

**SFI INC 2014 BUDGET PLANNING WORKSHEET- DRAFT Nov. 15, 2013**  
**2014 LINE ITEM DETAIL BUDGET**

\*Total budget not likely to change significantly, but line item detail will be adjusted based on actual year end 2013 revenue and expenditures and any significant adjustments will be presented to the SFI Inc. Board at the April 2014 meeting.

ACTION/PROJECT	Meetings	MT&E	Grants & Partnerships	Outsourced Work	Sponsorship	PEFC	staff	office admin	fundraising	and marketing	Paid Media	liture & Equip	TOTAL	EXPECTED
													EXPENSES	REVENUE
<b>I. Revenue</b>														
Licensing Fees														\$ 5,800,000
Voluntary Contributions - To Elevate SFI Conservation Credentials in Marketplace													Based on expected commitments	\$ 500,000
Voluntary Contributions-SFI Forest Partners Program													Based on expected commitments	\$ 66,000
Restricted Assets from 2013 -Conservation and Community Grants Program													Projected carry over	\$ 146,000
Restricted 2010 Carryover for PEFC promotions													Projected carry over	\$ 11,000
Publications Revenue														\$ 2,000
Annual Conference/Meeting Revenue (registrations)														\$ 75,000
Annual Conference/Meeting Sponsorships														\$ 75,000
Investment Income														\$ 2,500
PEFC Chain of Custody Fees (new structure)														\$ 306,000
CSA Service Fee														\$ 25,000
ATFS Service Fee														\$ 40,000
Forest Innovation Investment Service Fee														\$ 1,500
<b>Total Revenue</b>														<b>\$ 7,050,000</b>
<b>II. Direct Expenditures</b>														
<b>1. Strengthen SFI's Conservation and Community Impact and Credentials</b>														
<b>A.</b> Build and enhance 2014 Conservation and Community Grants Program to further knowledge about forest conservation, for broader conservation community. (Includes \$20K for outsourced outreach to conservation community, \$50k for other media outreach, and \$10k for foundation outreach; \$146k for conserv grants and community grants carry-over; annual \$400k for grants. <b>Workplan #1 a., e. and h.</b> )	5,000	25,000	546,000	80,000									\$	<b>656,000</b>
<b>B.</b> Account for conservation impact of SFI program, tell compelling stories and transfer conservation knowledge and lessons to scale up for greater impact; elevate SFI conservation credentials in the marketplace through key events, earned media, public affairs (with \$500k voluntary contributions) and promotion/marketing (\$10K); coordinate with conservation partners on media opportunities. ( <b>Workplan #1 b., c., i.</b> )	2,000	15,000	-	500,000									\$	<b>517,000</b>
<b>C.</b> Support and facilitate research to strengthen SFI program through grants, requirements in standard, partnerships in academia; engage forestry universities in role SFI plays to future of our forests ( <b>Workplan #1 d and #2 f.</b> )							Staff time only						\$	<b>-</b>
<b>D.</b> Raise awareness of SFI role in fiber procurement for bioenergy, TNC project, engaging Euro stakeholders. Inclu consultant \$15k and outreach PR support \$5k. ( <b>Workplan #1 f.</b> )	3,000	7,000		50,000									\$	<b>60,000</b>
<b>E.</b> Explore SFI's role in climate change arena, through standard, conservation grants, carbon markets ( <b>Workplan #1 g.</b> )	2,000	3,000											\$	<b>5,000</b>

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<b>F.</b> Deepen relationships and support of community-based programs (Boy Scouts CN \$17K; Girl Guides Earth Action \$15K; US Girl Scouts \$7.5k; Habitat for Humanity Leadership builds and sponsorship \$45k with Aboriginal, Women's, CEO Builds; Canada Wild Outdoor film \$2K; engaging students \$5K), engage logging community in training, demonstrate SFI as means for rec/outdoor enthusiasts. Includes 2014 sponsorships and memberships (World Forestry Center \$1K, Log a Load for Kids \$1K, ANSI membership \$5K, 4-H Forestry Invitational \$5K, Canadian Institute of Forestry \$500); others TBD ( <b>Workplan #2 b., c., g.</b> )	20,000	35,000	114,000		18,000									\$ 187,000	
<b>G.</b> Elevate SFI's fiber sourcing program as a community benefit ( <b>Workplan #2 h.</b> )	-	0			-		Staff Time Only							\$ -	
<b>H.</b> Promote SFI's unique SIC network; Empower SIC's to lead grassroots efforts fostering community projects, reaching govt leaders and green building leaders. ( <b>Workplan #2 d., e. and #5 k.</b> )	-	0	50,000				Staff Time Only							\$ 50,000	
<b>I.</b> Elevate role of SFI and healthy communities with Aboriginal and Tribal leaders (Board recruitment, government outreach, education & outreach and consultant \$20K, CCAB membership and dinner sponsor \$32.5K. ( <b>Workplan #2 a.</b> )	7,500	15,000	50,000	20,000	32,500									\$ 125,000	
<b><i>SUBTOTAL CONSERVATION and COMMUNITY IMPACT (includes SFI \$400k for conservation grants and voluntary \$500k contributions to elevate SFI's conservation credentials in marketplace)</i></b>														\$ 1,600,000	
<b>2. Demonstrate SFI as the Proof Point for Responsible Forestry</b>															
<b>A.</b> Communicate how SFI requirements make positive contribution to conservation, social and econ objectives for future forests. Part of outreach PR budget \$60k. ( <b>Workplan #3 a.</b> )				60,000										\$ 60,000	
<b>B. Demonstrate</b> open and transparent process for developing and launching the new <b>SFI 2015-2019 Standard</b> , modules, guidance, white papers and interpretations as needed. Staff task forces for emerging issues. Includes \$50K for Cantrell, \$30k for Keystone and \$10k WOMAC carry-over, \$30k for Std Workshops, \$20k for layout of new Standard books. ( <b>Workplan #3 b., d.</b> )	15,000	20,000		100,000										\$ 135,000	
<b>C.</b> Seek ANSI Standard Dev Org accreditation and investidage ANSI accreditation of SFI label using new ANSI Ecologo program. ( <b>Workplan #3 g., h.</b> )				75,000										\$ 75,000	
<b>D.</b> Engage ERP as independent pont of reference for review onstandard development, annual progress report and other issues of common interest (Sampson-ERP Contract at \$15K same as 2013 level).	6,000	13,000		15,000										\$ 34,000	
<b>E.</b> Maintain and promote PEFC endorsement in global marketplace; investigate PEFC endorsement of SFI COC standard to align to international objectives; pay PEFC membership fees \$289k; pass on PEFC fees SFI collects for ATFS \$10.5k and CSA \$6.5. ( <b>Workplan #3 e., f.</b> )						306,000								\$ 306,000	
<b>F.</b> Serve as source of statistics on forest certification through annual reporting to demonstrate SFI's leadership. ( <b>Workplan #3 i.</b> )							Staff time only							\$ -	
<b><i>SUBTOTAL SFI as PROOF POINT</i></b>														\$ 610,000	
<b>3. Grow SFI's Market Recognition</b>															
<b>A.</b> Aggressively promote benefits of SFI through Forest Partners Program to encourage medium, private landowners and mill to certify; Pursue growth opportunities in landowner segments, small woodlot owners in Canada, U.S. fed and state lands, aboriginal/tribal lands; minority-owned lands. ( <b>Workplan #4 a., b.</b> )	20,000	20,000		66,000										\$ 106,000	
<b>B.</b> Align strategically with ATFS to leverage growth and co-promotion opportunities. ( <b>Workplan #4c.</b> )	-			-			Staff time only							\$ -	
<b>C.</b> Track and report sustainability and procurement policies of brand owners that include SFI. Contract funds for research and outreach/PR. Inclu. Bart work \$6k. ( <b>Workplan #4 d.</b> )				15,000										\$ 15,000	
<b>D.</b> Absorb or merge with CSA ( <b>Workplan #4 e.</b> )				5,000										\$ 5,000	
<b>E.</b> Outreach to and engage Fortune 500 customers, key sustainability groups (GreenBlue, TSC, CGF, Sustainable Purchasing Leadership Council, WBCSD, WWF's FTN), and financial community (DJ Sustainability Index, SIF, SASB, Calvert Funds) to ensure SFI is recognized in wood, paper, packaging and sustainability policies via industry events, speaking opportunities, customer meetings, webinars; SFI communications; tradeshow presence, sponsorships and support. Inclu tradeshows, meetings \$216,190; paid advertising \$150k, \$90k for PR/market outreach, TSC fees \$10k, PEFC promo \$10k promo items \$12k, graphic design for annual report \$30k ( <b>Workplan #5 a., d., e.</b> )	80,000	130,000	-	90,000	126,000	11,000				22,000	150,000			\$ 609,000	
<b>F.</b> Ensure broad recognition of SFI by government agencies in U.S., Canada and globally, leverage govt support to influence other agencies and support positive government policy related to forest management, procurement etc. ( <b>Workplan #5 b., c.</b> )	5,000	5,000												\$ 10,000	
<b>G.</b> Engage and support green building rating systems that recognize SFI (IgCC, Green Globes, NGBS, Built Green Canada) and demonstrate value of SFI to those that do not yet recognize SFI (USGBC, Built Green Washington); outreach to American Institute of Architects and builder community like NAHB on value of SFI. ( <b>Workplan #5 f., g., h., i.</b> )	5,000	15,000												\$ 20,000	

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H. Engage PEFC to ensure global recognition with key international customers. (Workplan #5 j.)							Staff time only							\$ -	
I. Create consistent positive drumbeat in media on range of topics to drive conversations about the future of our forests; inspire and arm stakeholders to carry positive SFI messages. (PR/writer contractors, media relations/meetings) (Workplan #6 a., b.)		2,000		200,000										\$ 202,000	
J. Leverage SFI speaking opportunities and presence at key targeted industry trade shows, conferences to promote awareness and credibility of SFI. (Workplan #6 c.)	11,000	14,000			10,000									\$ 35,000	
K. Create and distribute impactful marketing materials to promote SFI program and elements like conservation impact, Forest Partners Program, SIC's, fact sheets as needed. (Workplan #6 d.)				28,000										\$ 28,000	
L. Produce SFI Annual conference to reinforce SFI loyalty among stakeholders and increase supportive communities (\$6K in outside printing; add \$10k french translation; \$5k Sussex Consulting added to oursourced work). (Workplan #6 e.)	120,000	20,000		25,000										\$ 165,000	
M. Promote SFI label to consumers and consumer groups to increase awareness and understanding. Update microsite with new content, promote with social media. (Workplan #6 f.)				50,000										\$ 50,000	
N. Expand "It Starts at Home" Campaign, get SFI networks to be ambassadors for collective goals. (Workplan #6 g.)	5,000	20,000		10,000										\$ 35,000	
<b>SUBTOTAL GROW SFI's MARKET RECOGNITION</b>														\$ 1,280,000	
<b>III. Core Operations</b>															
<b>1. Member Services</b>															
SFI Inc. Board, Resources Committee, Staff and other SFI, Inc. meetings (not specific to a single issue that is included elsewhere in this budget; staff support \$30k, staff and others travel \$50k, Strategic Planning support Will Novy-H \$50k).	25,000	30,000		80,000										\$ 135,000	
<b>2. Payroll</b>															
Salary, Taxes and Benefits (Health, Retirement, Etc)							2,300,000							\$ 2,300,000	
Training and Staff Development							20,000							\$ 20,000	
Payroll Administrative Fees							136,000							\$ 136,000	
401-K Administrative Fees & Non Descrip Testing & Reporting-Fidelity							9,000							\$ 9,000	
Employee relocation fees							10,000							\$ 10,000	
Temporaries/Agency Fees							5,000							\$ 5,000	
<b>3. Administrative</b>															
Outside Printing to Support all Program Areas								70,000						\$ 70,000	
Fundraising Expenses									24,000					\$ 24,000	
State Registrations									12,000					\$ 12,000	
Audit Accounting Fees								15,000						\$ 15,000	
Bookkeeping Fees								70,000						\$ 70,000	
Office Rent, Move and Maintenance US & CN								250,000						\$ 250,000	
Office Services								16,000						\$ 16,000	
Storage Rental								15,000						\$ 15,000	

													TOTAL	
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Dues & Subscriptions								15,000					\$ 15,000	
Interest Expense--CC & Bank fees								18,000					\$ 18,000	
Office Supplies								18,000					\$ 18,000	
Computer Services								35,000					\$ 35,000	
Postage & Freight								60,000					\$ 60,000	
Telephones and Webinars								70,000					\$ 70,000	
Miscellaneous								5,000					\$ 5,000	
Insurance and Taxes								20,000					\$ 20,000	
Website Expenses (includes Vivio monthly hosting cost of \$115 and website updates \$50k for B. Moss, Wardle)				50,000				20,000					\$ 70,000	
Online database upgrades and maintenance--contacts, annual reporting, statistics (Spot Solutions at \$80K)				80,000									\$ 80,000	
Furniture & Equipment												60,000	\$ 60,000	
Contribution to Reserves												22,000	\$ 22,000	
<b>SUBTOTAL CORE OPERATIONS</b>													\$ 3,560,000	
<b>Total Expenses and Revenue</b>													\$ 7,050,000	\$ 7,050,000
	\$ 331,500	\$ 389,000	\$ 760,000	\$ 1,599,000	\$ 186,500	\$ 317,000	\$ 2,480,000	\$ 697,000	\$ 36,000	\$ 22,000	\$ 150,000	\$ 82,000	\$ 7,050,000	