

# FORESTETHICS

Do Not Mail Proposal

October 24, 2006

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## Executive Summary:

### *The Issue:*

Millions of people are sick and tired of getting junk mail, but there is no easy way to stop it. People want to end the proliferation of junk mail for a lot of reasons. For some it is the daily annoyance of sorting through their mail, for others it is the constant injection of empty materialism into their lives where an individual is not valued as a citizen but only as a consumer. The public is frustrated with this constant invasion of their privacy. Individuals worry about consumer protection from fraud, and share tales of identity theft. Finally, and perhaps most importantly, many are concerned about the environmental impact of all this useless paper production.

Junk mail, also called direct mail, is a big problem that is only growing. Expenditures for direct mail topped \$52 billion dollars in 2004, an 800% increase over the amount spent in 1950. In 2005 the total amount of junk mail equaled 392 pieces of junk mail per person, for every adult and child in the U.S. This has grave environmental costs. Nearly 100 million trees a year go into making junk mail, much of which ends up in landfills. This senseless forest destruction adds to the pressing challenges of global warming because intact forests mitigate the impacts of greenhouse gas emissions.

### *The Solution:*

A campaign to stop junk mail appeals to people from all walks of life providing the foundation for a broad coalition, which is essential for our success. The type of strategic campaigning and grassroots mobilization that have become ForestEthics' hallmarks are the most powerful tools available today to reform the junk mail industry. ForestEthics proposes to launch a multi-pronged 'Do Not Mail' (DNM) Campaign with the goal of reducing junk mail by at least 25% over the next decade. And this is not just a 25% reduction of all junk mail – we believe we will be able to, with the partnership of the Catalog Choice collaborative, create methods for individuals to dramatically reduce the junk mail they receive. The goal of our campaign is to achieve, on average, a 25% reduction in junk mail per household, but if we succeed, many households could be able to reduce their junk mail by 80-100%.

Some of the strategies that we will employ to achieve that goal could include:

- Legislative pressure to establish a federal Do Not Mail (DNM) registry;
- Localized pressure to support state-sponsored DNM initiatives;
- Pressure on the junk mail industry to “green” its paper practices by reducing paper use, increasing recycled content, using sustainably harvested paper, and protecting Endangered Forests;
- Providing greater control to consumers to choose the type of direct mail they receive.

The tools we will use to increase consumer freedom from junk mail and reduce the environmental impact of the direct mail industry include: grassroots and on-line organizing, earned and paid media to educate both decision makers and the public, and the application of public pressure on both industry leaders and government. We are certain that these strategies will reform junk mail practices and help to decrease the total paper used by direct marketers and increase the industry's use of sustainably produced paper.

## The Issue

*Samantha Sumner picks up her kids at after-school childcare, stops at the market for dinner – salad fixings, chicken, ice cream – and drives home. It is late fall and at 6:30pm its dark already. As she and her kids enter their home, 10 pieces of mail are scattered on the landing under the mail slot. The kids leap over the pile and run upstairs; Samantha scoops it up and goes directly to the garbage/recycling bins and begins the daily sort: 4 credit card solicitations and 3 catalogs go directly into the recycling; she keeps 2 bills and 1 personal letter. She glances out the window and sees her neighbor Bill cradling an even larger pile of mail in the crook of his arm. All around her, as people get home from work, the same thing happens up and down her street. Unsolicited mail just keeps coming, across Samantha's city, throughout the state, and from coast to coast. This adds up to billions of unsolicited, unwanted pieces of junk mail that invades our homes every year.*

In this proposal, junk mail is considered all mail that comes unsolicited for the purpose of advertising products and services. In marketing circles, this kind of mail is also called “direct mail,” and in this proposal junk mail and direct mail are interchangeable. Junk mail is sometimes mailed first class, but most often third class, also called “standard” or “bulk mail.” Bulk mail represents 48% of all mail sent in 2005. Junk mail sent first class makes up 7% of total mail sent the same year.<sup>1</sup>

The most basic research supports our natural dislike and concern about the waste and destruction behind those ubiquitous white envelopes, catalogs and solicitations flooding our mailboxes:

- In 2005, the total amount of junk mail equaled 392 pieces of junk mail per person (or 6.1 million tons of paper)<sup>2</sup>
- It takes over 90 million trees to produce of 6.1 million tons of paper<sup>3</sup>
- It takes as much energy to manufacture 6.1 million tons of paper as it does to heat 2.1 million homes each year<sup>4</sup>
- The manufacturing of 6.1 million tons of paper gives off greenhouse gas emissions equal to 3.5 million cars annually<sup>5</sup>
- By the year 2010, almost 50% of the solid mass that makes up our landfills is expected to be paper and paperboard waste<sup>6</sup>
- Only 32% of all direct mail was recycled in 2001<sup>7</sup>
- Americans throw away 44% of bulk mail unopened, yet still spend 8 months per lifetime opening bulk mail.<sup>8</sup> (As stated above, bulk mail is direct mail sent third class)
- State and local governments and their citizens spend more than \$370 million per year to collect and dispose of all the bulk mail that doesn't get recycled<sup>9</sup>

<sup>1</sup> “Junk Mail Research—Report of Initial Findings” by Janet N. Abramovitz 5/24/06

<sup>2</sup> “Junk Mail Research—Report of Initial Findings” by Janet N. Abramovitz 5/24/06

<sup>3</sup> Environmental Defense Paper Calculator

<sup>4</sup> Environmental Defense Paper Calculator

<sup>5</sup> Environmental Defense Paper Calculator

<sup>6</sup> nativeforests.org

<sup>7</sup> U.S. Environmental Protection Agency

<sup>8</sup> Consumer Research Institute

The facts confirm our instincts – junk mail is as wasteful, if not more so, than people imagine. Unfortunately, the trend over the past 20 years does not bode well:

- U.S. companies sent 35 billion pieces of direct postal mail in 1980
- U.S. companies sent 64 billion pieces of direct postal mail in 1990
- U.S. companies sent 90 billion pieces of direct postal mail in 2000<sup>10</sup>
- U.S. municipal solid waste contained 3.8 million tons of bulk mail in 1990
- U.S. municipal solid waste contained 5.6 million tons of bulk mail in 2000<sup>11</sup>

Just as with unwanted solicitation phone calls, the burden of stopping junk mail should not rest on solely on the general public's shoulders, but also on industry and government.

### **The Solution – ForestEthics' History and Approach**

Over the past ten years, ForestEthics has saved more than seven million acres of Endangered Forests and transformed the environmental practices of companies like Office Depot, Staples, Williams-Sonoma and Dell. Our successes are changing the lives of people who live in these forests and are creating a slow and building groundswell of pressure within the wood and paper industries to change the way they do business when it comes to the environment. For example, after working on a campaign that sought to change the environmental practices of Home Depot, we convinced the company to work side by side with us to protect the native forests of Chile, which led to the protection of more than a million acres of forest. This successful campaign was featured in the *Wall Street Journal* and many other publications.

Our victories are capturing the nation's imagination. In just the past 15 months, stories about our work have appeared in *Time Magazine*, *USA Today*, *The New York Times*, *The Washington Post* and on the Today Show. Each of these stories reflects our philosophy that change is possible and that people can make a difference.

Our work of almost a decade, in the Great Bear Rainforest is a great example of the power of market campaigns: as a result of ForestEthics' and our allies' efforts, an area of 5 million acres of pristine old growth temperate rainforest (100 old growth river valleys,) was protected in British Columbia. The First Nations, one of our key partners of this region, regained more control over their ancestral lands than they have had in decades. The Great Bear campaign used our markets-based approach that encouraged companies to realize an opportunity to act to preserve this unique ecosystem. During our work on the Great Bear Campaign we diligently pressured the government to permanently protect the areas via legislation.

#### ***Our specialty – The Paper Industry:***

ForestEthics' campaign to change the way paper is made and used began in 2000 with a focus on office supply giant Staples, Inc. Two years later, the company made a landmark environmental commitment and sparked a competition within the industry for title of "Environmental Leader." Office Depot followed shortly thereafter with an environmental commitment of its own. Before

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<sup>9</sup> Center for a New American Dream calculation from EPA statistics

<sup>8</sup> The above 3 points provided by U.S. Postal Service

<sup>11</sup> The above 2 points provided by U.S. Environmental Protection Agency

our campaign, the industry standard for recycled fiber usage was less than 5%. Now, industry leaders have committed to 30% post-consumer recycled paper usage as a goal, and to stop sourcing paper from Endangered Forests. The sector is close to that goal (Staples, for example, reached 29% recycled in the last year). Highlights of the campaign include hundreds of protests, a public service announcement by rock band R.E.M., and a congratulatory ad from ForestEthics to Staples in USA Today.

**Further success:** According to a new report by industry analysts, recycled paper mills are operating at a record high—nearly 90% of capacity. The report, issued by Resource Information Systems, Inc. (RISI), attributed the change to increased demand from the office supplies sector—an industry ForestEthics has transformed over the past five years.<sup>12</sup>

Why did we choose to focus on the paper industry? First of all, 42% of the world's industrial wood harvest is used to make paper.<sup>13</sup> Paper production is the third most energy intensive of all manufacturing industries.<sup>14</sup> In 1999, the pulp and paper industry ranked third among industrial sectors in emissions of Toxics Release Inventory chemicals to air, and fifth in discharges of such chemicals to surface water.<sup>15</sup> And finally, paper and paperboard products make up the largest portion (40%) of municipal solid waste disposed of in landfills.<sup>16</sup>

### **The Strategy – ‘Do Not Mail’ campaign**

ForestEthics’ DNM campaign will center on a public demand for federal legislation to create a DNM list. The campaign, which will be publicized online as well as through national advertisements and other venues, will spur a national conversation that will galvanize existing public frustration with junk mail.

Through our existing relationships with key players in the catalog industry and at the Direct Mail Association, we know that a demand for federal legislation will also terrify the direct mail industry – in fact, it is their biggest fear. The very threat of federal DNM legislation could move the whole industry towards progressive paper procurement policies including reduction of paper use, and dovetails nicely with our current markets-based work in the paper industry.

The industry is equally concerned about state-mandated junk mail legislation, which will make it impossible for them to continue business as usual and force them to react to different regulations in different states – a prototypical regulatory “patchwork” that is not workable for the industry. Already, five states have introduced DNM legislation, but those legislative initiatives do not have an organized campaign supporting them, yet.

In short, we have reason to believe that an orchestrated and well-publicized campaign for either state or federal DNM legislation may cause the Direct Mail Association to come to the table and begin negotiations with us. This will allow us to achieve our goal of institutionalizing a one-stop

<sup>12</sup> see the report at <http://www.forestethics.org/article.php?id=1245>

<sup>13</sup> Worldwatch Institute

<sup>14</sup> Dept. of Energy, Energy Information Association's Manufacturing Energy Consumption Survey (MECS) 1998

<sup>15</sup> *TRI On-site and Off-site Reported Releases (in pounds), All Chemicals By Industry, U.S., 1999.*  
[www.epa.gov/triexplorer](http://www.epa.gov/triexplorer).

<sup>16</sup> Native Forest Networks

shopping online and offline method to empower individuals to regulate the mail they receive from advertisers. We believe this can result in a 25% reduction of junk mail in a relatively short amount of time. While we are campaigning for national legislation, a voluntary system of industry-enforced compliance with our demands may also be acceptable. While industry self-regulation is not ideal, we must plan for its potential, as transparent self-regulation might allow for the quickest avenue to achieving our goals.

This campaign will be part of a larger collaboration that has been organized by the Overbrook Foundation. ForestEthics will work hand-in-glove with the collaborative to impact this large and powerful industry. A coordinated effort of this kind will also allow the participants to take on the areas where they excel. From our initial discussions, the following organizations, and others who might join us, will be involved and most likely perform the following roles in the initiative:

- **ForestEthics:** launch of the national campaign, state-based efforts, catalyst and organizer for field coalitions
- **NRDC:** partner with membership and take lead on legislative strategy
- **Catalog Choice:** will create an online system where users can register to reduce direct mail appeals. This is the likely home for any brokered agreement with the DMA for non-federal Do Not Mail list
- **National Wildlife Federation:** as a member of DMA, NWF will assist with negotiations with the DMA on the industry “do not mail” list and will also get the NWF membership engaged in the campaign and develop a Best Practices guide/certification for junk mailers (likely focusing on catalogs)
- **New American Dream:** partners with ForestEthics campaign and assists with federal legislative efforts
- **PIRG (US Public Interest Group):** key states may need a local legislative campaign partner and the PIRGs are a possible option though they have not been brought into the campaign team yet (this assumes that we will be looking beyond NY and CA where NRDC – assuming it signs up – would be a strong legislative partner).

In order to build the most strategic and powerful campaign, we have developed a three-part Do Not Mail campaign plan.

### **What’s in it for the industry? Synergies and Carrot Not Just Stick**

With such a dynamic campaign it is difficult to predict with any certainty where it will go even in the first several months. We believe, however, that our track record of successful campaigns for the past decade provides us with a high level of confidence. In addition to the “stick” side of this campaign, our current catalog campaign and work in the paper sector will be very complimentary.

The “carrot” portion of this work will involve using our current network of contacts and partnerships in the catalog industry to create win-win models. For example, our work with Williams-Sonoma, which we have persuaded to create the first large-scale printing of a catalog printed on Forest Stewardship Council certified sustainable paper, will play directly into the “best practices” work that NWF is proposing to conduct with catalog certifications. In addition, we are already talking with Williams-Sonoma, Dell and others about how to get out in front of a

possible DNM campaign. In any campaign it is important to establish some champion companies and we believe there is room for this to happen in this campaign.

Catalog mailings are not only a nuisance and an environmental and social problem, they are expensive. In fact, they have almost half of the return on investment that non-catalog direct mail has. Forward-looking companies are already trying to limit their mailings to decrease costs, using advanced list-hygiene techniques, reducing the frequency of mailing, etc. And in some of our discussions, these leading companies have expressed some level of interest in a DNM list that is title specific – such as the one that Catalog Choice is trying to create. We may be able to assist the overall effort to create a split in the industry where some leading companies agree to some version of the DNM demands because they are already headed in a parallel direction. There is a great nexus here between our current work on catalogs, the work that Catalog Choice is pursuing, and that other members of the collaborative – like NWF – are undertaking.

### ***The Campaign Stages:***

#### 1. Discovery Phase – 1 month

Goal: Work with brain trust to map out what is known and to determine what is not known and requires further research and planning.

- Establish an advisory team or “brain trust,” including legislative, coalition-building, viral-marketing, legal, and media experts including: Shepard Ferry, branding guru; David Halperin, Political/Communication Analyst who worked for Clinton; Eli Praiser, MoveOn; Joe Trippi, Dean Campaign Director; Greg Dotson, Legislative Director for Henry Waxman; David Fenton; leading privacy lawyer
- Conduct a 3 day strategic planning meeting of brain trust group and key campaign staff
- Create detailed strategic plan, power map, and a detailed needs assessment for each campaign component.
- Create a project plan for the next phase of the campaign

#### 2. Stage One: Planning (6 months)

*GOAL: Establish campaign team and process for life cycle of the campaign. Conduct in-depth research on components identified in discovery phase, develop a multi-channel communications plan including messaging, tone, design and create detailed campaign project plan:*

- Recruit and hire key staff as identified in discovery phase. Set up program management office including processes, tools and techniques used to manage multi-project campaign
- Determine allies and partners and create outreach plan, which builds on FE’s existing base. This will include legislative, unions, activists, environmentalist, privacy groups, and ‘strange bedfellows’ like conservatives, religious groups, etc.
- Legislative Research – Research all forms of existing or planned legislation to regulate junk mail or privacy issues. Conduct an analysis and power mapping to determine efficacy of a State based campaign possibilities. Determine political allies on the hill and groups/individuals working on like legislative efforts
- Create communications plan which includes analysis of media response to existing local level junk mail efforts, activities in the Direct Marketing Association, possible

- focus groups to test messaging, conduct audit of existing websites focused on junk mail efforts, create an online strategy which includes an assessment for online tools for engagement and action, create initial website and overarching media plan
- Corporate Research - detailed research into each sector profiling sector leaders and understanding power dynamics with each sector. Research all financial elements including debt profiles, and SRI initiatives to find alternative leverage points. Part of this should include the USPS, Direct Marketing Association and other players in the junk mail business. Develop a corporate engagement strategy which includes leverage our existing corporate allies
  - Conduct an audit of other groups working on similar campaigns, currently many local level efforts, determine opportunities of working with these groups
  - Conduct chain of custody research on key endangered forests such as ITR, Boreal, Asia, etc. to determine product flows into key sectors targeted in DNM campaign including catalogs, paper for direct mail pieces, inserts/sales flyers. This will include both desk-based research and field-based research

Questions we hope to have answered by the close of this stage:

- Key leverage points – is there work already done that advances our campaign
  - Scandals that will move the public to recognize need for reduction
  - Key allies that we can work with
  - Key states to target in political work
  - Key targets for markets campaign
  - Tested messaging that resonates with the public
3. Stage Two - Galvanize support and launch campaign (6 months)  
*GOAL: Begin the public cry for both national and state legislation, continue to develop and activate a strong coalition. Launch and evaluate corporate engagement campaign. Evaluate power map and determine additional allies and opponents.*
- “Sound the Bell” to build network of allies to promote goals of campaign
  - Earned and paid (New York Times ad) media highlighting the issue
  - Innovative, decentralized “Netcentric” approach to give individuals and organizations the direction and tools to move on DNM legislative campaigns that we help catalyze. This includes on-line tools that will allow internet based social networks to create grassroots campaigns to pressure decision makers into legislative solutions to the junk mail problem
  - A national planning conference bringing together interested parties to address the challenges and solutions to junk mail
  - Write and publish a (hopefully coalition) report on privacy, consumption and environmental issues surrounding junk mail

4. Stage Three - The Activation Point (One to three years)

*GOAL: Using our research from Stages One and Two to direct our efforts at the target that we believe is most able to achieve our goal.*

This phase may include:



- State legislative actions - work with organizers in key states where there is either already state-level legislation introduced or the state has a large and “active” community that would support it. Build momentum in key states to raise the profile of the issue nationally to educate industry and decision makers. To date, the legislation introduced in a few states has not garnered much attention, but a local, high-profile campaign in the states will change that. We could start in New York, California, Massachusetts, Illinois, or Missouri
- National grassroots days of action, which might include junk-mail drops at Congressional offices or Post Offices and Return to Sender actions
- On-line push to get 1 million people to sign onto support for junk mail legislation
- Earned and paid media on the issue to educate and activate people
- On-line organizing at a DNM campaign web site allowing for localized and innovative approaches towards educating local decision makers. As in stage 2 we will continue to create a “virtual community” of people to educate their neighbors and decision makers about junk mail and what can be done about it
- Create a network of activists that self-select for greater involvement in campaign efforts
- Raise the profile of the issue to public officials, junk mail companies, the Direct Marketing Association, decision makers, etc.
- Use the public pressure to change the industry and the way it buys and uses paper.
- Organize DNM information parties to build grassroots support and turn that support into educational opportunities for decision makers and industry (protests, petition drops, town hall meetings, local examples of junk mail impacts like landfills, costs to taxpayers, etc.)
- Work to generate postcards or comments to decision makers and industry about DNM
- Generate letters-to-the-editor in local papers on junk mail
- Table at opportune events to educate the public and grow the DNM network.
- Press events at corporate headquarters or Congressional offices to educate the public and generate pressure on decision makers

A possible timeline for this phase could include:

Month 1	Ad in USA Today to drive traffic to website
Month 2	Event in Washington DC releasing junk mail report
Month 3 and 4	Encourage on-line community to start having meetings with neighbors and local decision makers
Month 5	Begin work in targeted states to promote local DNM initiatives
Month 6 and 7	Launch and promote web-based “flash” or similar web device to drive individuals to sign up on website
Month 8 and 9	Junk mail “dumps” either at Congressional offices in district or in DC
Month 10 and 11	Candidate bird-dogging at electoral events
Month 12	Return to Sender actions for the holidays

## **Financial and Human Resources Capacity Building**

The Do Not Mail campaign will require a campaign that is agile, sustained, smart, passionate and strong. To ensure that we can continue to build this campaign over time and ramp it up if need be, we are seeking anchor funding from the Kendeda Foundation – but we believe we will be able to secure funding from other foundations and ForestEthics high donors in the amount of approximately \$200-\$500K. Several of these potential funders have been supporters of ForestEthics’ current work and they have been engaged in the Overbrook discussions regarding a junk mail campaign. Included in this group are funders like Educational Foundation of America, the Weeden Foundation, Overbrook Foundation, Merck Family Fund. Potential additional funders include foundations such as Pew, Panta Rhea, New York Community Trust.

We are also investigating a membership/monthly donor program that by year two could potentially provide additional funding and a growing and committed group of people that are specifically interesting in the Do Not Mail campaign.

In addition to financial capacity which we intend to bring into this campaign, we also believe we will be able to bring some of the best campaigners and organizers in the US into this campaign. We have one of the best campaigning staff’s in the world – and we will be creating an internal consulting group that will include ForestEthics executive director, the US Communications Director, the US and Canadian program directors, as well as our current Paper Campaign Director. This core team will be involved with setting the strategic trajectory of the campaign, conducting key negotiations with our targets, and taking on high-profile media work. In addition to this internal consulting arrangement, we will be transferring several staff that have played leading roles on previously successful campaigns to this new effort. In addition, ForestEthics has increasingly become a premier campaigning organization and we are able to bring some of the brightest campaigners/organizers into our work as well as bringing likeminded recruits over from for-profit ventures, something we are increasingly doing. In fact our “jobs” web page is one of the most popular on our site.<sup>17</sup> We are confident that we will be able to build a “dream team” level lineup to run this campaign.

## **Measures of Success and Evaluation**

At each stage of the campaign, our measurement of success will be the outcomes outlined in the campaign stages above. ForestEthics will evaluate our goals both internally and externally, to move forward or adjust our strategies. We will know we are successful when:

- We see a steady increase in campaign coverage within the national media
- We see a steady increase in the size and diversity of our support network
- We see a steady increase in the use of our user-driven web based tool kit, including assisting in driving traffic to Catalog Choice, and an increased number of hits to our site
- We see an increased presence of the junk mail issues in legislative discussions
- Ultimately, our long-term success will depend upon the creation of a real solution to citizen demands for control of their mailboxes and homes, easy and free access to this solution, and recruitment of citizens to use this tool

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<sup>17</sup> The “Jobs at ForestEthics” page has been in the top ten hits list for the last four months with just under 1000 unique visitors each month – the first time this has happened.

A successful victory of our proposed Do Not Mail Campaign will result in at least a 25% reduction in the amount of junk mail produced. The benefits of 25% less junk mail include:

- Citizens who choose to will gain more control over their lives by eliminating or dramatically decreasing the direct mail they receive
- We believe this will decrease consumption, especially of items that individuals would not buy but for the presence of an unwanted catalog in their home – and these items often are non-essential, costly, and do not contribute to quality of life
- Almost 23 million trees are saved from destruction
- The energy equivalent to that used by 533,000 homes is saved each year
- Greenhouse gas emissions of 900,000 cars per year are removed from the atmosphere

## **Conclusion**

ForestEthics will use these campaign tactics and add to or adjust others as needed to help protect forests by reducing junk mail and creating “best practices” for paper use. The pressure of a Do Not Mail campaign in the U.S. will either result in the negotiation of stronger, voluntary but transparent action by the industry or a federal solution like a DNM registry. The reduction of junk mail will not only benefit individuals by allowing them to opt off of mailing lists, it will also greatly benefit our environment by reducing the stress placed on our forests, air, water, and climate systems. In order to carry out an aggressive and powerful campaign we respectfully request \$1.25 million per year for a minimum of 5 years (see budgets uploaded online).

## **Appendix 1**

### **ForestEthics – Background**

Founded in 1994, ForestEthics' mission is to protect Endangered Forests by transforming the paper and wood industries in North America and by supporting forest communities in the development of conservation-based economies. We have helped pioneer a new approach to environmental activism by focusing efforts on large corporate consumers of wood and paper products that are destroying forests around the globe. We work to educate corporations about the environmental impacts of their purchasing decisions, then persuade them to develop commitments that shift market demand away from the products that fuel the destruction of Endangered Forests.

Our highest priority areas are Canada's Boreal, British Columbia's Endangered Forests, US southern and National Forests, and Chile's rainforests. Education, public activism, and the pressure promoted by intensive media coverage are all important components in our efforts to convince large corporate consumers to change their buying practices. This innovative form of activism has garnered significant results. We helped protect almost 4-million acres of rainforest on the coast of British Columbia, one of the largest conservation agreements on record. We obtained landmark environmental commitments to end the purchase and sale of wood and paper products procured from Endangered Forests from over 50 *Fortune 1000* companies including Staples, the world leader in office supplies.

ForestEthics leverages momentum generated through market pressure to work in Endangered Forest regions, ensuring that this pressure translates into permanent protection and a shift towards sustainable forest practices on the ground. We work with environmental organizations and other market groups to lead strategic negotiations. By ensuring that independent conservation-based science is produced and brought to bear on endangered areas, we add credibility to our demands for forest protection and educate companies on their forest impacts.

As stated above, ForestEthics will bring this experience combined with the experience of many on our staff who have worked on legislative initiatives to a campaign for a federal DNM registry.

**ForestEthics**  
**Proposed Budget for the *Do Not Mail* (DNM) Campaign**

Personnel

Salaries

Executive Director	\$	6,000
U.S. Campaigns Director		10,000
Organizing Director		10,000
Program Director		10,000
DNM Director		70,000
DNM Coordinator		50,000
DNM Organizing Director		60,000
DNM Organizers (4)		200,000
DNM Communications (2)		130,000
DNM Online Organizer		65,000
DNM Webmaster		50,000
Total Salaries	\$	<u>661,000</u>

Payroll Taxes & Benefits @ 23%	\$	<u>152,030</u>
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Total Personnel	\$	813,030
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Program Expenses

DNM Technical Consulting	\$	50,000
Advertising		350,000
Consultants		90,000
Conference		50,000
Technology		50,000
Travel		30,000
Meals & Entertainment		<u>30,000</u>

Total Program Expenses	\$	650,000
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Administration @ 18%	\$	<u>263,345</u>
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Total Expenses	\$	<u><u>1,726,375</u></u>
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