



OPERATING PLAN

Fiscal Year 2014

July 1, 2013 – June 30, 2014



***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 – FY 2014

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. NERC also administers three national programs.

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. 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://www.nerc.org/membership/advisory_members.html) 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 support of its mission and vision, in this fiscal year NERC staff will continue its work on seven (7) ongoing projects supported by federal, state, and foundation grants and contracts:

- Best Management Practices for Organics and Debris Management in Rural Towns

- Compost Market Development
- Electronics Recycling Coordination Clearinghouse
- Reuse Marketplace
- Simplifying Environmentally Preferable Purchasing by Public Sector Agencies
- State Electronics Challenge
- Toxics in Packaging Clearinghouse.

The Board of Directors has decided to review NERC's mission and vision statements in this fiscal year. This initiative will be led by the Executive Committee.

In addition, personnel will continue to provide ongoing reuse, recycling, composting, and environmentally preferable purchasing education and outreach by:

- Maintaining and enhancing NERC's website
- Providing a regional conference and a workshop
- Publishing a monthly Email Bulletin
- Providing and maintaining the EPPnet listserv
- Participating in social media marketing outlets.

PRIORITY AREAS OF INTEREST

The Board of Directors has identified the following topics as priority areas of concern for NERC in this fiscal year, presented in order of ranking, with the three final topics receiving equal ranking:

- Organics management
- Extended producer responsibility
- C&D debris management
- Recycling market development
- Sustainable materials management.

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

Existing projects and programs underway that address these priorities are:

- Organics and organics recycling market development
 - Best Management Practices for Organics and Debris Management in Rural Towns
 - Compost Market Development
- Extended producer responsibility
 - Conference and workshops
 - Electronics Recycling Coordination Clearinghouse
- Recycling market development
 - Best Management Practices for Organics and Debris Management in Rural Towns
 - Compost Market Development
 - Simplifying Environmentally Preferable Purchasing by Public Sector Agencies
 - State Electronics Challenge
- Sustainable materials management

- Best Management Practices for Organics and Debris Management in Rural Towns
- Compost Market Development
- Electronics Recycling Coordination Clearinghouse
- Reuse Marketplace
- Simplifying Environmentally Preferable Purchasing by Public Sector Agencies
- State Electronics Challenge
- Toxics in Packaging Clearinghouse

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
- Private sector sponsorships of specific projects
- Contractual projects
- Registration, exhibit, and sponsorship fees for NERC conferences and workshops.

At the end of FY 2013 the Board elected to adopt a “fee for service” program, in which NERC will be promoting its availability to do contract work for ‘outside entities’ that serve the purpose of NERC’s mission and meet the requirements established by the Board. Because of this expansion of services, we can anticipate more contract based work in FY 2014.

NERC staff regularly seeks and applies for grants and projects 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 employs an Executive Director and three staff who are responsible for managing the organization and delivering its services and products. Outside consultants are used, as necessary, to support operations and specific projects. In this fiscal year, the webmaster and bookkeeper services are being provided by contractors.

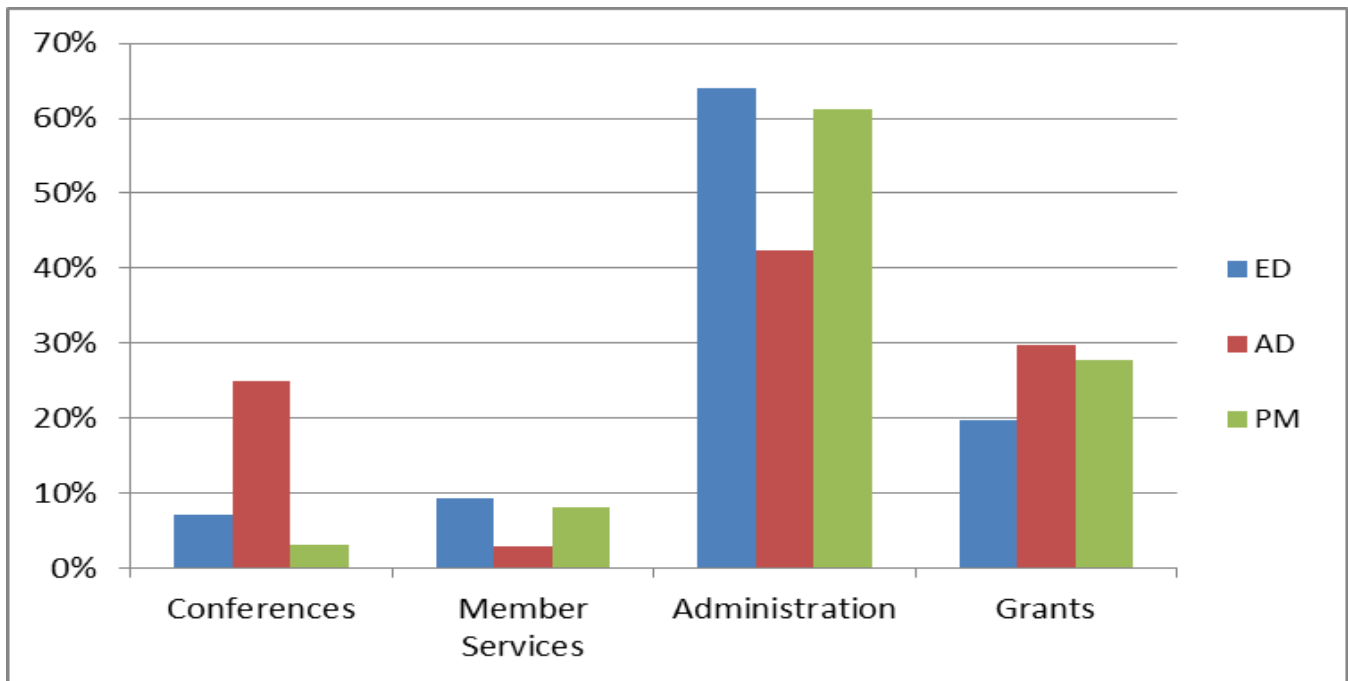
The Executive Director (Director) is the Chief Executive Officer of and Secretary to NERC. The Director manages NERC’s day-to-day affairs and is subject to the policies established by, and general supervision of, the Executive Committee of the Board of Directors. The Director has full responsibility 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. 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 ~ 16 – 24 hours/week

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

- Ongoing programs and member services
- Conferences, workshops, and Board meetings
- Projects - grant and contract funded
- Administration and finance.

The following chart reflects the relative time commitment of full-time staff to each of the areas of operation, including: member services and ongoing programs (“Ongoing Programs”), conferences, workshops, and Board meetings (“Conferences”), grant and contract funded projects (“Projects”), and administration and finance (“Administration”). In addition to full-time staff, NERC has one part-time hourly employee.



ED = Lynn Rubinstein, Executive Director
AD = Mary Ann Remolador, Assistant Director
PM = Athena Lee Bradley, Projects Manager

The category of “Administration” in this chart captures a wide-range of staff activities, including: personnel management; office management; fundraising; financial management; 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.

Ongoing Programs and Member Services

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

- Providing information and serving as a clearinghouse for the public, press, federal and state agencies, non-profits, and businesses
- Preparation and dissemination of NERC's Email Bulletin
- Administering the EPPnet listserv
- Serving on outside Boards and committees
- Website maintenance and development
- Social marketing
- Annual workshop, conference, and Board meetings.

Information Clearinghouse

One of NERC's most important roles is educating its constituents about reuse, recycling, source reduction, composting, environmentally preferable purchasing, and decreasing the toxicity of the solid waste stream. All of its projects and programs contribute to this. 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.

Email Bulletin

Each year, NERC publishes 11 issues of its Email Bulletin, which features brief articles about recent 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 Clearinghouse. 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

Serving on National Committees

From time to time, NERC is asked to participate as an advisor on national committees. NERC's Executive Director is currently serving on the Keep America Beautiful Recycling @ Work Advisory Council. She also serves on the Arc's eXplore eRecycling Expert Advisory Committee, an effort supporting e-scrap recycling employment for emotionally and physically challenged adults.

Serving on Outside Boards

NERC's Executive Director serves as a Board member and Board Chair of Responsible Recycling (R2) Solutions, the host organization for the R2 electronics processor certification program.

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://nerecycling.blogspot.com>). 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

Websites

NERC maintains three websites: NERC (www.nerc.org, www.stateelectronicschallenge.net, and 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. At the end of FY2013, a website redesign was instigated, including transitioning to a content management system platform. This will allow staff to have greater control and independence in posting to and managing site content. The new site will be launched in FY2014. Based on data from FY2013, there are approximately 2,300 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:

- Summary of Compost and Compost-Related Fertilizer Regulations in the Northeast States
- Residential e-waste recycling programs
- State program contacts listings
- State surplus property program contact listing.

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 contributes to the 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.

Conferences, Workshops, and Board Meetings

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

- Researching topics and developing agendas, securing speakers, reviewing and coordinating presentations, and securing vendors and sponsors
- Identifying appropriate event venues that meet NERC's specific criteria
- Arranging contracts with event venues, making arrangements for event services, and managing events
- Providing direct technical assistance to hotel personnel on further developing their recycling program to be more visible in the meeting and sleeping rooms
- Promoting and marketing the Conference and Workshop, including marketing the sale of speaker presentations or posting them on the NERC website
- Managing registrations and event finances
- Securing sponsors and exhibitors
- 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.

The delivery of the conferences, workshop, Board meetings and calls consume a significant percent of staff resources.

Staff	Time
Executive Director	7%
Assistant Director	25%
Projects Manager	3%

Cumulatively, the conference, workshop, and Board meetings consume approximately 12% of the NERC staff.

Funding of conferences and workshops comes from several sources: State and Advisory membership dues, event registrations, and sponsorships.

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. 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 and which NERC states are directly involved¹

¹ Pennsylvania is not included in the list as no current projects are specifically active in Pennsylvania, with the exception of the State Electronics Challenge.

Table 1. LIST OF NERC'S GRANTS & CONTRACT-FUNDED PROJECTS & PARTICIPANT STATES											Project End Date	Budget for FY14 ²
Project	CT	DL	ME	MA	NH	NJ	NY	RI	VT	National		
Organics & Debris Management			x		x		x		x		9/30/14	\$25,466
Compost Market Development				x	x	x	x				9/30/13	\$1,772
Electronics Recycling Coordination Clearinghouse	x		x			x	x	x	x	x	Ongoing	\$26,000 ³
Environmentally Preferable Purchasing Model Specifications	x	x	x	x	x	x	x	x	x	x	12/31/13	\$20,355
New Hampshire Textiles Workshop					x						9/15/13	\$2,392
Reuse Marketplace	x	x		x		x	x	x	x		Ongoing	\$25,648
State Electronics Challenge	x	x	x	x	x	x	x	x	x	x	Great Lakes 9/30/14; National Program Ongoing	\$101,225
Toxics in Packaging Clearinghouse	x				x	x	x			x	Ongoing	\$47,736 ⁴

² Some funds are already in hand, so this total does not equate to the budgeted revenue for grants/projects.

³ This reflects NERC's portion of the budget, only. Not the Electronics Recycling Coordination Clearinghouse operating budget.

⁴ This reflects NERC's portion of the budget, only. Not the Toxics in Packaging Clearinghouse (TPCH) operating budget. It does, however, reflect staff time for (TPCH).

Overview of Grant & Contract Funded Projects

Following are brief overviews of the grant and contract funded projects and programs to be undertaken this year (presented alphabetically), the staff resources committed to their implementation, and the source of funding.

Best Management Practices for Organics and Debris Management in Rural Towns

Through this project NERC provides technical assistance and training to small towns and rural communities in Maine, New Hampshire, New York, and Vermont to successfully develop and implement organics management programs. The use of regional training sessions and statewide and national webinars to deliver additional training and education, as well as the posting of tools and training sessions on the NERC website, allows the benefits of the project to reach a regional and national audience. Through the project, NERC is developing and promoting an *Organic Materials Best Management Practices Guidance Document* for rural and small town communities, including waste reduction options, composting and mulching operations, and marketing of organics. Disaster debris management preparedness will also be included as part of this project.

Project Manager: Athena Lee Bradley, Projects Manager

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

Compost Market Development

NERC is providing compost marketing resources, workshops, and technical assistance to the agricultural composting community in Massachusetts, New Hampshire, New Jersey, and New York to improve compost market opportunities. This will be the last year of a four-year project to expand and support compost markets in the Northeast.

Primary efforts this year will focus on completing case studies of operations receiving technical assistance through the project.

Project Manager: Athena Lee Bradley, Projects Manager

Funding source: USDA Northeast Sustainable Agriculture Research and Education 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.



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 16 state government members: California, Connecticut, Hawaii, Illinois, Indiana, Maine, Maryland, Minnesota, New Jersey, New York, North Carolina, Oregon, Pennsylvania, South Carolina, Vermont, and Wisconsin. There are also 22 affiliate members representing recyclers, manufacturers, and certification programs.

Project Manager: Lynn Rubinstein, Executive Director

Funding source: ERCC dues received from government and private sector entities.

New Hampshire Textiles Recycling Workshop

NERC will be organizing a half-day workshop on behalf of the New Hampshire Department of Environmental Services on textile recycling as part of its solid waste facility operating training program. This workshop is a result of NERC's Spring 2013 workshop on textiles.

Key Staff: Mary Ann Remolador, Assistant Director

Funding Source: New Hampshire Department of Environmental Services



Reuse Marketplace

NERC administers the Reuse Marketplace (www.reusemarketplace.org), a regional Materials Exchange. It is a free website to users, supported by member states and other resources, dedicated to the reuse of surplus and unwanted materials from businesses, government, non-profits, and institutions in seven states (Connecticut, Delaware, Massachusetts, New Jersey, New York, Rhode Island, and Vermont). The website maintenance is provided by iWasteNot Systems.

Key Staff: Mary Ann Remolador, Assistant Director

Funding Sources: Connecticut Department of Energy and Environmental Protection, Delaware Solid Waste Authority, New Jersey Department of Environmental Protection, Massachusetts Department of Environmental Protection, Rhode Island Resource Recovery Corporation, Casella Waste Systems, All American Waste, Willimantic Waste, Wheelabrator, GreenCycle, Global Plastics Recycling, and Harvest Power.

Simplifying Environmentally Preferable Purchasing by Public Sector Agencies

NERC will develop new environmentally preferable purchasing (EPP) product specifications for three common products that purchasers find challenging to buy "in green." The project also includes forming a working group of EPP experts to develop the model specifications, promoting the specifications and EPP, and meeting with State Purchasing Officials in ten states (Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont).

Key Staff: 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, and other public entities 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 agencies and organizations participate as "Partners" in the program. The SEC provides Partners with resources and technical assistance for improving electronics management practices and offers annual recognition to Partners that have achieved specific goals.

To date, 118 government entities—representing 160,000 employees—have signed on as SEC Partners, making a commitment to improve the environmental footprint of their office equipment assets.

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. Through private sector sponsorship, the program is promoted and supported in the balance of the United States.

There are ongoing efforts to sustain and expand the private sector support for this program.

Project Manager: 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. In FY14, special projects include:

- Completion of the glass matrix test methods evaluation study, under contract to the California Department of Toxics Substances Control
- Collaboration with member states and testing organizations to develop guidance on test methods for glass packaging
- A fifth compliance screening project focused on metal components in packaging.

Project Manager: Patricia Dillon, Program Manager

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

Other: NERC staff will continue to explore strategies for supporting a regional recycling markets database.

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 the Operating Plan, Board and Advisory Member communications and relationship building, legal compliance, 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.

An essential element of staff responsibilities, particularly for the Executive Director, is fundraising, including grant writing. Fundraising also includes 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, and collaborative efforts that advance NERC's mission while securing revenues for the organization.

NERC BUDGET FY 2014

Revenue	
Conference Sponsorship	\$7,000
Grants/Consulting	\$227,101
Interest	\$2,000
Membership Dues	\$70,895
Membership, Advisory	\$35,000
Registrations	\$20,000
State Travel Accounts	\$2,500
Reimbursed Expenses	\$2,000
Release from Restricted	\$59,736
Total Revenues	\$426,232
Expenses	
Advertising	\$500
Bank Service Charges	\$1,000
Contract Labor	\$20,000
Equipment Purchase	\$1,000
Equipment Repairs	\$1,500
Gifts Given	\$1,000
Insurance	\$3,000
Internet	\$3,000
State Travel Costs	\$3,000
Office Supplies	\$2,800
Permits/licenses	\$1,000
Personnel	\$313,617
Postage	\$250
Printing (copying)	\$200
Professional Services	\$12,000
Program - Meeting Expenses	\$11,000
Registrations	\$500
Rent	\$18,600
Subscriptions	\$11,165
Telephone	\$3,100
Travel	\$18,000
Total Expenses	\$426,232

Cash on hand (including restricted accounts) as of June 30, 2013: \$641,792