



# ANNUAL REPORT 2015

DOVETAIL PARTNERS, INC.

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***“Even if I knew that tomorrow the world would go to pieces, I would still plant my apple tree.”***

**- Martin Luther, 1483-1546**

## **Table of Contents**

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### **Letter from the Chair**

*Mission Statement*

### **Programs**

*Certification*

*Green Building*

*Land Use*

*Responsible Materials*

### **Annual Highlight**

*Unleashing the Power of People: A Guide to Organizing People and Systems*

### **Publications & Newsletters**

*Commentaries*

*Reports*

### **News**

*News Releases*

*In the News*

### **Dovetail Board, Advisors, Staff & Interns**

### **Financial Statement**

### **Sponsors and Supporters**

## Letter From the Chair...

Greetings,

The year 2015 was another excellent one for Dovetail Partners, as our readership continued to grow and our projects broadened. All of our reports are discussed briefly in this report, but I think it valuable to highlight one in particular here, as it stands for so much of what Dovetail is all about: *good information and collaborative community resolution of a complex problem.*

Led by Katie, the Dovetail team authored a case study on the creation of the *Northwoods Regional ATV Trail System*, an innovative solution to a forest use that can be both highly controversial and emotional, with significant economic implications for the region. The implementation of this trail system and the process used highlight how inclusive community-based activities can truly bring great results when given the time and the attention they deserve. Dovetail's role in coordinating the process and, more importantly, sharing that story is critical to the continued exploration of possibilities for resolving complex environmental problems at "the pointy tip of the spear" so to speak.

In the coming years we hope you continue to value what we do here and you can bring this to the table to address the challenges of this generation, and those to come. Hopefully you find our information supports you in making decisions for which you can be proud, and that we can be proud to have been a part of.



Jeffrey L. Howe  
President and Chairman of the Board

### **Dovetail Mission Statement**

*Dovetail Partners provides authoritative information about the impacts and trade-offs of environmental decisions, including consumption choices, land use, and policy alternatives.*

## **Programs**

### ***Certification***

Dovetail promotes activities that conserve the world's natural resources, including forests. Dovetail envisions a world where forests encompass the full spectrum of ecological attributes, and the industries and rural communities dependent on these forests thrive both economically and socially through their support of these attributes. Dovetail pursues this vision by supporting innovative approaches to sustainable forestry, such as forest certification, and recognizes people are a key resource for addressing the issues of sustainability.

### ***Green Building***

Dovetail provides information and assistance related to many of the currently available green building programs. Our staff is experienced with green building practices, program standards, and project registration and certification processes. Dovetail is active in a number of green building programs including United States Green Building Council (USGBC), Minnesota GreenStar, Minnesota Green Communities, and LEED.

### ***Land Use***

Dovetail recognizes the links between sustainable forestry, responsible trade and consumption, and land use. Dovetail is interested in promoting land use research and planning and innovative programs that encourage and reward responsible land use activities. Dovetail is specifically interested in addressing and minimizing land use impacts on soil and water resources.

### ***Responsible Materials***

Dovetail analyzes information about various materials in a way that best helps organizations and individuals make sustainable choices that they wholly understand. Dovetail also tracks trends and developments related to material reuse and recycling. In order to support the development of responsible material production standards, Dovetail is a member of the Sustainable Furnishings Council as well as the NSF Joint Committee on Dimensional Stone Sustainability.

## Annual Highlight

### ***Unleashing the Power of People: A Guide to Organizing People and Systems***



In early 2015, Dovetail announced the release of our first published book titled, *Unleashing the Power of People: A Guide to Organizing People and Systems*. Dr. Jeff Howe, Dovetail's Founder & Chairman, is the book's author and based the writing on his leadership experience and years of research into what separates highly successful companies from the herd.

The book provides a people-centric approach to organizational success. The fundamental purpose is to enhance an individual's (or team's) leadership skills and guide them in achieving their goals. Good communication skills are highlighted as critical to great leadership and annual plans are depicted as foundational for all organizational communication. Leaders report that they have seen dramatic changes in themselves and their organization's performance in a year or less after implementation of the practices and approaches described in the book.

Businesses are about people. It is not the equipment that makes you money, it is the decision to buy it, the decision of when to turn it on or off, what to feed it, how hard to push it, and when to let it rest; these and other major decisions are all directly or indirectly made by people. Thus, the keys to successful leadership today are communication, facilitation, collaboration and conflict resolution. This book provides a detailed guide in how to develop those skills as an individual and to embed them into the systems of your organization (or your part) such that you nurture those abilities throughout. The result is increased motivation, accountability, and results. The goal is to help you make a big difference in yourself and your organization immediately. This book is not about theory, although theory is discussed; it is about immediately defining and implementing the kinds of activities that will make the biggest difference.

*Unleashing the Power of People* may be purchased directly through Dovetail Partners, Amazon and Barnes & Noble in paperback and eBook forms (for use on Kindles and NOOKs).

[Download an excerpt](#) from the book regarding critical leadership skills

[Order digital and hard copy forms](#) of *Unleashing the Power of People*

## **Publications & Newsletters**

Dovetail publishes a monthly e-newsletter, *The Outlook*, with information about our latest publications, news and events.

### ***Commentaries***

Commentaries are briefs presenting the opinions and ideas of Dovetail Staff and Associates.

### ***Reports***

Dovetail reports address a wide range of topics and issues related to sustainable forestry, responsible materials, responsible consumption and organizational development.

## **News**

### ***News Releases***

Dovetail publishes news releases regarding new publications, projects, and services, additions to our team, and areas of growth and expertise.

### ***In the News***

Dovetail's commentaries, reports and news releases are often reprinted and referenced in mass media, journal articles, newsletters and publications from diverse organizations.

## **2015 Commentaries & Reports**

### [Commentary: Why Good Data Matters](#)

It is difficult to evaluate any material in isolation, as most materials today are being compared to each other either as to their relative “greenness” in general or their impact on climate change specifically. The most credible approach to these comparisons is through the use of Life Cycle Assessment (LCA), a process we have discussed at length previously and one that also forms the basis of globally accepted Environmental Product Declarations (EPDs).

### [5-Year Review of Forest Action Plans and Effective Water Quality Protections](#)

The 2008 Farm Bill included the requirement that forestry agencies in each state, U.S. territory and the District of Columbia develop assessments of the forests within their boundaries and strategies for addressing threats to these forests. The resulting *Forest Action Plans*, known technically as Statewide Forest Resource Assessments and Strategies, collectively provide a comprehensive strategic plan for the nation’s forests and a roadmap to care for them. The plans were completed in 2010 and as of 2015 the plans developed by each state and U.S. territory are reaching their 5-year anniversary.

This report provides an overview of the *Forest Action Plans* and reviews the specific plans in three states and one island territory to evaluate accomplishments related to protecting water quality in the five years since they were completed. The findings of this review support the conclusion that these plans provide a valuable tool for thoughtfully and thoroughly addressing threats and opportunities across diverse forests.

### [Right-of-Way Steward Utility Accreditation](#)

The Right-of-Way Steward Utility Accreditation Program, administered by the Right-of-Way Stewardship Council (ROWSC), establishes standards of excellence for responsible right-of-way vegetation management on utility transmission corridors. The accreditation process presents an opportunity for companies to demonstrate their commitment to such standards, and third-party recognition ensures an independent, proven process to convey credibility and bring recognition to integrated vegetation management (IVM) programs.

The purpose of this report is to introduce right-of-way accreditation as another tool in the sustainable systems management toolbox and to discuss the experience of participants to date in the ROWSC accreditation process as determined through an online survey of utility representatives. The survey was designed to better understand participant’s organizational goals and objectives, how those objectives have been realized thus far, and to identify areas of process improvement.



## [American Chestnut: A Primer on an Eastern Forest Icon](#)

At the turn of the 20th century, an estimated 4 billion American chestnut trees thrived in the eastern forests of the United States. American chestnut had numerous beneficial qualities including providing wood products and food for humans, livestock, and wildlife. Then in the early 1900s a deadly fungus struck. By 1950 the American chestnut was essentially eliminated as a forest canopy tree. Today, efforts are underway to return this tree to the landscape and restore the many environmental and societal benefits it provided.

## [Permaculture 101: An Introduction to Regenerative Design](#)

Permaculture is an ethical design approach rooted in observation of ecological processes. These processes act as a framework for creating regenerative systems for human material and non-material needs, including food, shelter, and energy, as well as economic, legal and social structures. Permaculture's hallmark is the beneficial integration of internal and external elements within a given space for optimal function, production and beauty. Systems designed using the permaculture approach mimic nature in order to minimize waste, maximize efficiencies, and produce abundant yields. Permaculture itself is not a discipline, but rather a design approach based on connecting different disciplines, strategies, and techniques. Systems designed using permaculture can incorporate agricultural practices in addition to elements of a wide range of other disciplines, including landscape design, architecture, community development, energy production and storage, land management, and economic and legal structures.

## [Fire Adapted Communities: Nationwide Efforts and Community-Based Tools for Living with Wildfire](#)

Wildland fires have shaped North American landscapes for millennia and can provide many ecological benefits including a reduction in non-native plants and pests, removal of undergrowth that prevents regeneration of desired native species, and soil nutrient enrichment. However, today, for a number of reasons, in many places the ecological benefits of fire are outweighed by the potential environmental and economic costs, putting both communities and natural areas at risk.

A new initiative, Fire Adapted Communities, acts as an overarching framework that guides wildland-urban interface communities in addressing wildfire risks. Fire Adapted Communities' approaches include wildfire education, planning, community partnership-building and hands-on activities designed to provide wildland-urban interface citizens with the necessary knowledge, tools and motivation to prepare their communities for inevitable wildfires. Post-fire recovery is also an area of emphasis. The more steps a community takes toward wildfire preparedness, the more fire-adapted it becomes.

## [The Role of Cooperatives in Forestry](#)

The ability to pool resources, lower unit cost and increase revenues can be key to any business, but especially to the forest and agricultural sector. Cooperatives provide a business structure that facilitates the ability of farmers and foresters to generate the volume of material necessary to economically create value-added products, increase market access, lower cost to individuals for goods and services, and ultimately better manage the resource. In 2012 agricultural cooperatives generated \$4 billion in revenues for their owner-members. Famous Cooperative brands include Sunkist, Ocean Spray, and Welch's. In total there are over 100 million people belonging to 47,000 Cooperatives across the U.S. today. The role of U.S. Forestry cooperatives surged modestly in the 1990s and early 2000s, but waned with the recent recession. Lessons learned from that experience, from the ongoing success of international forestry cooperatives, and from other cooperative ventures illustrate the potential of cooperatives in forestry. Greater use of the cooperative business structure offers opportunities to the forestry community to increase the achievement of individual goals while maximizing the benefit to the marketplace and to the forest.

## [Impacts of Policies to Eliminate Illegal Timber Trade](#)

Illegal timber trade stemming from illegal logging has tremendous social, economic and environmental consequences. Illegal logging negates the intent of sustainable forest management, often causing or leading to forest degradation and deforestation—outcomes that can devastate forest dependent communities. Such activity is also linked to habitat destruction and species extinction. In addition, illegal logging results in huge losses in assets on, and revenues from, public lands, as well as losses in taxes and royalties within developing countries. The global trade in illegally harvested timber is highly lucrative and comparable to the production value of illegal drugs. Recognizing the multiple and exorbitant costs of illegal timber trade, governments and trade associations are increasingly implementing policies to ensure the legality of imports and exports.

## [Forest Policy Forum: A Forest Carbon Future](#)

Forest Sector and Forest Products Industry leaders – from landowners to manufacturers – have come together to identify opportunities and solutions for our forest carbon future. The Forest Policy Forum is focused on maintaining and growing productive and managed forests in the United States, with the goal of ensuring that federal and state public policies and voluntary customer initiatives recognize the carbon benefits of forests and a full range of forest products.

There are important legal, regulatory, and voluntary market initiatives that will continue to focus on reducing the carbon footprint of products and practices. Because the forest and forest products sector has inherent carbon advantages, as noted above, we are actively engaged in shaping these policies to further lower our carbon footprint in ways that fairly represent – and enhance – our sector's inherent advantages with regard to demonstrated carbon benefits.

## [Understanding Steel Recovery and Recycling Rates and Limitations to Recycling](#)

In an era in which waste recovery, recycling, and recycled content are high on society's agenda, improvement of recycling performance is on the radar screens of almost every product manufacturer. Increased impetus for more extensive recycling is the focus of an emerging environmental initiative to decouple increasing consumption from needs for additional resource extraction. A central goal is to reduce environmental impacts of consumption.

To achieve improvement in recycling rates first requires an understanding of what recycling statistics mean and current recovery and recycling rates. In this report we examine recycling rates for steel, the metal used in 8-9 times greater quantity than all other metals combined. We found that commonly used definitions of recycling serve to obscure actual recovery and recycling performance, that there are considerable losses of material with each use cycle, and that the often cited claim that steel is continuously recyclable without loss of quality is not true. We also found a much greater potential for steel recovery and recycling than is currently being realized.

## [Forest Certification Update: Changes to the SFI and FSC Standards in 2015](#)

Third-party forest certification began more than twenty years ago, and there have been a number of revisions to the standards used to conduct forest management audits in North America. In 2015, changes are once again being made in the Sustainable Forestry Initiative (SFI) and Forest Stewardship Council (FSC) programs. In general, the changes may be viewed as positive and representative of a continuing evolution in the understanding of responsible forestry and growth of the respective organizations. In many ways, it appears clear that forest certification programs are facing a breakpoint in their development – from “forming” to “norming.” The clarification of procedures and practices (e.g., principles, criteria, and indicators) that facilitate improved consistency and thus operational efficiency are a reflection of this stage of development. However, the rate of change in the standards (e.g., every five years or less) can cause marketplace frustration and confusion while also risking auditing inconsistencies. Recognition that, for a certification system to successfully guide improvement while also creating value, standards must be consistent and stable is key to future success.

## [Benefit Corporations and Certified B Corps: New Opportunities for Business](#)

Organizational activities for the common "good" have never been limited to just voluntary or non-profit organizations. Prior to the establishment of social benefit programs (such as unemployment insurance) at the state and national levels, businesses in a local region commonly served as the "employer of last resort" for those in need. Today, there are many for-profit businesses equally concerned about their neighbors and the common good. However, there are challenges in gaining recognition for those efforts, and in many states there are legal inhibitions for corporations trying to address social or environmental issues at the expense of profits. Over the past thirty years a variety of certification programs, including organic, marine, and forest

certification, have captured the attention of those for-profit organizations trying to separate themselves from the herd. Although these material sourcing approaches are very valuable, they do not necessarily address the core nature of the for-profit business itself. For-benefit status and B Corp certification have the potential to complement and supplement these programs, especially for chain-of-custody participants. For-Benefit Corporation legislation provides the legal basis and For-Benefit certification the recognition needed to support positive corporate behavior.

### [Building with Wood: Proactive Climate Protection](#)

Forests play a critical role in filtering and renewing our air. Trees absorb carbon dioxide (CO<sub>2</sub>) and water (H<sub>2</sub>O), and release oxygen (O<sub>2</sub>). The carbon absorbed is stored until the trees die and decay or are burned in a wildfire, at which point the carbon is released back into the atmosphere. Some of the carbon absorbed by trees is stored for a long period of time within the forest.

Less known is the fact that trees use carbon (CO<sub>2</sub>) to produce wood, and that products made from wood continue to store carbon for as long as they exist. In fact, one-half the weight of wood is carbon. The ability of wood to store large quantities of carbon for long periods of time sets wood apart from, and provides a significant advantage over other building materials such as steel and concrete.

### [The Green Guides: What, Why and How of Green Marketing Claims](#)

Federal Trade Commission (FTC) Green Guides were first introduced in 1992 with the aim of ensuring that consumers who wish to purchase green (environmentally friendly) products and producers who wish to sell them are able to do so effectively. The Guides help marketers to avoid making “misleading environmental claims” and ensure that claims made by marketers are “truthful and non-deceptive”. The FTC revised the Green Guides in 1996 and 1998. A third revision process began in 2010 and the current version of the Guides was released in October 2012. The most recent revision process updated existing sections and added new sections addressing claims related to carbon offsets, “green” certifications and seals of approval (e.g. Good Housekeeping or Better Business Bureau), renewable energy, renewable materials, non-toxic products, and ozone-safe or ozone-friendly materials. This report summarizes the requirements of the Green Guides as they relate to renewable and recyclable materials, including wood and fiber products. This report also highlights recent changes to the Green Guides and the overall impact of the guidelines on green marketing efforts. As the FTC clarifies the definition of terms for marketing purposes, it behooves natural resource-based industries to pay attention to and, whenever possible, to participate in the process to ensure their thoughts and concerns are considered.

*Access the complete commentaries and reports online at: [www.dovetailinc.org/reports](http://www.dovetailinc.org/reports)*

## **2015 News Releases**

- [Environmentally Responsible Christmas Tree Disposal](#)
- [Join Dovetail at the Southern California Wood Solutions Fair](#)
- [Join Dovetail Partners at Urban Forest Connections Webinar on December 9<sup>th</sup>](#)
- [New Dovetail Partners Report Reviews Forest Action Plans Upon Five-Year Anniversary](#)
- [Real vs. Artificial Christmas Trees - An Environmental Perspective](#)
- [Join Dovetail at the 2015 Northwest Wood Solutions Fair](#)
- [Join Dovetail at the 2015 Partners in Community Forestry Conference on November 19<sup>th</sup>](#)
- [Dovetail Partners to Present at the AIA Wisconsin 'Timber Technology in Architecture' Workshop on November 6<sup>th</sup>](#)
- [SMUD Recognized as Accredited Right-of-Way Steward Utility for Commitment to Integrated Vegetation Management along Electric Transmission ROWs](#)
- [Wood the Focus of Urban Sustainability, Rural Prosperity Forum](#)
- [Join Dovetail Partners at Presentation on Opportunities to Improve Innovative Use of Minnesota-Grown Wood Products](#)
- [National Bioenergy Day 2015 to be Held on October 21<sup>st</sup>](#)
- [Join Dovetail Partners Oct 20th at Urban Sustainability, Rural Prosperity Panel Discussion During National Forest Products Week](#)
- [Join Dovetail Partners at Power Pairings Breakfast on October 15th to Learn About Biomass for Energy](#)
- [AltaLink Earns North American Accreditation as Right-of-Way Steward Utility](#)
- [Join Dovetail Partners at the Wood-Science-Economy International Scientific Conference](#)

- [Bonneville Power Administration and AltaLink Become Accredited Right-of-Way Stewards](#)
- [Join Dovetail at the 2015 Northeast Wood Solutions Fair](#)
- [New Resources at Forestinfo.org Address Urban Forest Ecology, Natural Resource Management, Forest Health, Wildfires, Naturalist John Muir and More](#)
- [Ecofootprint Program Grant Awarded to Dovetail Partners to Support Northern Minnesota Bat Research and Education with Forest Land Managers](#)
- [Dovetail Partners Awarded Donald G. Gardner Humanities Trust Grant for Community Art Contest and Exhibit in Ely, Minnesota](#)
- [Prepare for Back to School with Forestinfo.org](#)
- [Dovetail Partners Introduces New Summer 2015 Interns](#)
- [Forest Policy Forum Report Highlights Carbon-Related Benefits of Managed Forests](#)
- [Join Dovetail Partners at Georgia Urban Wood Utilization Workshops](#)
- [Ely Residents Encouraged to Learn How to Protect Their Neighborhood from Wildfire Risks and Take Action During Firewise Demonstration Days this Summer](#)
- [Join Dovetail at the Society of Wood Science & Technology's 58th International Convention](#)
- [Environmental Education Opportunities Provide a Summer of Learning for Students and Teachers](#)
- [Dovetail Partners Proudly Supports 2015 Wildfire Community Preparedness Day](#)
- [Right-of-Way Stewardship Council Recognizes Pacific Gas and Electric Company as a Right-of-Way Steward Utility](#)
- [Celebrate the Importance of Forests and Trees on the 45th Anniversary of Earth Day](#)
- [Celebrate Forests on March 21<sup>st</sup>](#)
- [Join the Right-of-Way Stewardship Council at Industrial Vegetation Management](#)

[Association of Alberta's 2015 Conference](#)

- [New Type of Facility Assistance Available Through MN SWET](#)
- [Join MN SWET at the Clean Energy Resource Teams 2015 Conference](#)
- [Sustainable Forestry Teachers' Tours Offer Educators Hands-On Opportunities in 2015](#)
- [New Eco-Link Explores Paper Production, Fiber Sources and Environmental Impacts](#)
- [Join Dovetail at the 2015 Southeast Wood Solutions Fair](#)
- [Valentine's Day Made Greener with Local, Renewable Energy](#)
- [Dovetail Partners Announces Release of New Publication Highlighting Wood Building Products and Carbon Storage](#)
- [Unleashing the Power of People: A Guide to Organizing People and Systems](#)
- [Join Dovetail at the 2015 Bay Area Wood Solutions Fair](#)
- [Dovetail Partners Promotes Innovation Voucher Program](#)

*Access the complete news releases online at: [www.dovetailinc.org/news](http://www.dovetailinc.org/news)*

## **Dovetail in the News in 2015**

- [Dovetail Partners' Campaign to Save the Northern Long Eared Bat Gains Altitude](#)  
**Enbridge** December 9th, 2015
- [Research Spotlights 'Threatened' Bats](#)  
**Pine Journal** August 29th, 2015
- [Wildfire School: Landowners Learn How to Protect Their Property](#)  
**North County - Timberjay Newspapers** July 31, 2015
- [Sustainable Forestry Teachers' Tours Offer Educators Hands-On Opportunities in 2015](#)  
**SEEK** March 12, 2015
- [3M Releases Revised Paper Policy Providing Leading Edge Protection for Forests, Endangered Species, and Forest Communities Worldwide](#)  
**3M** March 15, 2015

Access the complete "Dovetail in the News" list at: [www.dovetailinc.org/news\\_pages/in\\_the\\_news](http://www.dovetailinc.org/news_pages/in_the_news)



## **Dovetail Board, Advisors, Staff & Interns**

### **Dovetail Board of Directors 2015**

Jeffrey Howe, Ph.D., *Chairman of Dovetail Partners*

Brian Adams, *Senior Vice President, Bremer Bank*

Jim Bowyer, Ph.D., *Bio-products and Environmental Consultant*

Edwin Chanin, *Attorney, Chanin Law Firm*

Jill Koosmann, *CEO, HRK Group, Inc.*

Michele Whyte, *Global Head of Sustainability & Quality, 3M Consumer Business*

### **Dovetail Board of Advisors 2015**

William Banzhaf, *Former President, Sustainable Forestry Board, Retired*

Paul DeLong, *Wisconsin State Forester, Wisconsin Department of Natural Resources, Division of Forestry*

R. Philip Guillery, *Systems Integrity Director, FSC*

Reginaldo Hasslett-Marroquin, *Director, Rural Enterprise Center*

Robert Hrubes, Ph.D., *Senior Vice President, Scientific Certification Systems, Forest Conservation Program*

Douglas MacCleery, *Senior Policy Analyst, Forest Management Division, National Forest System, Washington, D.C.*

Nick Martin, *Chief Technical Officer, American Carbon Registry*

### **Dovetail Staff 2015**

Jeffrey Howe, Ph.D., *President*

Kathryn Fernholz, *Executive Director*

Jim Bowyer, Ph.D., *Director of Responsible Materials Program*

Steve Bratkovich, Ph.D., *Project Manager for Recycling and Reuse*

Matt Frank, *Environmental Program & Research Associate*

Harry Groot, *Dovetail Associate*

Ed Pepke, *Dovetail Associate*

Gloria Erickson, *Dovetail Associate for Fire Adapted Communities*

### **Dovetail Interns 2015**

Neal Callinan, *Renewable Energy and Biomaterials*

Christine Johnson, *Responsible Materials*

DeSeul Kim, *Responsible Materials and Certification*

Chase Taylor, *Renewable Energy*

Liam Krause, *Environmental Education*

Alyssa Belsito, *Certification*

Annie Shapiro, *Responsible Materials and Policy*

Sunny Leung, *Responsible Materials*

Cassandra Baumgartner, *Responsible Materials*

Alex Van Vlaenderen, *Land Use*

## **Financial Statement 2015**

Dovetail Partners, Inc.

*Statements of Financial Position*

December 31, 2015

### **Assets**

Cash	\$174,340
Investments	-
Grants and contracts receivable	83,874
Prepaid expenses	-
Total Current Assets	258,214
Property and Equipment - Net	<u>7,500</u>
<b>Total assets</b>	<b><u>\$265,714</u></b>

### **Liabilities and Net Assets**

#### Liabilities:

Accounts payable	\$27,434
Accrued wages and payroll taxes	18,152
Funds held for others	-
Total current liabilities	<u>45,586</u>

#### Net assets:

Unrestricted	202,045
Temporarily restricted	<u>18,083</u>
Total net assets	<u>220,128</u>
<b>Total liabilities and net assets</b>	<b><u>\$265,714</u></b>

Dovetail Partners, Inc.

*Statements of Activities and Changes in Net Assets*

December 31, 2015

	<b>Unrestricted</b>	<b>Temporarily Restricted</b>	<b>Total</b>
<b>Support &amp; Revenue</b>			
Grants and Contributions	\$200,883	\$36,000	\$236,883
Fees for Service	219,798	-	219,798
Sales	841	-	841
Interest Income	85	-	85
Miscellaneous Income	-	-	-
Net Assets Released from Restrictions:			
Satisfaction of Program Restrictions	17,917	(17,917)	-
<b>Total Support and Revenue</b>	<b>439,524</b>	<b>18,083</b>	<b>457,607</b>
<b>Expenses</b>			
Program Services	433,454	-	433,454
Support Services:			
Management and General	44,162	-	44,162
Fundraising	13,817	-	13,817
<b>Total Support Services</b>	<b>57,979</b>	<b>-</b>	<b>59,979</b>
<b>Total Expenses</b>	<b>491,433</b>	<b>-</b>	<b>491,433</b>
<b>Change in Net Assets</b>	<b>(51,909)</b>	<b>18,083</b>	<b>253,954</b>
<b>Net assets – Beginning of Year</b>	<b><u>253,954</u></b>	<b>-</b>	<b><u>253,954</u></b>
<b>Net assets – End of Year</b>	<b><u>\$202,045</u></b>	<b><u>\$ 18,083</u></b>	<b><u>\$220,128</u></b>

Dovetail Partners, Inc.

*Statement of Functional Expense*

December 31, 2015

	<b>Program Services</b>	<b>Management and General</b>	<b>Fundraising</b>	<b>Total Support Services</b>	<b>Total All Services</b>
<b>Expenses</b>					
Salaries	\$187,950	\$29,797	\$11,460	\$41,257	\$229,207
Payroll Taxes	<u>14,241</u>	<u>2,258</u>	<u>868</u>	<u>3,126</u>	<u>17,367</u>
Total Personnel Costs	202,191	32,055	12,328	44,383	246,574
Consulting	143,879	-	-	-	143,879
Program Expense	33,548	-	-	-	33,548
Staff Mileage/Travel	27,921	-	-	-	27,921
Occupancy	8,755	1,388	534	1,922	10,677
Accounting	-	7,950	-	7,950	7,950
Telephone/Internet	3,845	610	234	844	4,689
Board Expense	-	283	-	283	283
Insurance	3,048	483	186	669	3,717
Miscellaneous	2,017	320	122	442	2,459
Dues/Subscriptions	1,485	-	-	-	1,485
Marketing/Advertising	2,344	372	143	515	2,859
Printing and Copying	1,488	236	91	327	1,815
Office Supplies	837	133	51	184	1,021
Education and Training	-	-	-	-	-
Depreciation	<u>2,096</u>	<u>332</u>	<u>128</u>	<u>460</u>	<u>2,556</u>
<b>Total Expenses</b>	<b>\$433,454</b>	<b>\$44,162</b>	<b>\$13,817</b>	<b>\$57,979</b>	<b>\$491,433</b>

Dovetail Partners, Inc.  
*Statements of Cash Flows*  
December 31, 2015

**Increase (Decrease) in Cash and Cash Equivalents**

Cash Flows from Operating Activities:

Change in Net Assets	\$(33,826)
Adjustments to Reconcile Change in Net Assets to Net Cash Provided (Used) by Operating Activities	
Depreciation Expense	2,556
Increases (Decreases) in Current Liabilities:	
Accounts Payable	(78,144)
Accrued Wages and Payable Taxes	5,406
Funds Held for Others	(6,757)
Decreases (Increases) in Current Assets:	
Grants and Contracts Receivable	<u>147,164</u>
Net Cash Provided (Used) by Operating Activities	36,399

Cash Flows from Investing Activities:

Purchase of Property and Equipment	-
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Cash Flows from Financing Activities:

None	<u>-</u>
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**Net (Decrease) in Cash and Cash Equivalents** 36,399

**Cash and Cash Equivalents – Beginning of Year** 137,941

**Cash and Cash Equivalents – End of Year** \$174,340

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