

BRANCHING OUT



Forests as a Natural Solution to Climate Change

— 2022 ANNUAL REPORT —

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 water, wildlife habitats, and other ecological services, while ensuring healthy and vibrant forest-reliant communities.

HISTORY

The U.S. Endowment for Forestry and Communities, Inc., 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 work in three areas: retaining and restoring healthy working forests; promoting and capturing multiple value streams; and enhancing community capacity, collaboration, and leadership. Although many of our programmatic investments don't lend themselves to simple characterization, all are closely aligned and integrate well under this theory.

THEME INSIGHT

The guiding principles of the 2022 annual report, Branching Out and Forests as a Natural Solution to Climate Change, speak to the Endowment's evolving outreach to public and private partners to collaborate on sustainable forest retention and management solutions that support a healthy environment, climate-conscious policies, and economic opportunities. This annual report is organized to highlight the Endowment's partnerships with key sectors: federal agencies; the forest products industry; corporations; private foundations; and forest-reliant communities.

CONTENTS

Letter From the Chairman and President/CEO	1
Federal Agencies	3
Forest Sector	7
Private Foundations	13
Communities	16
Lessons from TimberHauling.com	17
Board of Directors	18
Staff	19
Statement of Financial Activity	20
Partners	21



LETTER FROM THE CHAIRMAN, AND PRESIDENT/CEO



“WE EMBRACE CHALLENGES.”

This belief is the driving force behind the Endowment’s embrace of challenges that others might avoid. In 2022, we achieved a significant milestone. Since our inception in 2006, we have granted more than \$100 million of the Endowment’s funds to support the health and vitality of our nation’s working forests and forest-reliant communities.

OUR STRONG RELATIONSHIPS WITH GOVERNMENT LEADERS HAVE ENHANCED OUR ABILITY TO ATTRACT CAPITAL AND PURSUE LARGER OPPORTUNITIES

During this same timeframe, our corpus grew nearly 25%, from \$200 million to \$248 million at the end of 2022. When funds raised by our staff—and matching funds provided by partners—are accounted for, our impact far exceeds the \$100 million milestone.

The Endowment’s mission is unique and includes the entire forest sector. The vitality of forest-reliant communities is a core responsibility. We seek to grow markets for traditional forest products such as paper, pulp, and lumber. And we promote sustainable forest management that will enhance forest ecosystem services such as water and wildlife habitats that benefit all citizens.

In 2022 we ventured into new areas of opportunity, including impact investing, program and mission related investments, and forest carbon projects. We tackled new projects focused on prosperity and resiliency for forest-reliant communities.

We expanded previously launched programs, such as fostering new markets for low-value and small-diameter trees. We looked inward as well, improving the efficiency of core business areas like our back-office contract and financial management systems. These efforts will position us for future challenges and help attract new partners along the way.

Some of our 2022 program highlights include:

- Matching funds from the Softwood Lumber Board to support the Working Forest Initiative, which seeks to build trust in, and create the right environment for, the forest industry.
- Implementing a partnership with the U.S. Economic Development Administration and the nonprofit Northern Forest Center, which has delivered thirteen grants and more than \$3 million to advance markets for wood products in northeastern states.
- Promoting blockchain technology through our ForesTrust program, which improves management of the global forestry supply chain.

Our strong relationships with government leaders have enhanced our ability to attract capital and pursue larger opportunities to keep pace with economic, environmental, and demographic change. While uncertainties and economic challenges may arise, we remain confident in our ability to lead during changing times.



LETTER FROM THE CHAIRMAN, AND PRESIDENT/CEO *(continued)*

We proudly refer to this growth phase as Endowment 2.0, and our proven track record continues to garner broad and generous support. Even those unsure about the efficacy of forest management now partner with us to invest in impactful projects. As we celebrate our successes, we never rest on our laurels.

We also acknowledge that despite our best efforts, not every project meets expectations. In 2022 we discontinued work on timberhauling.com, an online community designed to provide discounted products to loggers and timber haulers (page 17). The lessons learned from this experience will help us better serve this critical community in the future.

As you read this annual report, we hope you will find example after example of the Endowment supporting partners and projects that promote the health and vitality of our nation's working forests and forest-reliant communities.

In developing our programs, we always consider the long-term viability and sustainability of our forests and the communities that depend on them. In our pursuit of forest-based climate solutions, complacency is simply not an option. This understanding motivates our dedication to innovative approaches, such as using waste wood and low-value trees to create biochar and other valuable products. We always seek to maximize our impact and bring about positive change.

Looking ahead, we stand fast with our partners and remain focused on and deeply committed to our shared vision that forests are sustainably managed to meet broad societal objectives, including marketable products, clean water, wildlife habitats, and other ecological services, while ensuring healthy and vibrant forest-reliant communities. Together, we possess the power to make a lasting impact on our environment, communities, and the future generations who will inherit this planet.



CHRIS MCIVER
CHAIRMAN



PETE MADDEN
PRESIDENT AND CEO



RESTORATION FUELS: THE PIVOT TO CARBON SEQUESTRATION



OUTLOOK :: The growing demand for durable, long-term carbon removal aligns with the Endowment's mission, the goal of Restoration Fuels, and the USDA Forest Service to advance a market solution to address the ongoing wildfire crisis.

Forests, forest soils, and forest products provide long-term carbon storage—critical to a low-carbon future. But what's to be done

with material from forest health treatments that isn't made into a durable wood product?

With the emerging potential for biochar to provide several benefits for forest management, ecological restoration, and carbon sequestration, it was clear the Endowment should realign Restoration Fuels' focus to capitalize on this scalable opportunity.

In 2022, the Endowment refocused the Restoration Fuels project to produce biochar, investing in the facility to allow for higher temperature processing and testing the plant's capability.

In 2023, the Endowment will focus on continuous production of biochar and—working with the USDA Forest Service and partners in the forestry, agriculture, and remediation sectors—developing larger scale demonstrations and markets for biochar.

Restoration Fuels will begin producing commercial-scale volumes of biochar in mid-2023 with the capacity to remove over 20,000 tons of carbon dioxide each year.

OUTCOME :: The Endowment's role has been catalytic in this project and we look forward to scaling and replicating these outcomes with the private sector.



THE SUSTAINABLE FORESTRY AND AFRICAN AMERICAN LAND RETENTION NETWORK—PROVIDING A CANOPY FOR FORESTLAND OWNERS



Photos courtesy of James Edward Mills

OUTLOOK :: The Endowment continues to promote the extensive work and outreach of the Sustainable Forestry and African American Land Retention (SFLR) Network.

SFLR's stated mission is "To create a sustainable system of support for African American forest owners that significantly increases the value of African American owned forests, land retention, and asset development for Black families in the U.S. South."

The Endowment and the SFLR Network continue to value our relationship with

the JPB Foundation and are honored to have the Doris Duke Foundation join us as a member of the Network Partnership. The American Forest Foundation, USDA Forest Service, and Natural Resources Conservation Service remain stalwart supporters.

OUTCOME :: Through the Network sites and our funding partners, we support landowner outreach and needed capacity expansion that encourages the creation of intergenerational wealth—while enriching the forest-rich communities dependent on these natural resources.



BRANCHING OUT WITH THE ENDOWMENT'S NORTHERN FOREST CENTER PARTNERS

OUTLOOK :: In 2018, Congress appropriated \$3 million for the "Economic Development Administration (EDA) to collaborate with partners in the Northeast and support the development of markets for wood products."

The Future Forest Economy Initiative is a direct response to this mandate, in the form of a cooperative partnership agreement between the EDA, the Endowment, and the Northern Forest Center.

The Endowment's long-time trusted partner, the Northern Forest Center, took the lead in the four-state region to support new economic development approaches in rural forest-dependent communities.

OUTCOME :: Over the last five years, 13 projects have been funded to benefit rural communities in Maine, New Hampshire, New York, and Vermont.



CREATING A TRUSTED HUB FOR HISPANIC FORESTLAND OWNERS



Photo courtesy of Adrian Parrott

OUTLOOK :: Since 2020, the Endowment has partnered with Region 8 of the USDA Forest Service and Mano-y-Ola, a minority-owned consulting firm, to apply learnings from the Sustainable Forestry and African American Land Retention Program to Hispanic forestland owners.

In 2022, this partnership formed a Trusted Hub to tackle the barriers to wealth creation for Hispanic forest landowners, with an initial focus on Puerto Rico and Florida.

This program will help raise awareness about the importance of forestland ownership,

provide culturally appropriate outreach and assistance, and analyze the barriers to wealth creation on Hispanic-owned forestland.

In creating wealth and developing forest management plans, the program will provide the resources for rural Americans to prosper, while also supporting majority-minority communities.

OUTCOME :: This program has elevated sustainable forestry as a financial opportunity for Hispanic forestland owners and their communities.



INNOVATIVE FINANCING FOR NATIONAL FORESTS

OUTLOOK :: New sources of funding for forests are sprouting up around the country through a partnership between the Endowment and the USDA Forest Service's National Partnership Office.

The Innovative Finance for National Forests grant program supports feasibility, pilot, and scaling projects that develop funding beyond federal appropriations for forest management, watershed protection, and recreation projects. Creative local partners are developing revolving loan funds, bonds, and other projects to help finance needed improvements to National Forests and surrounding lands.

OUTCOME :: Through 2022, 21 projects totaling more than \$4 million have been jointly funded by the Endowment and the U.S. Forest Service.

NURTURING NURSERIES FOR SUSTAINABLE REFORESTATION

OUTLOOK :: Climate change has increased the need for reforestation efforts in the U.S., due in large part to wildfires, drought, and disease, which have diminished forest resilience to natural disturbances.

To address that challenge, the U.S. needs to produce up to 5.1 billion seedlings per year, yet currently produces just 25% of that goal, according to one study. Closing the gap necessitates a massive effort to build new facilities and expand existing nurseries. Experts cite financing and markets as two major obstacles to increasing production.

To understand the scale of investment required for success, the Endowment has joined forces with New Leaf Climate Partners, an advisory and asset management company that channels financing to innovative reforestation and landscape solutions.

In 2022, they began to examine the investment needs of tree nurseries to increase their production capacity—and meet the growing demand for reforestation. This research, to be completed in 2023, explores the financing challenges of different

types of nurseries, and assesses investment-specific interventions to unlock capacity. This critical information will aid government agencies in moving reforestation solutions forward.

OUTCOME :: These findings will be used to launch a national Nursery Financing Facility which will use blended financing tools that combine philanthropic, government, and private capital to help achieve critical climate and reforestation goals.

HOW FORESTS ENHANCE MILITARY READINESS

OUTLOOK :: Healthy, well-managed forests on public and private lands that surround military installations provide superior buffers for weapons testing and personnel training activities that take place on base.

The Endowment collaborates with the Department of Defense Readiness and Environmental Protection Integration Program and the USDA Natural Resources Conservation Service to use conservation

easements that retain forests around installations.

Stimulating markets for forest products also helps retain healthy, well managed forests. For example, cross-laminated timber building construction that meets blast and fire requirements may be used for structures on installations, with the added benefit of reducing carbon emissions relative to other building materials.

OUTCOME :: Well-managed forests play an increasingly important role in climate resilience and military readiness.



FOREST SECTOR



BRANCHING OUT TO A DIVERSE WORKFORCE



Members at the Inclusion Council's initial meeting in Washington, DC, March 2022

OUTLOOK :: The Endowment launched the Forest and Wood Products Inclusion Council in an effort to bring the forest and wood product sectors together around inclusivity. The goal is to tackle the challenges we face in forestry with respect to diversity, equity, and inclusion.

The Inclusion Council's diverse talent includes leaders of private, public, not-for-profit, indigenous, and academic entities

from across the U.S. forest and wood product sectors—as well as collaborators at Diversity Gap and Dovetail Partners.

The Council is co-chaired by representatives from the Endowment and Society of American Foresters.

In 2022, the Inclusion Council aligned around a national action plan to help ensure that the forest and wood product sectors reflect the diverse makeup of society.

OUTCOME :: The Council's vision is to foster equitable workplaces where people are valued, protected, and feel they belong—so that all people can help sustain and benefit from forestlands.



CARBON VALUES AND THE FOREST PRODUCT MARKETPLACE

OUTLOOK :: The Endowment, and partners including the Softwood Lumber Board, the American Wood Council, and leading universities, have worked diligently to develop transparent data systems that demonstrate the carbon profile of forest products.

The initiative began by streamlining the sector's Environmental Product Declarations, which required new and updated Life Cycle Analysis (LCA) methodologies. The goal is to evaluate the environmental impacts of a product or process from extraction of raw materials to disposal.

By working with wood product end-users, the partnership identified a need for a more strategic and sector-wide approach to sharing



CARBON VALUES AND THE FOREST PRODUCT MARKETPLACE

(continued)

information about the carbon value and sustainability of forest products.

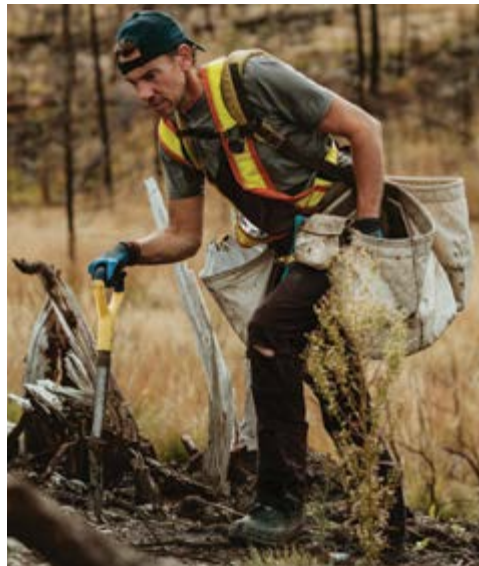
Our vision is to develop a comprehensive online platform that provides regional information about the carbon stored in forest products—and other information that the marketplace demands of forest owners and forest-product producers and suppliers.

This group has already developed the first three beta tools. Work is underway to secure funding and support for tools to assist large and small landowners in calculating the positive impact of their forest management and to help builders understand the value of using carbon-storing forest products.

OUTCOME :: This partnership is committed to helping the marketplace make informed decisions that represent the value of our forests.



SHARING THE BENEFITS OF WORKING FORESTS



OUTLOOK :: Despite the many economic and environmental benefits that healthy, well-managed forests provide, the public's opinion of the forest products industry is low compared to other industries.

The Endowment owes it to a skeptical public to share facts about the benefits of working forests and to boost trust in the forest products industry.

To fulfill this need to educate the public, more than a dozen companies and partners collaborated to launch the Working Forests Initiative, a multiyear campaign that "seeks to

establish and advance a common understanding of the broad range of environmental, economic, and societal benefits generated by working forests, the many sustainable products they provide, and the critical role forests play as a natural climate solution," according to their website.

The Endowment and the Softwood Lumber Board each committed \$2.5 million over five years to support this new campaign.

The project uses data-driven and measurable social media messaging to share information with key targets. Early results suggest that key audiences show a high level of attention to and interest in the messages.

OUTCOME :: Future plans include sharing facts about the benefit of working forests to the entire ecosystem and demonstrating the link between healthy forests, climate outcomes, and business outcomes.



▶ **SCAN CODE TO
ACCESS WORKING
FORESTS INITIATIVE**



| SOFTWOOD LUMBER BOARD COLLABORATION



OUTLOOK :: The Endowment's relationship with the Softwood Lumber Board runs deep.

In 2008, the Endowment published a feasibility study titled “Commodity Check-Off—The Potential for North American Softwood Lumber.” A year later, the Endowment, in partnership with the Binational Softwood Lumber Council, created a blue-ribbon commission to investigate development of a North American softwood building products checkoff. In 2011, a supermajority of industry representatives voted overwhelmingly in support of a checkoff, named the Softwood Lumber Board (SLB). Today, this first checkoff for the forest products industry is one of the most dynamic programs for promoting the benefits of softwood lumber products.

Over the years, the Endowment has collaborated with the SLB on initiatives that have changed how America builds. One noteworthy example is the initiative, jointly funded by the Endowment and the SLB, to change the building code to permit wood buildings up to 18 stories. This change not only strengthens the demand for wood products, but also transforms buildings from carbon emitters to carbon sinks. More recently, the Endowment has provided support to the SLB for education programs targeting architecture and engineering

faculties at universities across the country.

This initiative will empower design professionals of the future to envision and realize wood buildings at a significantly broader scale than is true today.

OUTCOME :: The Endowment's leadership and modest early investment helped create a juggernaut that now generates tens of millions of dollars annually to drive demand for softwood lumber and dramatically reduce the environmental impact of the built environment.

THE SOFTWOOD LUMBER BOARD AND THE ENDOWMENT ARE COLLABORATING TO MAKE A DIFFERENCE FOR THE INDUSTRY, THE BUILT ENVIRONMENT, AND THE CLIMATE BY REIMAGINING AND REINVIGORATING THE USE OF ONE THE PLANET'S OLDEST NATURAL BUILDING SOLUTIONS—WOOD.

– Cees de Jager

President and CEO, Softwood Lumber Board



MAKING THE CASE FOR CLIMATE-SMART FORESTRY AND FARMING

OUTLOOK :: ForesTrust reached new milestones in creating the future for tracking forest products through the supply chain in support of climate-smart claims.

The Endowment engaged Chainparency as the ForesTrust software developer and is partnering with Domtar, Enviva, Thompson Appalachian Hardwoods, and Wakefield Biochar to demonstrate the capabilities of the platform.

Each member is actively using or preparing to use ForesTrust within their respective supply chain for unique use-cases and goals, including meeting EU Deforestation Regulation requirements, tracking carbon, proving provenance, and tracking sustainability data.

The Endowment is also a key partner in a 2022 USDA Partnerships for Climate-Smart Commodities grant made to Clemson

University and South Carolina State University to increase the acreage and number of producers using climate-smart forestry and farming practices.

OUTCOME :: This project will provide technical assistance and financial incentives to producers to help them adopt climate-smart practices and employ marketing specialists to analyze new market opportunities for their products.



Photo courtesy of Mac Stone



LEADING THE WAY ON BIOFUEL PRODUCTION

OUTLOOK :: The Endowment provided early financial support to AVAPCO LLC, a Georgia-based biofuel, biochemical, and biomaterials company.

AVAPCO's mission is to produce sustainable liquid fuels and other value streams from wood residues.

AVAPCO's dedication to biofuels has earned the company an \$80 million grant from the U.S. Department of Energy (DOE) as part of its \$118 million funding to support seventeen biofuel production projects across the country.

The DOE's funding is a testament to the confidence in AVAPCO's technology and strategy of multiple product streams, essentially a biorefinery, which can produce biofuels as well as high-purity binding products and organic, green nanomaterials, which promise to reduce the rolling resistance

of tires and improve vehicle mileage.

The funding to develop a secondary revenue stream came via a grant through the Endowment's P3Nano program, and the Endowment made an initial program related investment in the company more than seven years ago.

With the investment from the DOE, AVAPCO can continue to strengthen its position in the biofuel market and achieve its mission of providing sustainable alternatives to fossil fuels along with innovative coproducts like organic, green nanomaterials that are now finding their way into tires as a sustainable alternative to petrochemicals.

OUTCOME :: AVAPCO is driving innovation in the biofuels industry and creating value streams from renewable resources, advancing a more sustainable and environmentally conscious future.

CREATING FINANCIAL INCENTIVES TO RETAIN ECOSYSTEMS

OUTLOOK :: Providing financing for easements reduces the potential that forests will be converted to non-forest uses that threaten the ecosystem they protect and the ecosystem services they provide.

More than 31,364 acres of the coastal plain of North Carolina and Virginia—including 20,668 acres of bottomland hardwood forests—have been or are in the process of being permanently protected in conservation easements through the Enviva Forest Conservation Fund.

In 2015, Enviva and the Endowment launched the Enviva Forest Conservation Fund to incentivize landowners to permanently retain the ecosystem services and economic value provided by these bottomland hardwood forests.

OUTCOME :: This \$5 million, 10-year program awards matching grants to protect bottomland hardwood forests and adjoining working forest uplands that provide superior flood mitigation, water quality, recreation, and biological diversity benefits.

GROWING THE ENDOWMENT'S PROJECT IMPACT



OUTLOOK :: Through a new impact investing program approved in 2022, the Endowment will harness a portion of corpus assets to grow project impact while generating a financial return.

Although the Endowment is the nation's largest public charity dedicated to keeping working forests working, funding opportunities far surpass our financial resources. Traditionally, a fraction of the income from the Endowment's corpus is designated for projects. These earnings are awarded as grants, loans, or other investments.

Now, a portion of the corpus itself will be designated for projects that provide both programmatic and financial returns. One goal of this new approach is to use these funds to attract other investors to working forest focused projects in which the Endowment is involved.

OUTCOME :: With leadership from the Endowment's board and with support from the consulting group Gordian Knot Strategies, the Endowment will have an even bigger program impact in the future.

PRIVATE FOUNDATIONS



MONETIZING CARBON CREDITS FOR MINE LAND RECLAMATION



OUTLOOK :: The Endowment is supporting Bosland Growth, LLC to explore monetizing carbon credits to support reforestation on privately held, legacy minelands.

Building on catalytic funding from The Richard King Mellon Foundation and with the support of Pennsylvania Natural Resources Conservation Service, via a Natural Resources Conservation Service Regional Conservation Partnership Program – Alternative Funding

Arrangement award garnered in 2022, Bosland Growth is working to restore more than 1,100 acres of mine lands.

Bosland Growth's initial geography is Pennsylvania, with the option for additional acreage in Ohio, Kentucky, West Virginia, and Tennessee. The project's goals include increasing the speed and scale at which reforestation occurs on heavily degraded mine lands across Appalachia.



*Photos courtesy of
The Pennsylvania
Environmental Council*



OUTCOME :: Healing mine-scarred landscapes through innovative financing that incorporates carbon markets will demonstrate that private markets can play a critical role in restoration and the conservation of forests, watersheds, and wildlife habitats.



| 50 SQUARE MILES OF NEW MISSISSIPPI FLOODPLAIN FOREST



Photo courtesy of Bruce Reid

OUTLOOK :: The Mississippi River Trust (MRT) reached out to farmers with frequently flooded lands to offer them cost-share support to restore native forests by enrolling their land in the USDA National Resources Conservation Service—Wetland Reserve Easement program.

Thanks to MRT's leadership and funding from the Natural Resources Conservation Service, 50 square miles of new forest is sprouting in the lower Mississippi River floodplain.

Enrolled farmers will benefit from future timber revenues, hunting leases, and potential carbon payments. These new forests will also save tax dollars by reducing crop insurance payments resulting from floods.

To help jumpstart the program in 2012, the Endowment matched funding from the Walton Family Foundation, and additional support was provided by the National Fish and Wildlife Foundation. Over the past decade, the Mississippi River Trust

leveraged \$125 million in federal funds to benefit landowners in this program.

OUTCOME :: Restored forests will increase landowner income, absorb carbon dioxide emissions, create wildlife habitat, and benefit commercial and recreational anglers in the Gulf of Mexico from the Mississippi's cleaner water.



STATE REVOLVING FUNDS TO MANAGE FORESTED WATERSHEDS

OUTLOOK :: The same program that finances drinking water treatment facilities could help fund protection and better management of the forests that are the source of that water.

Most drinking water is treated in facilities financed through a State Revolving Fund, a successful low-interest loan program capitalized by federal agencies and states.

Although green infrastructure and nature-based solutions—such as protecting forested watersheds from conversion to other uses or funding forest health treatments to reduce wildfire hazards—are eligible to access this revolving fund, only a tiny fraction of the funds have been used for these purposes.

Quantified Ventures, a for-profit company that designs, capitalizes, and scales investible solutions to address pressing challenges, plans to change that, with support from the Endowment and seven other private foundations. Recognizing that many State Revolving Fund loan offices are understaffed and less familiar with nature-based solutions, Quantified Ventures is collaborating with local partners to develop eligible projects and deliver them to states.

OUTCOME :: By making the process easier for both the partners and states, significant new funding can be generated for critical forest protection and management work.



COMMUNITIES



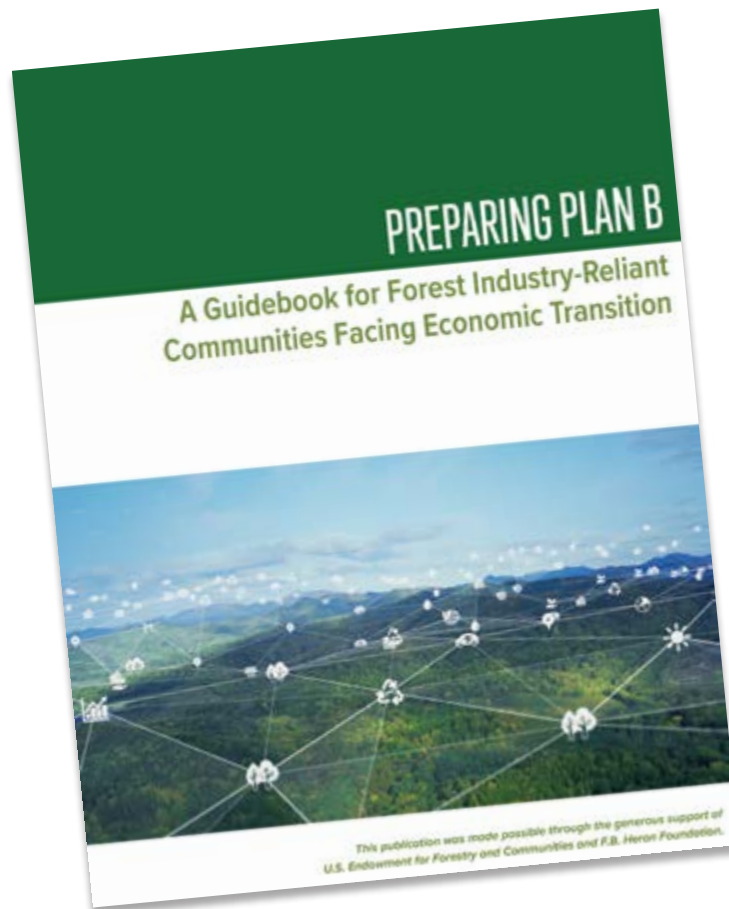
STAKEHOLDER ENGAGEMENT IN RURAL COMMUNITIES

OUTLOOK :: The Endowment is exploring ways to identify the early signs of a potential mill closure tied to the forest sector, and then determine how community leaders might prepare for economic recovery and development.

This initiative is a partnership with the Heron Foundation and an advisory council composed of forest-reliant community and industry representatives, and technical advisors.

The Endowment and these partners developed a guidebook that maps out three broad objectives for community leaders:

1. Recognize and understand the signs that a potentially disruptive change may be on the horizon for the mill or community.
2. Diagnose a community's capacity to anticipate change and respond positively when it happens.
3. Act on broad strategies that increase the odds of shaping a future desired by the community.



SCAN CODE
TO EXPLORE
GUIDEBOOK





NOT ALL PROJECTS TURN OUT AS PLANNED: LESSONS LEARNED FROM TIMBERHAULING.COM



At the Endowment, we thrive on challenging projects others avoid.

Timberhauling.com, a joint initiative of the Endowment, the Carolina Loggers Association, and the South Carolina Timber Producers Association, fell short of expectations. The site aimed to support loggers by creating an online community that offered discounted products and services.

A free membership gave loggers access to a discount of up to 35% on tires, fuel, mobile phone service, and other items offered by nineteen vendors. Because of slow uptake by loggers, two student interns from Duke and NC State were hired to survey the logging community and get direct feedback on the platform.

Despite positive feedback from logging associations in multiple states, enrollment didn't meet expectations. The project was ultimately discontinued due to limited activity.

Technical issues, cultural preferences, and difficulty in demonstrating return on investment for vendors posed significant

challenges. While state association leaders recognized the project's potential, the hurdles outweighed the investment required to sustain it. The Endowment and our partners also underestimated the time, effort, and funding required to grow a successful platform while competing with the likes of Amazon and Walmart.

Despite the decision to stop investing in timberhauling.com, we now have a far deeper understanding of both the potential for such a platform as well as the resources required to make it successful. We hope that by sharing our learnings on this ambitious project, others will be better positioned to try again in the future.

WHILE STATE ASSOCIATION LEADERS
RECOGNIZED THE PROJECT'S POTENTIAL,
THE HURDLES OUTWEIGHED THE
INVESTMENT REQUIRED TO SUSTAIN IT.



BOARD OF DIRECTORS

ADRIAN BLOCKER

Savannah, GA

SOILE KILPI

*Chair, Governance
& Nominating Committee*
New York, NY

BEATRIZ DA CUNHA*

Summit, NJ

PETER MADDEN

President and Secretary
Greenville, SC

JO-ELLEN DARCY**

Washington, DC

CHRIS MCIVER

Chairman
North Vancouver, BC, Canada

CAROLINE DAUZAT

Graceville, FL

JOSHUA RAGLIN*

Atlanta, GA

MARK EMMERSON

Redding, CA

MARK REED

Vice Chair
New York, NY

JAMES FARRELL***

Ottawa, ON, Canada

KEVIN SCHUYLER

Treasurer
Chair, Investment Committee
Charlottesville, VA

MARO IMIRZIAN

Federal Way, WA

CRIS STAINBROOK

Chair, Audit Committee
Little Canada, MN

RACHEL JACOBSON****

Washington, DC

* Began service 11/22

** Began service 4/22

*** Concluded service 11/22

**** Concluded service 3/22

All officers current as of
December 2022



STAFF

SIGNE CANN*

Greenville, SC

ALICIA CRAMER

Senior Vice President

Loganton, PA

JAIME DANIEL

Finance Director

Greenville, SC

TEAL EDELEN

Program Officer

Takoma Park, MD

MICHAEL GOERGEN

Vice President, Innovation

Director, P3 Nano

Bethesda, MD

WILLIE HILLSTOCK

Staff Accountant

Greenville, SC

MATT KRUMENAUER

Vice President, Special Projects

Salem, OR

PETER MADDEN

President

& Chief Executive Officer

Greenville, SC

JOIE MORÉ

Chief Financial Officer

Greenville, SC

ALETA ROGERS

Manager, Grants

& Contract Compliance

Greenville, SC

PETER STANGEL

Chief Operating Officer

Aiken, SC

BRANDON WALTERS

Communications

& Administrative Coordinator

Greenville, SC

DELIE WILKENS

Program Analyst

Nashville, TN

* Concluded service in April 2022

All titles current as of December 2022



STATEMENT OF FINANCIAL ACTIVITY

	2022*	2021	2020
PROGRAM INVESTMENT			
Partner investment (public and private support)	\$10,983,400	\$13,027,900	\$10,730,400
PROGRAM EXPENDITURES			
Grants and contracts	\$20,690,600	\$20,913,000	\$17,404,100
Impact investments (\$47,000,000 cumulative)	\$4,750,000	\$3,775,000	\$5,806,300
Total	\$25,440,600	\$24,688,000	\$23,210,400
OPERATION EXPENSE			
Personnel, general, and administrative	\$871,100	\$841,400	\$714,600
INVESTMENT ACTIVITY			
Income, realized and unrealized gains (losses)	-\$25,605,900	\$44,577,400	\$25,103,600
Total increase (decrease) in net assets	-\$36,184,200	\$35,850,900	\$17,715,300
Net assets at beginning of period	\$308,960,100	\$273,109,200	\$255,393,900
Net Assets at End of Period	\$272,775,900	\$308,960,100	\$273,109,200

*2022 information is preliminary pending completion of year-end closing and audit procedures.

PARTNERS

"THE ENDOWMENT'S SUCCESS IS
GROUNDED IN PARTNERSHIPS."

— Pete Madden
President & CEO

SCAN THE QR
CODE TO LEARN
MORE ABOUT OUR
2022 PROJECTS
AND PARTNERS.



Photo courtesy of Mac Stone

