



OPERATING PLAN
Fiscal Year 2015
July 1, 2014 – June 30, 2015



*Serving the States of Connecticut, Delaware, Maine,
Massachusetts, New Hampshire, New Jersey, New York,
Pennsylvania, Rhode Island, & Vermont*

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Northeast Recycling Council, Inc. OPERATING PLAN

INTRODUCTION

The Northeast Recycling Council, Inc. (NERC) is a multi-state non-profit organization that is committed to environmental sustainability through responsible materials management. Its programs emphasize source reduction, reuse, recycling, composting, environmentally preferable purchasing, and decreasing the toxicity of the solid waste stream with a focus on the 10-state region comprised of Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont. NERC's member states make up one-sixth of the nation's population.

As an organization, NERC conducts projects that influence policy and affect change through research, technical assistance, demonstration and implementation of projects, and education. NERC continues to be a dynamic and varied organization, committed to environmental and economic sustainability through all aspects of recycling and recyclables market development. NERC regularly implements innovative projects, generally funded by federal and state grants, and private sponsors and contracts. It hosts and supports three national programs: the Toxics in Packaging Clearinghouse; the Electronics Recycling Coordination Clearinghouse, and the State Electronics Challenge. NERC provides a significant educational resource through its website (www.nerc.org), which includes all project findings and related tools.

NERC is nationally recognized as a leader in innovation, substance, and knowledge in the fields of source reduction, reuse, recycling, composting, and environmentally preferable purchasing. Its success is a hallmark of the leadership of its Board and the outstanding credentials of its staff.

NERC's mission is:

To advance an environmentally sustainable economy by promoting source and toxicity reduction, recycling, and the purchasing of environmentally preferable products and services.

NERC seeks to fulfill its mission through the following vision:

- Leverage the strengths and resources of its member states and Advisory Members (<http://nerc.org/advisory-members/advisory-members>) through collaboration and information exchange.
- Represent a voice for the common interests of the 10 member states relative to toxicity and source reduction, recycling, composting, environmentally preferable purchasing, climate change, and environmental sustainability.
- Develop and maintain relationships, dialogues, and strategic alliances with stakeholders to advance an environmentally sustainable economy.
- Provide a forum for communication, strategic planning, and the exchange of information on the issues of environmental sustainability, climate change, energy conservation, and materials management.
- Provide a non-partisan voice on materials management issues.

In December 2013, NERC began a strategic planning process which will result in key changes to many aspects of NERC's operations and strategies to strengthen the organization for improving the implementation of its mission. In addition, the mission statement will be updated in the beginning of FY 2015, when the strategic planning process is completed.

PRIORITY AREAS OF INTEREST

The Board of Directors has identified the following topics as priority areas for NERC to focus on in the first half fiscal year, presented in order of ranking – there being a number of items with equal ranking:

1st

- Organics – commercial composting

2nd

- Climate change - issues related to climate change where increasing/improving materials management strategies and programs would have a beneficial impact
- Recycling market development (in general)
- Addressing Advisory Member priorities

3rd

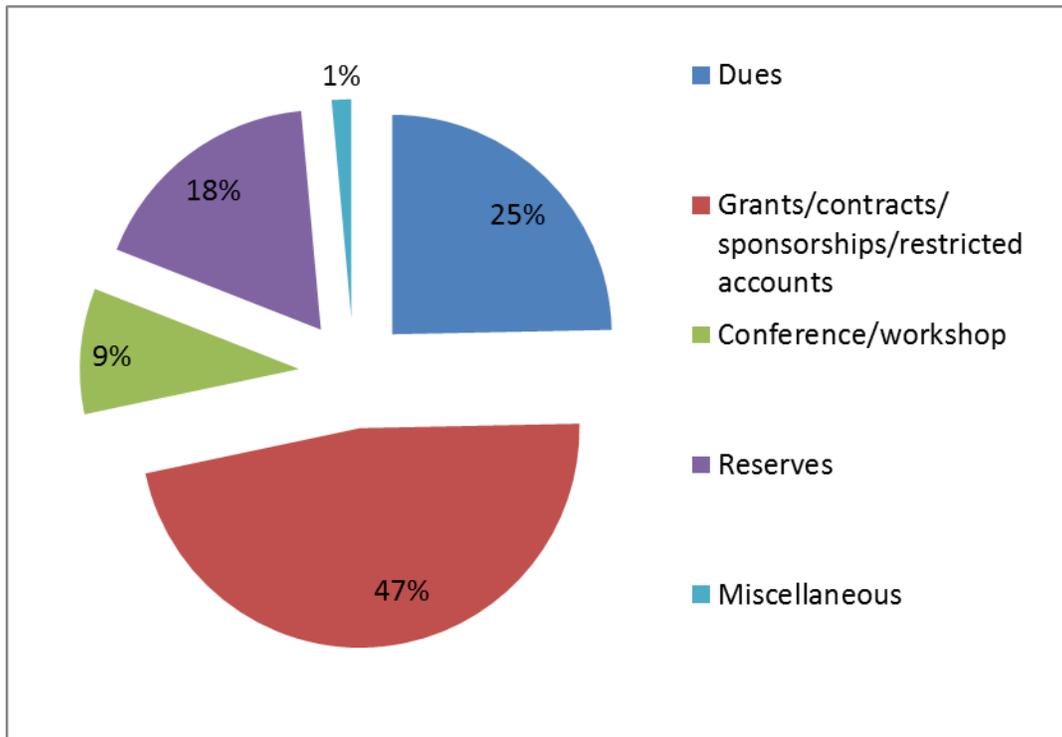
- Design for recycling
- Extended producer responsibility
- Recycling and the economy – the connections between
- Sustainable materials management (in general)

Prospects for funding that may assist the organization in undertaking projects that address any or all of these issues will be monitored by staff and appropriate opportunities will be pursued.

FUNDING

NERC's operations and programs are funded in several ways:

- State and Advisory membership dues, as well as Individual Supporters
- Grants for specific projects and activities, and contractual projects (fee for service) – including released from restricted accounts
- Private sector project sponsorship
- Registration, exhibitor, and sponsorship fees for NERC conferences and workshops
- Reserves



NERC staff regularly seeks and applies for grants, fee for service projects, and project sponsorships, as well as promoting membership in NERC, in order to sustain the organization and its operations.

The level to which a project benefits a NERC member state depends upon the type of project, the source of funding, and the level of interest of each state. Some projects can only be implemented in certain states, but all states—even beyond NERC’s core states—benefit from the results. All project outcomes and related resources are posted and publicly available on the NERC website.

OPERATIONS

NERC currently employs an Executive Director and four staff who are responsible for managing the organization and delivering its services and products. In the first half of the fiscal year, efforts will be made to fill a new full-time position: the Director of Advisory Member Services & Development. Outside consultants are used, as necessary, to support operations and specific projects. For example: to improve the visibility of its website, NERC is currently working with a Search Engine Optimization firm; a consultant is assisting with the strategic planning process; and, NERC has ongoing relationships with a website programmer for assistance with the three websites maintained by NERC.

The Executive Director (Director) is the Chief Executive Officer of and Secretary to NERC. The Director manages NERC’s day-to-day affairs and is subject to the policies established by, and general supervision of, the Executive Committee of the Board of Directors. The Director has full responsibility to recruit, appoint, manage, and terminate staff, administer all planning and institutional development activities, and is the organization’s principal representative and spokesperson. The Director is expected to be proactive in identifying issues, opportunities, and challenges for the organization and in developing policies and responses to those matters to be considered by the Board of Directors. Current NERC staff is listed below.

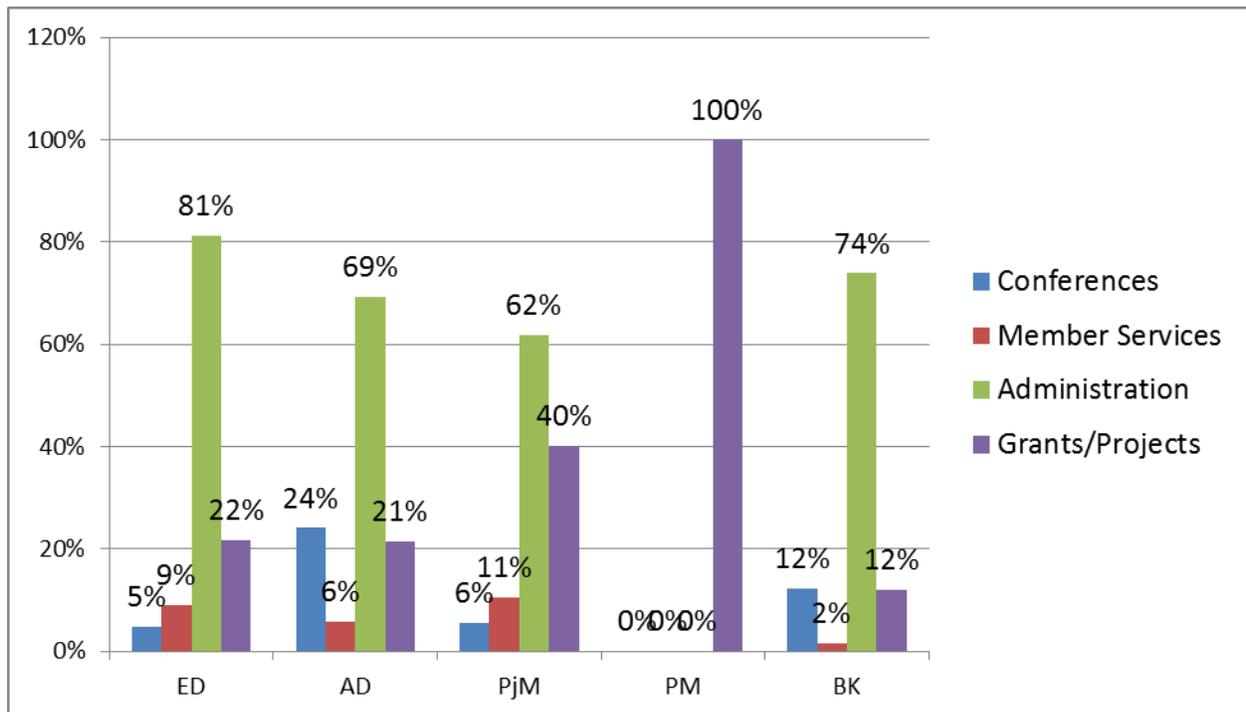
Name	Title	% of Full Time
Lynn Rubinstein	Executive Director	100%
Mary Ann Remolador	Assistant Director	100%
Athena Lee Bradley	Projects Manager	100%
Patty Dillon	Program Manager	Hourly ~ 20 hours/week
Robert Kropp	Bookkeeper	Hourly ~ 24 hours/week

Staff responsibilities and activities can be classified in one of five general categories:

- Ongoing programs and member services
- Conferences, workshops, and Board meetings
- Projects – grant, contract, and sponsorship funded
- Fundraising and grantwriting
- Administration and finance

The following chart reflects the relative time commitment of full-time staff to each of these areas of operation, including:

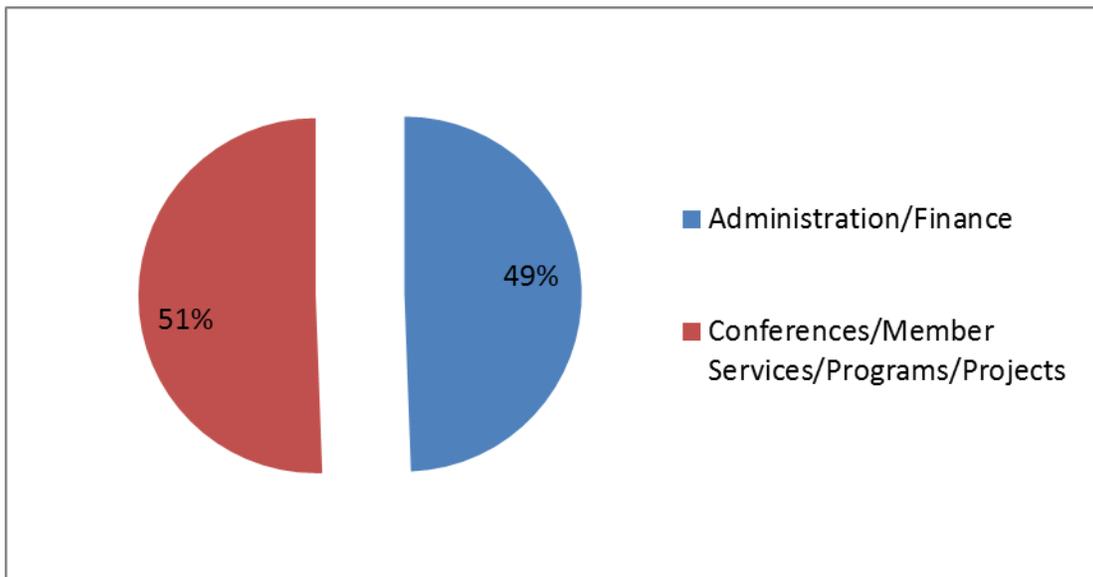
- Conferences, workshops, and Board meetings (“Conferences”)
- Member services and ongoing programs (“Member Services”)
- Administration and finance, including fundraising and grantwriting (“Administration”)
- Grant, contract, and sponsorship funded projects (“Grants/Projects”)



ED = Lynn Rubinstein, Executive Director
AD = Mary Ann Remolador, Assistant Director
PjM = Athena Lee Bradley, Projects Manager
PM = Patricia Dillon, Program Manager
BK = Robert Kropp, Bookkeeper

- “Conferences” includes the annual workshop and Board meetings.
- “Programs” includes ongoing programs and member services, such as answering questions, the Email Bulletin, managing the listservs, and website maintenance.
- “Projects” are substantive projects funded by outside sources.
- “Administration” captures a wide-range of staff activities, including: personnel management; office management; financial management; fundraising and grant writing; representing NERC at events and on committees; staff education and professional development; development of the Operating Plan, Annual Report, and NERC-specific documents; Board communications; Executive Committee communications and activities; and database management.

Overall, a little more than half of staff time is spent on delivering substantive programming, including the conferences/workshops.



Ongoing Programs and Member Services

State and Advisory membership dues, and the Individual Supporter category, are dedicated to the following programs and member services:

- Providing information and serving as a clearinghouse for members, the public, press, federal and state agencies, non-profits, and businesses
- Preparation and dissemination of NERC’s Email Bulletin
- Administering the EPPnet and Organics Management listserv
- Website maintenance and development
- Social media, including Facebook, Twitter, and blog
- Development and delivery of annual workshop, conference, and Board meetings
- Development and delivery of a meeting on jobs and the economy, as it pertains to extended producer responsibility (EPR)
- Serving on National committees and Boards

Information Clearinghouse

One of NERC's most important roles is educating its constituents about source reduction, reuse, recycling, composting, environmentally preferable purchasing, and decreasing the toxicity of the solid waste stream. All of its projects and programs contribute to these efforts. In addition, NERC is regularly contacted—by phone and email—with questions and requests for assistance. NERC's staff makes every effort to respond to these requests as fully as possible. It is important to note that NERC has and continues to allow broad access to our website as a matter of public service and a prudent practice to carry out the mission of the organization.

Project Manager: Lynn Rubinstein, Executive Director

Email Bulletin

Each year, NERC publishes 11 issues of its Email Bulletin, which features brief articles about NERC activities and other related news, including announcements about publication of new resources on the website, State and Advisory Member updates, and occasional updates from the Toxics in Packaging and Electronics Recycling Clearinghouses. The Bulletin has a distribution of approximately 850 individuals throughout the region and nation. It is offered as a free resource to any interested party.

Project Manager: Lynn Rubinstein, Executive Director

Listservs

NERC hosts and manages two listservs: EPPnet and Organics Management Northeast. EPPnet is a long-term national listserv focused on environmentally preferable purchasing. The Organics Management Northeast listserv was launched at the end of FY 2014. Its purpose is to share information about what is happening with organics management. This is a unique listserv as it is open to anyone interested in advancing organics diversion in the Northeast through promotion of the organics management hierarchy (i.e., reduction, recovery, recycling [composting], anaerobic digestion).

Project Manager: Athena Lee Bradley, Projects Manager

Websites

NERC maintains three websites: NERC (www.nerc.org), the State Electronics Challenge (www.stateelectronicschallenge.net), and the Toxics in Packaging Clearinghouse (www.toxicsinpackaging.net).

The NERC website continues to be one of the organization's most effective outreach and education tools. The site is developed and managed in-house, and includes new and updated resources, as well as the results and products from all NERC projects. The site is based on a content management platform; as such staff are responsible for maintaining the website. On occasion, outside programming assistance is required. Based on data from FY2014, there are approximately 2,400 visits a month to the website.

In this fiscal year, NERC plans to update selected documents and resources, as well as add new resources to the website. Planned updated documents include:

- Disposal Bans & Mandatory Recycling in the United States
- Environmentally Preferable Purchasing by Northeast States
- Market Resources for Recycling Industries
- State Surplus Fact Sheets
- State Surplus Property Program Contacts

The State Electronics Challenge website (www.stateelectronicschallenge.net) is maintained by Lynn Rubinstein and Patty Dillon with the assistance of two contractors: a programmer and a webmaster. This site is actively maintained and updated with new resources, announcements of webinars, and additions of new Partners.

The Toxics in Packaging Clearinghouse website (www.toxicsinpackaging.net) is maintained by Patty Dillon with the assistance of a webmaster contractor.

Project Managers: NERC website: All full-time staff contribute to NERC website updates and new documents. State Electronics Challenge website: Lynn Rubinstein, Executive Director, and Patricia Dillon, Program Manager, are responsible for this site. The Toxics in Packaging Clearinghouse website is managed by Patricia Dillon.

Social Media

NERC maintains a Facebook page (<https://www.facebook.com/pages/Northeast-Recycling-Council-Inc/202784529753484?sk=wall>), Twitter account (<https://twitter.com/NERecycling>), and blog (<http://nerc.org/news-and-updates/blog/nerc-blog/>). The blog features weekly articles. NERC's Facebook page and blog are promoted through articles and announcements in NERC's Email Bulletin. Guest blog writers are also solicited.

Project Manager: Athena Lee Bradley, Projects Manager

Conferences, Workshops, & Board Meetings

NERC staff is responsible for the development and implementation of a regional conference, a workshop, and a minimum of two Board of Directors meetings. In addition, staff organizes Board of Directors calls and telephone meetings. Fulfillment of these responsibilities includes:

- Researching topics and developing agendas, securing speakers, and securing exhibitors and sponsors
- Identifying appropriate event venues that meet NERC's criteria
- Arranging contracts with event venues, making arrangements for event services, and managing events
- Promoting and marketing the events
- Managing registrations and event finances
- Preparing event materials, such as registration packets and handouts
- Arranging Board of Director meetings and phone calls, including agenda development and follow-up, such as minutes and website updating.

Project Managers:

Board of Director Meetings & Calls: Lynn Rubinstein, Executive Director

NERC Conferences and Workshops: All Brattleboro-based staff contribute to delivering the conferences and workshops (see table below). Mary Ann Remolador, Assistant Director, is the lead for planning and organizing the two events. Conference and workshop planning and executive typically involve time and assistance from NERC members and their staff, in both developing agendas and in delivery of the event.

Staff	Time
Executive Director	5%
Assistant Director	24%
Projects Manager	6%
Bookkeeper	12%

Cumulatively, the conference, workshop, and Board meetings utilize approximately 12% of NERC staff’s time.

Funding for the conference and workshop comes from several sources: State and Advisory membership dues, event registrations, exhibitors, and sponsorships.

Regional EPR & the Economy Meeting

NERC will be hosting a meeting, entitled “*Bringing the Lessons of the Past from EPR to the Future*”, in the fall of 2014 to address ways in which EPR laws and voluntary initiatives can lead to increased jobs and economic growth within the region.

Project Manager: Lynn Rubinstein, Executive Director

Serving on National Committees & Boards

From time to time, NERC is asked to participate as an advisor or stakeholder on national committees. NERC’s Executive Director is currently serving on the NSF International¹ server standard development committee and the IEEE² computer and small server EPEAT standard development committee. She also volunteers as a Board member and Board Chair of the Sustainable Electronics Recycling International (SERI)³, the host organization for the R2 electronics recycling certification program.

Project Manager: Lynn Rubinstein, Executive Director

Projects - Grant and Contract Funded

To promote its mission, the organization pursues a wide range of grant and contract funded projects and programs and is known for the innovative and outstanding work accomplished through these efforts. Grant-funded project results are posted on the NERC website, and almost always include guidance and tools for implementation or replication. Website usage data reflect that these documents are seen as highly valuable resources.

Some projects are only implemented in selected states, but all states benefit from the results of NERC projects. Detailed information on all projects is available on its website at www.nerc.org. Table 1 lists NERC’s grants and contract-funded projects known for the first half of fiscal year 2015, in which NERC states are directly involved.⁴

¹ www.nsf.org

² www.ieee.org

³ Formerly, R2 Solutions. Time spent on SERI is not charged to NERC.

⁴ Pennsylvania is not included in the list as no projects are active in the state, with the exception of the State Electronics Challenge.

Table 1. LIST OF NERC'S GRANTS & CONTRACT-FUNDED PROJECTS & PARTICIPANT STATES											Project End Date	FY 15 Budget
Project	CT	DE	ME	MA	NH	NJ	NY	RI	VT	National		
Grant Funded												
Environmentally Preferable Purchasing Model Specifications	x	x	x	x	x	x	x	x	x	x	12/31/14	\$13,383
Innovative Strategies & Best Management Practices for Implementing Reuse Programs in Rural Communities in New York State & the St. Regis Mohawk Nation							x			x	9/30/15	\$35,982
Organics & Debris Management			x		x		x		x		9/30/14	\$1,082
State Electronics Challenge (EPA Regions 2 & 5)	x	x	x	x	x	x	x	x	x	x	9/30/14	\$4,008
Vermont School Composting & Recycling									x		5/31/14	\$11,250
Fee for Service/Contractual/Sponsorship												
Electronics Recycling Coordination Clearinghouse (ERCC)	x		x			x	x	x	x	x	Ongoing	\$31,540
Illinois Recycling Association										x	Completed – funds owed NERC	\$3,000
Reuse Marketplace	x	x		x		x	x	x	x		12/31/14	\$8,918
State Electronics Challenge (National)	x	x	x	x	x	x	x	x	x	x	Ongoing	\$82,200
Toxics in Packaging Clearinghouse	x				x	x	x			x	Ongoing	\$54,500

Overview of Grant & Contract Funded Projects

Following are brief overviews of the grant and contract funded projects to be undertaken in this fiscal year (presented alphabetically) and the source of funding.

Best Management Practices for Organics and Debris Management in Rural Towns

Through this project, NERC is promoting organics management, including waste reduction options, composting and mulching operations, marketing of organics, and disaster debris management preparedness in small and rural communities in Maine, New Hampshire, New York, and Vermont, and around the nation. NERC has completed all six organics management trainings under the project, as well as the onsite technical assistance requirements. Case studies of organics management models were developed and posted on the NERC website. This year, NERC will finalize and post a *Materials Best Management Practices Guidance Document* for rural, small, and tribal communities. A series of organics management webinars are also being offered in all four project states, along with two national webinars. This project will conclude September 30, 2014.

Project Manager: Athena Lee Bradley, Projects Manager

Funding source: USDA Rural Utility Services Solid Waste Management Grant Program

Electronics Recycling Coordination Clearinghouse (ERCC)

The ERCC is a forum for coordination and information exchange among the state agencies that are implementing electronics recycling laws. While the laws in the states vary in their structure and impact, there are many basic areas of overlap that can be implemented in a consistent manner. The ERCC serves to identify and coordinate joint approaches to common challenges.

The main priorities for the ERCC in the coming year will be to administer consumer awareness surveys on behalf of certain states, which will provide a baseline for an additional measure of performance of state programs, as well as to continue activities such as providing a common platform for manufacturer registration and conducting outreach to non-compliant companies in two or more states. Through these activities, as well as regular information sharing conference calls, ERCC hopes to serve as a key resource and a forum for reducing the administrative overlap of the different types of electronics recycling laws.



NERC provides administrative and financial management support to the ERCC with the substantive program areas being delivered by the National Center for Electronics Recycling (NCER). Currently, there are 17 state government members: California, Connecticut, Hawaii, Illinois, Indiana, Maine, Maryland, Michigan, Minnesota, New Jersey, New York, North Carolina, Oregon, Pennsylvania, Rhode Island, Vermont, and Wisconsin. There are also 27 affiliate members representing recyclers, manufacturers, and others.

Project Manager: Lynn Rubinstein, Executive Director

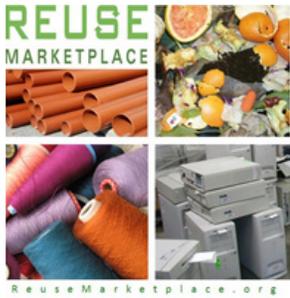
Funding source: Dues received from government and private sector entities.

Innovative Strategies & Best Management Practices for Implementing Reuse Programs in Rural Communities in New York State & the St. Regis Mohawk Nation

This project will provide directed technical assistance for the development and implementation of reuse programs; both local and regional. In addition to producing models for reuse programming in rural and Native American settings, it will deliver several state and national webinars. A guidance document entitled *Innovative Strategies & Best Management Practices for Implementing Reuse in Rural Communities* will also be developed. This project will begin October 1, 2014.

Project Manager: Athena Lee Bradley, Projects Manager

Funding source: USDA Rural Utility Services Solid Waste Management Grant Program



Reuse Marketplace

NERC administers the Reuse Marketplace (www.reusemarketplace.org), a regional trading website for reusable items. It is a free website to users, supported by member states and private sponsorships. Anyone can browse the site, but only businesses, government, non-profits, and institutions in seven states (Connecticut, Delaware Massachusetts, New Jersey, New York, Rhode Island, and Vermont) can post available or wanted items. Website maintenance is provided by iWasteNot Systems. This project will conclude December 31, 2014.

Project Manager: Mary Ann Remolador, Assistant Director

Funding Sources: Connecticut Department of Energy and Environmental Protection, Delaware Solid Waste Authority, Massachusetts Department of Environmental Protection, New Jersey Department of Environmental Protection, Rhode Island Resource Recovery Corporation, All American Waste, Harvest Power, Quantum Biopower, Willimantic Waste, and Wheelabrator.

Simplifying Environmentally Preferable Purchasing by Public Sector Agencies

NERC will be finalizing model environmentally preferable purchasing (EPP) product specifications for three product categories that purchasers have identified as challenging to buy “in green”—copy and multi-purpose paper, monochrome toner cartridges, and office supplies. The specifications will be promoted in ten states (Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont), as well as nationally.

Project Manager: Mary Ann Remolador, Assistant Director

Funding source: Roy A. Hunt Foundation

State Electronics Challenge

The State Electronics Challenge (SEC) is a voluntary program that encourages state, tribal, regional, and local governments, including schools, colleges, universities, other public entities, and non-profit organizations to:

- Purchase greener electronic office equipment
- Reduce the impacts during use through energy and paper conservation
- Manage obsolete electronic office equipment in an environmentally safe way.



Government entities and organizations participate as "Partners" in the program. The SEC provides Partners with free resources and technical assistance for improving electronics management practices and offers annual recognition to Partners that have achieved specific goals. To date, 134 government entities—representing 170,000 employees, in 36 states, have signed on as SEC Partners.

This year, NERC will continue to promote and support the Challenge in the Great Lakes States (Illinois, Indiana, Minnesota, New York, Michigan, Ohio, Pennsylvania, and Wisconsin) through an EPA grant which will conclude September 30, 2014. Through private sector sponsorship, the program will be promoted and supported in the balance of the United States for the entire fiscal year.

Project Managers: Lynn Rubinstein, Executive Director and Patricia Dillon, Program Manager

Funding sources: EPA Region 5; Samsung; Panasonic; Sims Recycling Solutions; the R2/RIOS program; and the Consumer Electronics Association (CEA)



Toxics in Packaging Clearinghouse

Through a contractual arrangement, NERC will continue to provide administration and staffing to the Toxics in Packaging Clearinghouse (TPCH). TPCH is a membership organization with nine state members: California, Connecticut, Iowa, Minnesota,

New Hampshire, New Jersey, New York, Rhode Island, and Washington. In addition, the Steel Recycling Institute, American Chemistry Council, and the Glass Packaging Institute (GPI) are TPCH advisory members.

TPCH is a central repository of information and technical assistance on state toxics in packaging laws. TPCH provides the following ongoing services to its members:

- Response to inquiries from the regulated community and others
- Coordination of responses to exemption requests
- Maintenance and update of the TPCH website, including the development of new educational materials and resources
- Outreach and education to targeted sectors of the packaging supply chain about the state laws, including testing laboratories and their customers in the manufacturing and retail sectors
- Maintenance and update of the Model Toxics in Packaging Legislation and promote consistent application of toxics in packaging requirements among member states
- Coordination of member state joint compliance and enforcement efforts.

TPCH also conducts special projects at the requests of members or with grants and contracts.

Project manager: Patricia Dillon, Program Manager

Funding source: Government and private sector membership dues paid to TPCH, plus state contract award for specialized services.

Vermont School Composting & Recycling

This project will entail working with a minimum of four schools in Southern Vermont to implement active and sustainable recycling and organics diversion programs by the end of the one year contract. NERC will hold stakeholder meetings at each school to set goals, discuss costs, review program roll out, etc.; conduct an assessment of each school to establish baseline estimate of amount of trash produced before program launch and help to determine program logistics; provide education and training for students, faculty, and staff at

each school to successfully launch and maintain programs; promote the programs in local press; and, work with schools, hauler(s), and school district personnel to assess trash collection cost saving opportunities.

Project Manager: Athena Lee Bradley, Projects Manger

Funding source: Vermont Agency of Natural Resources

ADMINISTRATION and FINANCE

In addition to project and program implementation, NERC staff is responsible for overall administration and management of the organization. This includes financial management and due diligence, personnel management, managing and maintaining office equipment, writing an Annual Report and Operating Plan, Board and Advisory Member communications and relationship building, legal compliance, fundraising, member relations, and IT. It also includes maintaining the financial integrity of the organization.

The Executive Committee, comprised of the President and Vice President of the Board, Treasurer, and the Executive Director (as Secretary to the Board), has general administrative oversight for the management of NERC. The Board of Directors is charged with setting NERC's direction and policies that further NERC's mission. Each dues paying member state, agency, or authority has a seat on the Board of Directors.

A new committee has been formed, the Advisory Member Services Development Committee. This committee will work closely with the Executive Director and new Development staff member to enhance and expand Advisory Membership and services.

A new committee that will be formed is the Communications Committee. This group will assist NERC in outreach and promotion of its services.

An essential element of staff responsibilities, particularly for the Executive Director (and eventually the new Development staff member), is fundraising. Fundraising includes grant writing, seeking new Advisory Members, working with existing Members to maintain their memberships, private sector program sponsorship, and individual supporters.

In addition, the Executive Director regularly reviews and pursues other ideas and opportunities that may arise, such as federal and state service contracts, foundation support, collaborative efforts, and fee for service opportunities that advance NERC's mission while securing revenues for the organization.

CONCLUSION

This will be an important transitional year for NERC, as it makes key decisions about a new strategic direction to strengthen the organization, updates its mission statement, adds a new full-time staff position, and seeks to implement new programs and activities. We look forward to becoming more engaged in the business community and promoting NERC's expertise as we continue the important work to uphold our mission and support our constituents.

NERC BUDGET

July 1, 2014 – June 30, 2015

Revenue	
Conference Sponsorship	\$7,250
Grants/Consulting	\$137,742
Interest	\$1,100
Membership, State	\$74,000
Membership, Advisory	\$60,000
Registrations	\$43,000
State Travel Accounts	\$4,720
Reimbursed Expenses	\$2,000
Total revenues	\$329,812
Release from restricted	\$117,621
Released from reserves	\$95,659
Total	\$543,092
Expenses	
Advertising	\$5,000
Bank Service Charges	\$2,500
Contract Labor	\$11,900
Equipment Purchase	\$7,500
Equipment Repairs	\$1,000
Gifts Given	\$600
Insurance	\$5,000
Internet	\$2,000
State Travel Costs	\$6,000
Office Supplies	\$1,500
Permits/licenses	\$1,750
Personnel expenses	\$394,334
Postage	\$150
Printing (copying)	\$400
Professional Services	\$17,635
Program - Meeting Expenses	\$15,000
Registrations	\$1,500
Rent	\$13,000
Subscriptions	\$2,000
Telephone	\$3,250
Travel	\$51,074
Total Expenses	\$543,092

Cash on hand (including restricted accounts) as of June 30, 2014: \$709,102

Restricted accounts balance as of June 30, 2014: \$229,372

Unrestricted net as of June 30, 2014: \$479,640