

**SFI INC 2017 BUDGET PLANNING WORKSHEET-  
2017 LINE ITEM DETAIL BUDGET\***

\*Total budget not likely to change significantly, but line item detail will be adjusted based on actual year end 2016 revenue and expenditures and any significant adjustments will be presented to the SFI Inc. Board at the April 2017 meeting.

											TOTAL DIRECT	EXPECTED
ACTION/PROJECT	Meetings	MT&E	Grants & Partnerships	Outsourced Work	Sponsorship	PEFC	Staff	office admin	Promotion and marketing	Furniture & Equipment	EXPENSES	REVENUE
<b>I. Revenue</b>												
Program Fees (best estimate - see cover note)												\$ 6,700,000
Voluntary Contributions-SFI Forest Partners Program												\$ 66,000
Restricted Assets - Carryover for Prior Year Awarded Grants												\$ 339,000
Restricted Assets - Carryover for Conservation Impact Work												\$ 115,000
US Forest Service Grant for Large Lands Effort (\$65K over 2 years)												\$ 35,000
Publications and Retail Revenue												\$ 6,000
Annual Conference Registrations/Meeting Revenue												\$ 100,000
Annual Conference/Meeting Sponsorships												\$ 100,000
Investment Income												\$ 5,000
PEFC Chain of Custody Fees												\$ 230,000
Data Service Fees (CSA \$25K, ATFS \$40K, FII \$750)												\$ 66,000
<b>Total Revenue</b>												<b>\$ 7,762,000</b>
<b>II. Direct Expenditures</b>												
<b>Elevate Conservation Value</b>												
1. Continue work on Conservation Impact project to establish conservation value of forests certified to SFI	20,000	5,000		115,000					50,000		\$ 190,000	
2. Partner with willing Program Participants to develop quantifiable examples that illustrate the contribution of Fiber Sourcing activities to specific conservation objectives,				20,000							\$ 20,000	
3. Continue management of existing SFI Conservation Partnerships Grant Program projects and coordinate with grantees on media opportunities to promote conservation accomplishments (prior year grants \$380K, new grants \$240K)		7,000	618,000						100,000		\$ 725,000	
4. Pursue funding from foundations, government agencies, or other new sources to support both the SFI Conservation Grant Program and the Conservation Impact project			15,000								\$ 15,000	
5. Continue to develop opportunities for synergy between conservation landscapes and certified forests	20,000	10,000		10,000	10,000						\$ 50,000	
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 (articles, webinars)		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 (IUCN membership, sponsorships)	5,000	15,000	10,000		45,000						\$ 75,000	

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8. Advance the relevancy of SFI in the climate change arena		2,000									\$ 2,000	
<b><i>SUBTOTAL Elevate Conservation Value</i></b>											\$ 1,107,000	
<b>Foster Community Engagement</b>												
9. Empower and equip SICs to have greater impact (consultant, FRA report)	20,000	15,000	20,000	50,000							\$ 105,000	
10. Activate and invest in existing partnerships and memorandum support of the six community engagement strategic areas.		5,000	75,000		10,000				75,000		\$ 165,000	
11. Identify ways for SFI to support African-American engagement in the US South, particularly through SICs (workshops, consultant)	15,000	5,000		20,000							\$ 40,000	
12. Elevate the role of SFI and healthy communities with Aboriginal and Tribal leaders through initiatives with CCAB, ITC, H4HCanada (aboriginal housing), and others. Identify ways for SFI to contribute towards addressing the indigenous housing crisis in Canada	20,000	10,000	43,000	10,000	10,000				7,000		\$ 100,000	
13. 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.		10,000	112,000						75,000		\$ 197,000	
14. 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 at forestry schools and architectural/engineering schools, and youth education outreach.	10,000	5,000									\$ 15,000	
15. Leverage our community partnerships to identify social purpose organizations and recreation retailers that might use the SFI label.							staff time only				\$ -	
<b><i>SUBTOTAL Foster Community Engagement</i></b>											\$ 622,000	
<b>Provide Supply Chain Assurances</b>												
16. Continue to leverage PEFC endorsement in the global marketplace and participate in PEFC Meta Standard revision process to ensure alignment with SFI standards (PEFC membership fees, PEFC Canada, PEFC Asia)		10,000				395,000			10,000		\$ 415,000	
17. Continue to advocate for PEFC endorsement of SFI fiber sourcing or development of a recognition framework		10,000									\$ 10,000	
18. Work with PEFC to develop a framework by which all PEFC endorsed standards are recognized, in order to move forward on a new SFI label that recognizes PEFC global standards.							staff time only				\$ -	
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		10,000									\$ 10,000	
19. 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.	5,000	15,000		150,000					5,000		\$ 175,000	
20. Engage with federal, state, and provincial government agencies on policies related to sustainable forest management and procurement of forest products in order to ensure recognition of SFI program.				20,000							\$ 20,000	
21. Track and respond to external comparative assessments to ensure that SFI is appropriately recognized as a proof point for responsible forestry and responsible sourcing.				25,000							\$ 25,000	
22. Maintain the integrity of the audit process.	5,000	2,000									\$ 7,000	
23. Track certified fiber in the supply chain and identify growth barriers.							staff time only				\$ -	
24. Deliver on SFI Forest Partners Program to increase certification in the supply chain, including fiber sourcing and forest management, identify new sources of funding through new partners, and begin laying groundwork for program beyond 2017	6,000	8,000		150,000					2,000		\$ 166,000	
25. Continue to pursue opportunities to grow certification on small lands, including with AFF in the U.S. and with key partners in Canada.	10,000	5,000		10,000							\$ 25,000	

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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
26. Grow certification of First Nations and Tribal Lands and explore co-branded marketing opportunities involving SFI label.	15,000	10,000		10,000							\$ 35,000	
27. Maintain U.S. state and county land certification; explore opportunities for U.S. federal land certification, and seize Canadian provincial opportunities in a changing landscape		2,000			5,000						\$ 7,000	
<b><i>SUBTOTAL Provide Supply Chain Assurances</i></b>											\$ 895,000	
<b>Ensure Connections and Relevancy</b>												
28. Utilize the new information and data that SFI has collected to link our successes to the supply chain.				100,000							\$ 100,000	
29. 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				150,000							\$ 150,000	
30. Leverage the LEED recognition of SFI certified forest products and demonstrate value of that recognition in the building marketplace.	6,000	10,000		25,000	55,000				25,000		\$ 121,000	
31. Elevate hardwood manufacturers in both CoC and Fiber Sourcing		2,000									\$ 2,000	
32. Engage innovative manufacturers (e.g., CLT) about SFI certification.		3,000									\$ 3,000	
33. Engage sustainability initiatives (GreenBlue, TSC, CGF, SPLC, WBCSD, SBP, GFTN, TFA, to ensure SFI is recognized in their tools, guides, and policies.	5,000	15,000	20,000								\$ 40,000	
34. Outreach to Grocery Manufacturers Association to increase SFI label use on consumer-facing product packaging		2,000									\$ 2,000	
35. Track procurement policies and conduct outreach to brandowners and key market influencers to ensure SFI is recognized in wood, paper and/or packaging purchasing policies and in their sustainability policies.	5,000	10,000		30,000	30,000				25,000		\$ 100,000	
36. Engage and support other green building rating systems recognizing SFI in their codes, standards or rating tools			10,000								\$ 10,000	
37. Track customer and consumer awareness and trust of SFI				24,000							\$ 24,000	
38. Produce a 2017 annual conference that reaches a wide variety of key stakeholders, demonstrates SFI's thought leadership, and leverages Canada's 150th anniversary	165,000	20,000			45,000				45,000		\$ 275,000	
39. Produce a 2017 Progress Report that tells compelling stories about the SFI program and brings our community to life.									55,000		\$ 55,000	
<b><i>SUBTOTAL Ensure Connections and Relevancy</i></b>											\$ 882,000	
<b>Position SFI as Sustainability Organization</b>												
40. Gain better visibility for SFI to extract value from our successes. Develop public communications that promote the value, relevance and credibility of SFI, increase demands for SFI certification and labelling, and drown out/marginalize negative campaigner messages									175,000		\$ 175,000	
41. Develop and launch an outreach campaign to position SFI as a sustainability organization dedicated to the future of our forests.									200,000		\$ 200,000	
<b><i>SUBTOTAL Position SFI as Sustainability Organization</i></b>											\$ 375,000	
<b>III. Core Operations</b>												
<b>1. Member Services</b>												

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<u>ACTION/PROJECT</u>	<u>Meetings</u>	<u>MT&amp;E</u>	<u>Grants &amp; 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 &amp; Equipment</u>	<u>EXPENSES</u>	<u>REVENUE</u>
SFI Inc. Board, Resources Committee, Staff and other SFI, Inc. meetings (not specific to a single issue included elsewhere in this budget).	40,000	20,000		35,000							\$ 95,000	
<b>2. Payroll</b>												
Salary, Taxes and Benefits (including payroll admin fees)							2,653,000				\$ 2,653,000	
Training and Staff Development							7,000				\$ 7,000	
Pension - 401K Plan							150,000				\$ 150,000	
401-K Administrative Fees & Non Discrim Testing & Reporting-Fidelity							8,000				\$ 8,000	
Temporaries/Agency Fees							5,000				\$ 5,000	
<b>3. Administrative</b>												
Outside Printing to Support all Program Areas								50,000			\$ 50,000	
Marketing Agreements									20,000		\$ 20,000	
State Registrations								12,000			\$ 12,000	
Audit Accounting Fees (increase to handle Canada charity registration)								45,000			\$ 45,000	
Bookkeeping Fees								70,000			\$ 70,000	
Office Rent and Maintenance US & CN								250,000			\$ 250,000	
Storage Rental								20,000			\$ 20,000	
Dues & Subscriptions								20,000			\$ 20,000	
Credit card and bank fees								12,000			\$ 12,000	
Office Supplies								15,000			\$ 15,000	
Computer Services								30,000			\$ 30,000	
Postage & Freight								20,000			\$ 20,000	
Telephones and Webinars								60,000			\$ 60,000	
Miscellaneous Admin								4,000			\$ 4,000	
Insurance and Taxes								25,000			\$ 25,000	
Website Expenses (hosting costs, website updates Moss,Wardle)				35,000							\$ 35,000	
Furniture & Equipment										25,000	\$ 25,000	

											TOTAL	
											DIRECT	EXPECTED
<u>ACTION/PROJECT</u>	<u>Meetings</u>	<u>MT&amp;E</u>	<u>Grants &amp; 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 &amp; Equipment</u>	<u>EXPENSES</u>	<u>REVENUE</u>
Legal Services (includes pursuing charity status Canada)								150,000			\$ 150,000	
<b><i>SUBTOTAL CORE OPERATIONS</i></b>											\$ 3,781,000	
Contribution to Reserves											\$100,000	
<b>Total Expenses</b>											\$ 7,762,000	\$ -
	\$372,000	\$248,000	\$923,000	\$989,000	\$210,000	\$395,000	\$2,823,000	\$783,000	\$894,000	\$25,000		