, while the demand for climate-resilient species grows. For a deeper dive into these issues facing reforestation in the United States, please see the recent report from New Leaf Climate.[1]



> "Supply chain - pretty much self explanatory. I mean, sometimes we don't have the trees to plant."
>
> **STATE GOVERNMENT**

> "Getting contract workers available or finding full time employees trained in nursery work is difficult"
>
> **PRIVATE BUSINESS**

> "There is a mass shortage of appropriate stock. i.e. not enough nurseries growing the appropriate providences."
>
> **FEDERAL GOVERNMENT**

> "Workforce Capacity - Lack of exposure to technical and hands-on aspect of nursery work. Difficulty finding and retaining good workers"
>
> **NGO**

[1] https://nlc.docsend.com/view/pkcekqcdj8e2m29n

BARRIERS TO SCALING

BUREAUCRATIC AND POLICY BARRIERS

Complex permitting processes, restrictions on non-federal seed collection, and administrative red tape within some federal agencies make it difficult for external partners to scale reforestation efforts. Many organizations face challenges navigating these systems to secure contracts and approvals. Some respondents noted that inconsistent permitting across regions, particularly for tree seed collection, compounds these inefficiencies. Moreover, bureaucratic hurdles, changing political dynamics, and slow administrative processes can create instability, making it hard to sustain consistent reforestation.



> "With regard to policy constraints on reforestation, policy barriers to tree seed collection on federal lands by non-federal partners are one of the most significant barriers to the scaling of reforestation nationwide."
>
> **STATE GOVERNMENT**

> "The bureaucracy and limitations of local, state, and federal government also limit the workload and forward movement of actions. "
>
> **UNIVERSITY**

NETWORK SUPPORT

To better understand the collaborative landscape of reforestation, we asked survey respondents to identify the networks, organizations and resources they rely on to support their work. The responses showed that reforestation efforts involve partnerships across a wide range of sectors, including federal and state agencies, nonprofits, universities, and private contractors. Each partner plays a key role—agencies provide funding and policy support, universities and research institutions offer technical expertise, and NGOs and local entities tend to focus on implementation and coordination. The results also show that organizations can play multiple roles, and that this type of collaboration is essential for achieving landscape-scale restoration goals.







CONTINUED

NETWORK SUPPORT

Federal agencies, such as the USDA Forest Service (USFS), and Natural Resources Conservation Service (NRCS) were frequently cited as key sources of funding, technical assistance, and research. These agencies provide cost-share programs, grants, and guidance on seedling procurement, planting techniques, and monitoring. State agencies and programs provide similar support, and often complement federal programs with region-specific resources.

Non-governmental organizations (NGOs) and conservation groups, such as the Arbor Day Foundation and The Nature Conservancy, were cited as important partners that provide funding, workforce development, and capacity-building support. These groups also work closely with local partners, making sure that reforestation efforts align with community needs and ecological priorities.

In addition, universities and research organizations offer scientific expertise on topics such as species selection, soil health, and long-term monitoring strategies. Private contractors and landowners are key to implementing reforestation projects, with contractors often tackling planting and maintenance and landowners supporting planning and site preparation.

The survey also made clear that some organizations serve as intermediaries in the reforestation process, connecting different partners like government agencies, NGOs, private entities, and local communities. They manage partnerships, handle funding and grants, and support collaboration between funders, implementers, and technical experts, helping make projects run smoothly and effectively. Examples include the Arbor Day Foundation, American Forests and The Nature Conservancy.



> "All the above. Reforestation is supported in local, state, private business, federal, academic and NGO relationships through projects and partnerships at the local, state, regional, national and even global levels. This support often includes a mix of funding, collaboration, and sharing or cooperation of staff, often in the form of contracts or cooperative agreements."
>
> NGO

KEY NEEDS AND NEXT STEPS

The findings highlight the importance of improving coordination among partners, increasing the capacity of nurseries and the workforce, and developing more reliable funding options. While much of what the survey revealed was previously understood anecdotally, the information gathered now provides concrete data to support our general understanding of the reforestation system.

Survey response highlighted several key needs, including:

FLEXIBLE, LONG-TERM FUNDING

There is a critical need for more flexible, consistent, long-term funding that covers all aspects of reforestation, including site preparation, planting, labor, maintenance, and monitoring. One-time funding for trees is insufficient for comprehensive reforestation.

WORKFORCE DEVELOPMENT AND RETENTION

There is a need to attract and retain young people in reforestation work. Barriers include a lack of training and inadequate pay. Respondents were particularly concerned about training and retaining local workforce. Visa restrictions can also limit access to contractors, which impacts the availability of labor, especially in seasonal work.

LONG-TERM INVESTMENT IN NURSERIES

Nurseries require long-term investment in both infrastructure and future seedling production to scale reforestation efforts effectively.

SOURCING NATIVE AND CLIMATE ADAPTED SEEDS

There is a challenge in sourcing native and climate-adapted seeds and seedlings, with a shortage of trained seed collectors and sustainable seed sourcing practices.

IMPROVED TRIBAL OUTREACH

Because we didn't receive strong tribal responses in the survey, there is a need to better understand why and find ways to improve outreach to this constituency. The survey also created opportunities for follow-up, in-depth interviews or listening sessions that could provide more specificity on the opportunities and challenges identified.

STRENGTHENED NETWORK COORDINATION

There is an opportunity to work with partners to clarify their roles and explore national and regional networks that might support improved collaboration, coordination, and resource-sharing.

REDUCING POLICY BARRIERS

Complicated permitting rules, especially around seed collection, inconsistent policies across regions, and burdensome administrative processes can make it difficult for partners to support reforestation. Simplifying eligibility and reporting requirements, and streamlining administrative processes, would enable more efficient, large-scale collaboration.

Since the survey closed, it is worth acknowledging that a new Presidential administration has begun. This administration is enacting widespread reforms of the Federal government, including shifts in funding and staffing levels. These actions could change federal capacity, and impact challenges respondents noted in securing sufficient funding for reforestation. Given that 71% of respondents said they rely on government funding, there is a need to diversify funding by exploring new financing models and increasing philanthropic support to maintain and scale reforestation while also building greater financial resilience across the system.

CONCLUSION

The U.S. Reforestation Capacity Survey highlights both the progress and the challenges in scaling up reforestation. A number of organizations are contributing to landscape scale efforts, yet persistent barriers such as funding and workforce must be addressed to achieve greater success. Tackling these challenges will require coordinated action from all sectors involved in reforestation.



APPENDIX A

Survey Instrument

U.S. REFORESTATION CAPACITY SURVEY

Who is leading this survey effort and how will results be used?
Arbor Day Foundation, in partnership with American Forests and a team of industry leaders, is leading this survey with funding from the Volgenau Climate Initiative. Over the last several years, organizations at all levels have joined forces to better coordinate and expand the impact of reforestation efforts as an important nature-based solution. According to the U.S. Forest Service, reforestation, whether by planning for natural regeneration or tree planting, allows for the accelerated development of forested ecosystems following natural disturbance events such as wildfire, wind events, and insect and disease infestations, or planned timber harvest. Significant progress has been made through collaboration, and increased funding for reforestation, but gaps remain in funding, workforce development, technical transfer, and coordination across the US. Survey results will help improve support for your work and guide smarter investments, strengthening reforestation efforts and the health and resilience of our forests.

Who should complete this survey?
This 15-minute survey will capture the range of organizations and businesses currently supporting or interested in supporting reforestation across the United States, including the District and Territories. Respondents may include organizations or businesses working on the ground, or organizations supporting these efforts through funding, resources, convening, and more. This does not include organizations working solely in other forestry areas (for example forest thinning) or allied fields unless they are interested in expanding into reforestation.

Why is this survey important now?
Understanding the capacity of organizations to implement and scale reforestation has never been more important. In a time of accelerating natural disasters, forests are vital to the long-term resilience of our ecosystems and our communities. But as they are impacted by wildfire, other disasters, development, and insect and disease outbreaks, we are failing to keep pace to replace and grow our forest cover. On the National Forests alone, wildfires are responsible for about 80 percent of the lands that need tree planting or natural regeneration of forests, and the USDA Forest Service faces a backlog of 3.6 million-acres of verified reforestation needs. Additionally, the Reforestation Hub estimates there are 148 million acres of opportunity to grow forest cover across the United States.

What can you expect after completing this survey?
Your participation in this survey will help us understand the national reforestation network, guiding targeted investments to support and scale reforestation efforts. The final report on reforestation capacity will be shared widely to inform future support.

How will my contact information be used?
With your consent, the contact information provided in this survey may be used to follow up with you about your work and support needs.

Thank you for your time and consideration. Questions about this survey can be directed to reforestation.survey@gmail.com.

APPENDIX A: U.S. REFORESTATION CAPACITY SURVEY

1. Please provide your name, the organization you are responding on behalf of, your job title and your email address:

Your name:*
First Name, Last Name

Organization you are responding on behalf of:*

Your job title*

Your email address*
example@example.com

2. Please indicate the type and size of your business:

Your business type:*

- For-profit business
- NGO
- State government
- Federal government
- Local government
- Landowner
- Tribe
- Other

Number of full-time employees:

Number of part-time employees:

Number of seasonal employees:

Please describe your work:

3. Land ownership types your work on (select all that apply):*

- Federal
- State
- Private
- Non-industrial
- Private Industrial
- Tribal
- Land trust
- Other governmental
- Other

4. Where you work - what is the footprint of your reforestation work? (select all that apply):*

- Alabama (AL)
- Alaska (AK)
- Arizona (AZ)
- Arkansas (AR)
- California (CA)
- Colorado (CO)
- Connecticut (CT)
- Delaware (DE)
- District of Columbia (DC)
- Florida (FL)
- Georgia (GA)
- Hawaii (HI)
- Idaho (ID)
- Illinois (IL)
- Indiana (IN)
- Iowa (IA)
- Kansas (KS)
- Kentucky (KY)
- Louisiana (LA)
- Maine (ME)
- Maryland (MD)
- Massachusetts (MA)
- Michigan (MI)
- Minnesota (MN)
- Mississippi (MS)
- Missouri (MO)
- Montana (MT)
- Nebraska (NE)
- Nevada (NV)
- New Hampshire (NH)
- New Jersey (NJ)
- New Mexico (NM)
- New York (NY)
- North Carolina (NC)
- North Dakota (ND)
- Ohio (OH)
- Oklahoma (OK)
- Oregon (OR)
- Pennsylvania (PA)
- Rhode Island (RI)
- South Carolina (SC)
- South Dakota (SD)
- Tennessee (TN)
- Texas (TX)
- Utah (UT)
- Vermont (VT)
- Virginia (VA)
- Washington (WA)
- West Virginia (WV)
- Wisconsin (WI)
- Wyoming (WY
- American Samoa (AS)
- Guam (GU)
- Northern Mariana Islands (MP)
- Puerto Rico (PR)
- Virgin Islands (VI)
- National
- Other

5. Work that you do (select all that apply):*

- Planning
- Nursery grower + seedling production
- Site prep
- Planting
- Seed security *(cooperative approaches to collecting, processing, and storing the seeds needed for landscape-scale reforestation)*
- Post-planting maintenance
- Monitoring/research
- Partnerships
- Collaboration & convening
- Technical assistance
- Fundraising
- Contract Administration
- Public Awareness
- Other

6. Where do you typically source your seedlings for reforestation projects? (select all that apply):*

- Local tree nurseries
- Federal nurseries
- State nurseries
- Tribal nurseries
- Private seedling suppliers
- In-house seedling production
- Non-profit organizations
- Academic or research institutions
- International seedling suppliers
- Other

7. What are the barriers to sustaining or expanding your organization (select all that apply):*

- Funding *(e.g., insufficient grant opportunities, lack of private investment)*
- Workforce capacity (*e.g., challenges in hiring and retaining skilled labor, limited training)*
- Partnerships *(e.g., difficulty finding collaborative partners)*
- Policy and regulations *(e.g., navigating bureaucratic processes, regulatory restrictions)*
- Supply chain *(e.g., shortages in seedlings, equipment, or other resources)*
- Robust markets for fiber *(i.e. local infrastructure - mills, truck-drivers, loggers, nurseries)*
- Markets for ecosystems services (*carbon, biodiversity, water, recreation)*
- Other

Please explain:*

8. Which networks, organizations, or resources does your organization currently rely on to support your reforestation work? (e.g., associations, governmental programs, academic institutions, non profit partners) AND what type of support do they provide? (e.g., technical assistance, funding, training, collaboration):*

Response

Continued on page 36

APPENDIX A: U.S. REFORESTATION CAPACITY SURVEY

9. What types of additional support do you need to sustain or grow your organization's reforestation work?*

- Technical support *(e.g., access to best practices, expert guidance)*
- Funding support *(e.g., long-term funding, operational grants)*
- Policy/advocacy *(e.g., need for better regulatory frameworks or advocacy for reforestation incentives)*
- Training/workforce development *(e.g., need for skilled labor or training programs)*
- Other

10. What are your organization's primary sources of funding for reforestation activities?*

- Government grants *(e.g., USDA Forest Service, state-level conservation grants)*
- Private donations *(e.g., individual donors, philanthropic foundations)*
- Corporate sponsorships
- Earned revenue *(e.g., sale of seedlings)*
- Capital or budgeted expense
- Other

11. Are there specific funding sources that are particularly reliable or challenging to access for your organization? (please explain):*

Response

12. Who else should receive this survey?
Please include any organizations or individuals that you already know are working in this space, as well as those you believe could be part of a robust network of partners supporting and carrying out reforestation in the United States.

Name: First Name, Last Name	**Name:** First Name, Last Name
Organization Name:	**Organization Name:**
Email: example@example.com	**Email:** example@example.com

13. Can we follow up with you to learn more about your work and support needs? *

Yes
No



APPENDIX B

SURVEY DATA CLEANING METHODOLOGY

The following guidelines were used to determine if entries were duplicates, and if so, which responses to retain:

1. If the same person responded more than once, we kept the most recent/latest date entry and removed the other.

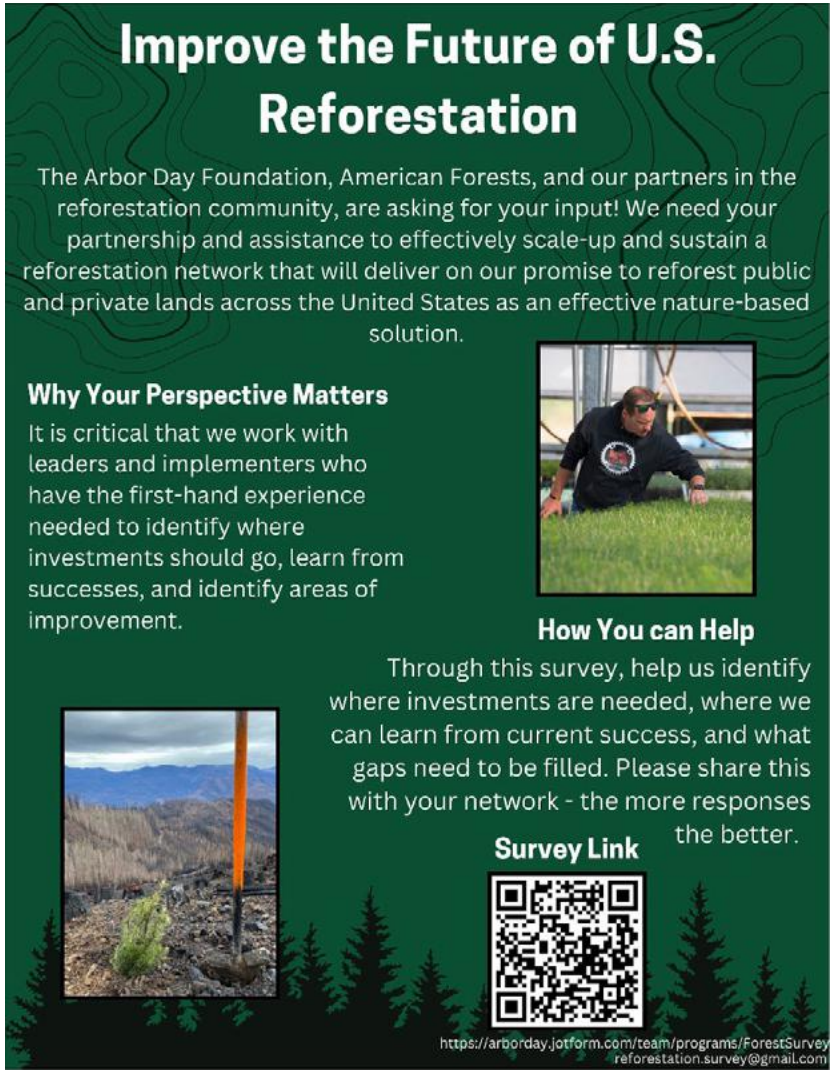
2. If multiple individuals from the same organization submitted responses with different geographic footprints (e.g., regional vs. national), all responses were retained, as they likely reflected distinct offices or perspectives.

3. If more than one person responded from the same organization and they were from the same office (for example TNC- North American Region,) but represented significantly different programs (e.g. reforestation versus agroforestry), both were kept.

4. Organizations with no clear differentiation in programming or location received an email to all respondents asking them how to proceed. They were given the option to keep all or a subset of responses if they represented distinctly different viewpoints, to select one response as representative, or to combine responses.

APPENDIX C

GRAPHIC USED ON SOCIAL MEDIA FOR RECRUITMENT



APPENDIX D

RESPONDING ORGANIZATIONS BY STATE

State	Organizations Working In State	# of Orgs in State
Alabama	Alabama Forestry Commission; Green Diamond Resource Company; Partnership for Gulf Coast Land Conservation, Inc.; The Longleaf Alliance; Aloma Land & Forest LLC; American Forest Foundation; SFLR Network; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	13
Alaska	Student Conservation Association; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	6
American Samoa	National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	5
Arizona	Dean Swift Seed Company LLC; Colorado Forest Restoration Institute, Colorado State University; Ecoculture; New Leaf Climate Partners; New Mexico Highlands University; OneCanopy; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	11
Arkansas	American Forest Foundation; CACHE RIVER NWR; Memphis Native Tree Works; New Leaf Climate Partners; SFLR Network; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	11
California	CAL FIRE; Green Diamond Resource Company; Aloma Land & Forest LLC; Ecoculture; Mast Reforestation; New Leaf Climate Partners; RenewWest, Inc.; Student Conservation Association; The Sugar Pine Foundation; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	14
Colorado	Dean Swift Seed Company LLC; Aloma Land & Forest LLC; Colorado Forest Restoration Institute, Colorado State University; Ecoculture; New Leaf Climate Partners; New Mexico Highlands University; OneCanopy; RenewWest, Inc.; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	13
Connecticut	New Leaf Climate Partners; Student Conservation Association; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	8
Delaware	New Leaf Climate Partners; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	6
District of Columbia	Student Conservation Association; Urban Forestry Division, Washington DC Department of Transportation; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	8
Florida	Alachua Conservation Trust; Green Diamond Resource Company; Partnership for Gulf Coast Land Conservation, Inc.; The Longleaf Alliance; Aloma Land & Forest LLC; Conservation Foundation of the Gulf Coast; Eglin Air Force Base; Florida Forest Service; Florida Forest Service; New Leaf Climate Partners; Northwest Florida Water Management District; Suwannee River Water Management District; Tall Timbers; U.S. Army Corps of Engineers; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	19

APPENDIX D: RESPONDING ORGANIZATIONS BY STATE

State	Organizations Working In State	# of Orgs in State
Georgia	Alachua Conservation Trust; Green Diamond Resource Company; Partnership for Gulf Coast Land Conservation, Inc.; The Longleaf Alliance; Aloma Land & Forest LLC; American Forest Foundation; Georgia Forestry Commission; Marine Corps Air Station Beaufort, SC/ Townsend Bombing Range, GA; New Leaf Climate Partners; SFLR Network; Tall Timbers; U.S. Army Corps of Engineers; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	18
Guam	National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	5
Hawaii	Koolau Mountains Watershed Partnership; Mauna Kea Watershed Alliance; New Leaf Climate Partners; Terraformation; Uhiwai O Haleakala; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	10
Idaho	ArborCare Resources Inc.; Idaho Department of Lands; Aloma Land & Forest LLC; Mast Reforestation; OneCanopy; Treasure Valley Canopy Network; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	11
Illinois	Illinois Department; Savanna Institute; Ducks Unlimited, Inc.; New Leaf Climate Partners; Student Conservation Association; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	11
Indiana	Savanna Institute; Ducks Unlimited, Inc.; Indiana DNR Forestry; Student Conservation Association; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	10
Iowa	IA DNR; Savanna Institute; New Leaf Climate Partners; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	9
Kansas	American Forest Foundation; CACHE RIVER NWR; Memphis Native Tree Works; New Leaf Climate Partners; SFLR Network; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	11
Kentucky	Aloma Land & Forest LLC; Ducks Unlimited, Inc.; Kentucky Division of Forestry; New Leaf Climate Partners; RenewWest, Inc.; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	11
Louisiana	Partnership for Gulf Coast Land Conservation, Inc.; The Longleaf Alliance; New Leaf Climate Partners; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	8
Maine	Maine Forest Service; New Leaf Climate Partners; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	7
Maryland	Bosland Growth; Chesapeake Bay Foundation; New Leaf Climate Partners; Student Conservation Association; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	10
Massachusetts	New Leaf Climate Partners; Student Conservation Association; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	7

APPENDIX D: RESPONDING ORGANIZATIONS BY STATE

State	Organizations Working In State	# of Orgs in State
Michigan	Savanna Institute; Michigan Department of Natural Resources; New Leaf Climate Partners; The Lyme Timber Company; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	10
Minnesota	Leech Lake Band of Ojibwe DRM; Minnesota Department of Natural Resources Division of Forestry; Savanna Institute; Board of Water and Soil Resources; Cook County Soil & Water; Friends of the Mississippi River; Hubbard SWCD; Itasca County SWCD; Kanabec Soil and Water Conservation District; Kanati Land Management; Lake County Soil and Water Conservation District; Mille Lacs Soil and Water Conservation District (SWCD); Minnesota Forestry Association; New Leaf Climate Partners; Pine SWCD; Sherburne SWCD; South St. Louis SWCD; Stearns County SWCD; Wadena SWCD; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	24
Mississippi	Green Diamond Resource Company; Partnership for Gulf Coast Land Conservation, Inc.; The Longleaf Alliance; Aloma Land & Forest LLC; Memphis Native Tree Works; SFLR Network; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	11
Missouri	Ducks Unlimited, Inc.; New Leaf Climate Partners; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	8
Montana	Green Diamond Resource Company; Aloma Land & Forest LLC; Mast Reforestation; OneCanopy; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	9
Nebraska	New Leaf Climate Partners; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	6
Nevada	Nevada Division of Forestry; Ecoculture; Mast Reforestation; The Sugar Pine Foundation; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	9
New Hampshire	New Leaf Climate Partners; Student Conservation Association; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	7
New Jersey	New Leaf Climate Partners; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	8
New Mexico	Dean Swift Seed Company LLC; Philmont Scout Ranch; Colorado Forest Restoration Institute, Colorado State University; Ecoculture; EMNRD, Forestry Division; Mast Reforestation; New Leaf Climate Partners; New Mexico Highlands University; OneCanopy; Santa Clara Pueblo Forestry; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	15
New York	American Forest Foundation; Hudson Estuary Trees of Tribs; New Leaf Climate Partners; Onondaga County SWCD; Student Conservation Association; Upper Susquehanna Coalition; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	11

APPENDIX D: RESPONDING ORGANIZATIONS BY STATE

State	Organizations Working In State	# of Orgs in State
North Carolina	The Longleaf Alliance; NC Department of Agriculture & Consumer Services-Research Stations Division; NC Wildlife Resources Commission; New Leaf Climate Partners; Roanoke Electric Cooperative Sustainable Forestry and Land Retention Project; SFLR Network; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	12
North Dakota	New Leaf Climate Partners; North Dakota Forest Service; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	7
Northern Mariana Islands	National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	5
Ohio	Bosland Growth; Friends of the Lower Olentangy Watershed; Green Columbus; New Leaf Climate Partners; Student Conservation Association; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	11
Oklahoma	RenewWest, Inc.; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	6
Oregon	Confederated Tribes of Warm Springs; Green Diamond Resource Company; Aloma Land & Forest LLC; Josephine County Forestry; Mast Reforestation; New Leaf Climate Partners; Private Lands Forest Network; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	12
Pennsylvania	Stroud Water Research Center; Bosland Growth; Chesapeake Bay Foundation; New Leaf Climate Partners; PA DCNR Bureau of Forestry's Watershed Forestry Program; Student Conservation Association; The Lyme Timber Company; Upper Susquehanna Coalition; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	14
Puerto Rico	Ecoculture; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	6
Rhode Island	National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	5
South Carolina	Green Diamond Resource Company; The Longleaf Alliance; Audubon South Carolina; Center For Heirs Property Preservation; Marine Corps Air Station Beaufort, SC/ Townsend Bombing Range, GA; New Leaf Climate Partners; SFLR Network; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	12
South Dakota	Dean Swift Seed Company LLC; New Leaf Climate Partners; OneCanopy; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	8
Tennessee	Memphis Native Tree Works; New Leaf Climate Partners; RenewWest, Inc.; The Lyme Timber Company; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	10
Texas	Partnership for Gulf Coast Land Conservation, Inc.; The Longleaf Alliance; New Leaf Climate Partners; SFLR Network; Student Conservation Association; Texas A&M Forest Service; TreeFolks; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	12

APPENDIX D: RESPONDING ORGANIZATIONS BY STATE

State	Organizations Working In State	# of Orgs in State
Utah	Colorado Forest Restoration Institute, Colorado State University; Ecoculture; Mast Reforestation; New Leaf Climate Partners; New Mexico Highlands University; OneCanopy; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	11
Vermont	New Leaf Climate Partners; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	6
Virgin Islands	National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	5
Virginia	The Longleaf Alliance; Bosland Growth; Chesapeake Bay Foundation; Friends of the Rappahannock; New Leaf Climate Partners; SFLR Network; The Lyme Timber Company; Virginia Department of Forestry; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	14
Washington	Green Diamond Resource Company; Washington State DNR; Mast Reforestation; New Leaf Climate Partners; Student Conservation Association; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	10
West Virginia	Bosland Growth; New Leaf Climate Partners; The Lyme Timber Company; White Oak Initiative; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	9
Wisconsin	Savanna Institute; Burnett County Forest; Douglas County Forestry Department; New Leaf Climate Partners; The Lyme Timber Company; Washburn County; White Oak Initiative; WI DNR, Division of Forestry; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	13
Wyoming	New Leaf Climate Partners; OneCanopy; WY State Forestry Division; National Indian Carbon Coalition; NRCS; The Nature Conservancy; Biomimicry for Social Innovation; New Mexico State University	8