

**SFI INC 2016 BUDGET PLANNING WORKSHEET-
2016 LINE ITEM DETAIL BUDGET***

*Total budget not likely to change significantly, but line item detail will be adjusted based on actual year end 2015 revenue and expenditures and any significant adjustments will be presented to the SFI Inc. Board at the April 2016 meeting.

											TOTAL DIRECT	EXPECTED
<u>ACTION/PROJECT</u>	<u>Meetings</u>	<u>MT&E</u>	<u>Grants & Partnerships</u>	<u>Outsourced Work</u>	<u>Sponsorship</u>	<u>PEFC</u>	<u>Staff</u>	<u>office admin</u>	<u>Promotion and marketing</u>	<u>Furniture & Equipment</u>	EXPENSES	REVENUE
I. Revenue												
Program Fees												\$ 6,200,000
Voluntary Contributions in Support of Conservation Engagement												\$ 120,000
Voluntary Contributions-SFI Forest Partners Program												\$ 66,000
Restricted Assets - Carryover for Prior Year Awarded Grants												\$ 134,567
Restricted Assets - Carryover from 2015 for Conservation Impact Work												\$ 224,000
Unrestricted Carryover from 2015 (to be updated once 2015 audited financials are available)												\$ -
Publications and Retail Revenue												\$ 7,500
Annual Conference Registrations/Meeting Revenue												\$ 80,000
Annual Conference/Meeting Sponsorships												\$ 100,000
Investment Income												\$ 5,000
PEFC Chain of Custody Fees												\$ 240,000
Data Service Fees (CSA \$25K, ATFS \$40K, FII \$750)												\$ 65,750
Total Revenue												\$ 7,242,817
II. Direct Expenditures												
Elevate Conservation Value												
1. Continue work on Conservation Impact project to establish conservation value of forests certified to SFI (\$224K for projects minus \$72K for 2 conservation grant projects; TreeHugger \$50K)	10,000	5,000	151,570						50,000		\$ 216,570	
2. Identify several willing PPs to develop quantifiable examples that illustrate the contribution of Fiber Sourcing to conservation objectives; identify and share best practices							staff time only				\$ -	
3. Continue management of existing SFI Conservation Grant Program projects and coordinate with grantees on media opportunities (new grants \$282K, prior committed grants \$134K, TreeHugger \$50K, Wardle \$30K)		10,000	416,000						80,000		\$ 506,000	
4. Pursue funding from foundations, government agencies, or other new sources to support both the SFI Conservation Grant Program and the Conservation Impact project (consultants)		2,000		25,000							\$ 27,000	

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5. Continue to develop opportunities for synergy between conservation landscapes and certified forests.	5,000	5,000									\$ 10,000	
6. Facilitate transfer of conservation knowledge and lessons to scale up local or regional work to have greater impact across the SFI forest land base (writer)		5,000							25,000		\$ 30,000	
7. Strengthen relationships and improve dialogue with key influencers in the conservation community who are currently unengaged or under-engaged with SFI (\$125K for IUCN WCC and membership, \$50K other sponsorships and events)	5,000	15,000			175,000				10,000		\$ 205,000	
8. Advance the relevancy of SFI in the climate change arena		2,000									\$ 2,000	
<i>SUBTOTAL ELEVATE CONSERVATION VALUE</i>											\$ 996,570	
Foster Community Engagement												
9. Identify needed resources to implement community engagement program across all SFI program community initiatives (TreeHugger, writer)									85,000		\$ 85,000	
10. Empower and equip SICs to promote targeted community engagement and have greater impact and visibility (SIC engagement consultant \$50K, FRA logger training report)	15,000	5,000	20,000	55,000							\$ 95,000	
11. Activate and invest in existing partnerships and MOU in support of community engagement and initiate broad communications on each (Scouts Canada \$5K, Girl Guides Canada \$5K, Boy Scouts USA \$10K, Envirothon \$15K, H4H Int'l \$5K, NWT \$15K, 4H \$5K, Misc \$15K;writer)			75,000						25,000		\$ 100,000	
12. Identify potential new partnerships and execute at least one that supports SFI's goal to elevate and enrich the link between people and forests (Girl Scouts USA \$5K, Earth Rangers \$10K)			15,000								\$ 15,000	
13. Elevate the role of SFI and healthy communities with Aboriginal and Tribal leaders through initiatives with CCAB (\$10K and \$5K), Conference Board of Canada (5K), ITC (\$5K), H4H Canada Aboriginal Housing (\$33K), participation in SFI annual conference (7.5K), and others.	7,500	5,000	43,000		15,000						\$ 70,500	
14. Manage Community Partnerships Grant Program to strengthen SFI's Community Engagement strategy, coordinate with partners on media opportunities, and pursue additional funding sources to deepen our community impact with recreational, educational, and social purpose organizations (grants \$100K, TreeHugger)		10,000	100,000						50,000		\$ 160,000	
15. Engage universities and high schools in the role SFI plays for the future of our forests, through student participation at annual conference, SIC involvement, guest lectures, and youth education.	5,000	5,000									\$ 10,000	
<i>SUBTOTAL Foster Community Engagement</i>											\$ 535,500	
Position SFI as Proof Point of Responsible Forestry												
16. Maintain the credibility of the SFI standards and verification process (auditor training \$2K)	2,000	2,000		2,000							\$ 6,000	
17. Survey SFI Program Participants on changes that have occurred as a result of implementing the new SFI 2015-2019 Standards and Rules so that we can learn from these results and continually improve and elevate our findings in communications with conservation community and brandowners (IA \$50K)				50,000							\$ 50,000	
18. Make it easier for the supply chain to be aware of and source SFI products, including through an enhanced database that is used to find SFI products (IA \$100K)				100,000					10,000		\$ 110,000	
19. Kickstart the SFI "It Starts at Home" campaign by utilizing SFI's vast network of SFI Program Participants and their influence to request SFI products within their supply chain as well as asking Program Participants to label products		5,000							50,000		\$ 55,000	
20. Promote SFI program and labels through identifying new companies and social purpose organizations and recreation retailers to use the label (Hunter/Angler outreach \$5K)			5,000						10,000		\$ 15,000	
21. Leverage and improve SFI data reporting to demonstrate positive benefit of SFI certification (IA \$100K)				100,000							\$ 100,000	

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22. Continue to leverage PEFC endorsement in the global marketplace (PEFC membership fees \$320K, PEFC Canada \$70K, assessment \$35K, Blackbrier \$50K, CoC work \$5K, PEFC Asia \$10K)	5,000	10,000	5,000	85,000		390,000			10,000		\$ 505,000	
23. Track and respond to external comparative assessments							staff time only				\$ -	
<i>SUBTOTAL SFI as PROOF POINT</i>											\$ 841,000	
Grow Certified Supply												
24. Deliver on Forest Partners program (consultants and audits \$160K, TreeHugger)	10,000	10,000		160,000					50,000		\$ 230,000	
25. Continue to pursue opportunities to grow certification on small lands, including with AFF in the U.S. and with key partners in Canada (consultant, marketing)	10,000	10,000		10,000	20,000				15,000		\$ 65,000	
26. Grow certification of First Nations and Tribal Lands and explore co-branded marketing opportunities involving SFI label (consultant).	5,000			10,000							\$ 15,000	
27. Engage universities toward the goal of growing certification of university forest lands	5,000	5,000									\$ 10,000	
28. Maintain state and county land certification and explore opportunities for federal land certification.		2,000			10,000						\$ 12,000	
29. Track certified fiber in the supply chain and identify growth barriers							staff time only				\$ -	
<i>SUBTOTAL GROW CERTIFIED SUPPLY</i>											\$ 332,000	
Strengthen Market Access and Global Relevance												
30. Strengthen SFI's direct presence in Europe, in order to achieve greater recognition of SFI program, including fiber sourcing, across government agencies, customers, and sustainability consortia (Griffiths)	5,000	15,000		150,000					10,000		\$ 180,000	
31. Continue to advocate for PEFC endorsement of SFI fiber sourcing or development of a recognition framework.		10,000									\$ 10,000	
32. Implement "SFI Label that recognizes PEFC Global Standards" and promote it in the marketplace.									5,000		\$ 5,000	
33. Engage customer sustainability initiatives, such as GreenBlue, TSC (\$10K), CGF, SPLC (\$4K), WBCSD, SBP, WWF GFTN, etc., to ensure SFI is recognized.		20,000	15,000								\$ 35,000	
34. Conduct outreach to key market influencers, including Fortune 500 companies and financial community (consultants)		20,000		70,000					5,000		\$ 95,000	
35. Continue engagement with influential market-based organizations or coalitions that exclude SFI on mechanisms to recognize SFI.		10,000									\$ 10,000	
36. Continue work towards USGBC recognition of SFI certified wood and demonstrate value of that recognition in the building marketplace (consultant, CEU)		10,000		30,000					15,000		\$ 55,000	
37. Engage and support green building rating systems recognizing SFI in their codes, standards, or rating tools (CWC award \$10K)					10,000						\$ 10,000	
38. Track procurement policies and target key influencers that drive FSC preferences in the marketplace							staff time only				\$ -	
39. Engage with federal, state, and provincial government agencies on policies related to SFM, procurement of forest products, and green building policies	2,000	5,000		10,000							\$ 17,000	
40. Develop public communications that promote the value, relevance, and credibility of SFI, increases demand for SFI certification and labeling, and drowns out negative campaigner messages (Wardle, media outreach, French translation, PR newswire).				15,000					145,000		\$ 160,000	
41. Track customer/consumer awareness of SFI (NMI)				18,000							\$ 18,000	
42. Continue to work with Future500 to create support for SFI in the marketplace				15,000							\$ 15,000	

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43. Produce a 2016 annual conference that reaches a wide variety of stakeholders and demonstrates SFI's leadership (W2W)	130,000	20,000							20,000		\$ 170,000	
44. Initiate work to produce the 2017 annual conference in Canada, to coincide with Canada's 150th anniversary							staff time only				\$ -	
45. Produce the 2016 Progress Report, based on 2015 reporting, in an 18-month calendar format (W2W, Fowler)									30,000		\$ 30,000	
SUBTOTAL STRENGTHEN MARKET ACCESS AND GLOBAL RELEVANCE											\$ 810,000	
III. Core Operations												
1. Member Services												
SFI Inc. Board, Resources Committee, Staff and other SFI, Inc. meetings (not specific to a single issue included elsewhere in this budget).	20,000	25,000									\$ 45,000	
2. Payroll												
Salary, Taxes and Benefits (Health, Retirement, Etc)							2,500,000				\$ 2,500,000	
Training and Staff Development							7,000				\$ 7,000	
Payroll Administrative Fees							170,000				\$ 170,000	
401-K Administrative Fees & Non Discrim Testing & Reporting-Fidelity							8,000				\$ 8,000	
Temporaries/Agency Fees							5,000				\$ 5,000	
3. Administrative												
Outside Printing to Support all Program Areas								47,000			\$ 47,000	
Fundraising Expenses									24,000		\$ 24,000	
State Registrations								12,000			\$ 12,000	
Audit Accounting Fees								25,000			\$ 25,000	
Bookkeeping Fees								70,000			\$ 70,000	
Office Rent and Maintenance US & CN								250,000			\$ 250,000	
Storage Rental								15,000			\$ 15,000	
Dues & Subscriptions								15,000			\$ 15,000	

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ACTION/PROJECT	Meetings	MT&E	Grants & Partnerships	Outsourced Work	Sponsorship	PEFC	Staff	office admin	Promotion and marketing	Furniture & Equipment	EXPENSES	REVENUE
Credit card and bank fees								10,000			\$ 10,000	
Office Supplies								20,000			\$ 20,000	
Computer Services								30,000			\$ 30,000	
Postage & Freight								20,000			\$ 20,000	
Telephones and Webinars								60,000			\$ 60,000	
Miscellaneous Admin								4,747			\$ 4,747	
Insurance and Taxes								25,000			\$ 25,000	
Website Expenses (hosting costs, website updates Moss,Wardle)				50,000				10,000			\$ 60,000	
Online database upgrades and maintenance--contacts, annual reporting, statistics (Spot Solutions)			30,000								\$ 30,000	
Furniture & Equipment										25,000	\$ 25,000	
Legal Services (includes pursuing charity status Canada)								150,000			\$ 150,000	
SUBTOTAL CORE OPERATIONS											\$ 3,627,747	
Contribution to Reserves											\$100,000	
Total Expenses											\$ 7,242,817	\$ -
	\$241,500	\$248,000	\$875,570	\$955,000	\$230,000	\$390,000	\$2,690,000	\$763,747	\$724,000	\$25,000		