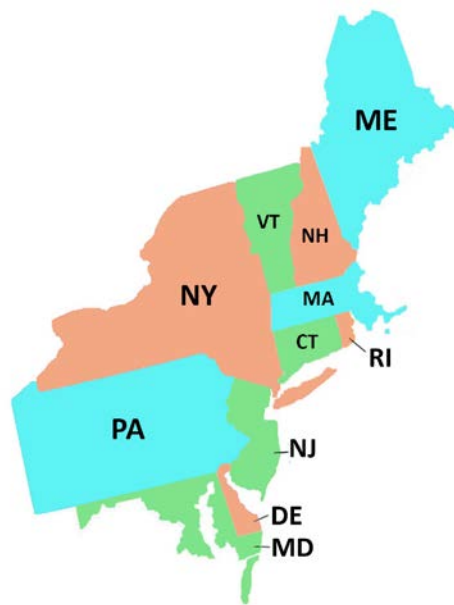




**OPERATING PLAN**  
**Fiscal Year 2017**  
**July 1, 2016 – June 30, 2017**  
**NERC's 30th Anniversary**



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

## TABLE OF CONTENTS

INTRODUCTION.....	1
PRIORITY AREAS OF INTEREST .....	2
FUNDING .....	2
OPERATIONS .....	3
Ongoing Programs and Member Services .....	6
• Advisory Member Services.....	6
• Conferences & Board Meetings .....	6
• Email Bulletin.....	7
• Information Clearinghouse.....	7
• Listservs .....	7
• Serving on National Committees & Boards, and Engaging with Other Organizations .....	8
• Social Marketing.....	8
• Websites .....	8
Projects - Grant and Contract Funded .....	10
Overview of Grant & Contract Funded Projects.....	12
• Creating Healthy Communities through Food Recovery & Composting in Vermont .....	12
• Electronics Recycling Coordination Clearinghouse (ERCC) .....	12
• Implementing the Food Recovery Hierarchy in Rural Vermont Communities .....	13
• Innovative Strategies & Best Management Practices for Implementing Reuse Programs in Rural Communities in New York State & the St. Regis Mohawk Nation .....	13
• State Electronics Challenge .....	13
• Toxics in Packaging Clearinghouse .....	14
• Vermont Green Business Program Administration .....	14
• Vermont State Standard Plan for E-Scrap Management .....	14
ADMINISTRATION and FINANCE .....	15
CONCLUSION.....	15

**Northeast Recycling Council, Inc.**  
**OPERATING PLAN FY 17**

**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 11-state region comprised of Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont. This will be the first full fiscal year in which Maryland is a member and we look forward to finding ways to be fully engaged in that state.

2017 also marks NERC's 30<sup>th</sup> anniversary. This is a significant milestone and the Board intends to take this opportunity to recognize and thank supporters and participants in NERC.

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, often funded by federal and state grants, as well as private sponsors and contracts. Its success is a hallmark of the leadership of its Board, the outstanding credentials of its staff, and the support of its Advisory Members.

NERC hosts 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](http://www.nerc.org)), which includes all project findings and related tools.

NERC's mission is to promote sustainable materials management by supporting traditional and innovative solid waste best practices, focusing on waste prevention, toxics reduction, reuse, recycling and organics recovery.

NERC seeks to fulfill its mission through the following vision:

- Identifying, acknowledging, and leveraging the strengths and resources of its member states and Advisory Members through open collaboration and information exchange.
  
- Providing a forum for discussion and communication of the varied interests of the member states and Advisory Members relative to materials management topics, including but not limited to: toxicity and source reduction; reuse; recycling; organics recovery including the U.S. EPA's food recovery hierarchy; environmentally preferable purchasing; product stewardship efforts; climate change; and natural resource conservation that supports environmental sustainability.
  
- Developing, nurturing, and maintaining dialogues and strategic alliances with stakeholders to advance an environmentally sustainable economy.
  
- Providing sustainable materials management options and strategies.

In fiscal year 2017, there are eight grant and contract funded projects in which NERC staff will be engaged. Efforts will continue to enhance relationships with existing Advisory Members and to expand the number of entities that are Members in the organization, as well as continuing to seek new sources of funding and projects.

### **PRIORITY AREAS OF INTEREST**

The Board of Directors is surveyed annually to identify its topical priorities for NERC in the coming fiscal year. For fiscal year 2017, the top priorities were, in order of ranking (with three equally ranked):

1. Organics/food scraps
2. Market development & support
3. Relationship between materials management and climate change
4. Circular economy
5. Extended producer responsibility
6. Packaging

Advisory Members were also surveyed; 12 provided responses. Among these, the priority topics were:

- Food waste reduction/organics management; and
- Electronics recycling

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.

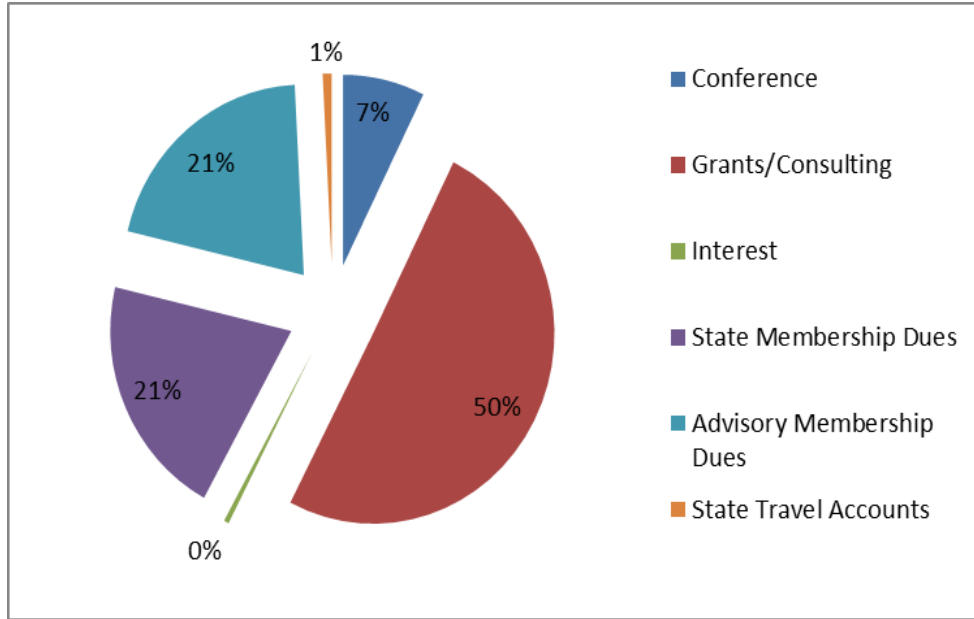
### **FUNDING**

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

- Grants for specific projects and activities, project sponsorships, contractual projects (consulting services)
- State and Advisory Membership dues, and donations
- Conference & workshop registrations, exhibitors, and event sponsors
- Cash reserves

Overall, 50% of NERC's revenues come from grants and projects. Combined, State and Advisory membership dues represent approximately 42% of the overall revenue. NERC staff regularly seeks and applies for grants, consulting opportunities, and project sponsorships, as well as promoting membership in NERC.

**FY 2017 PROJECTED REVENUE**



**OPERATIONS**

NERC has five staff that are responsible for managing the organization and delivering its services and products. Outside consultants are used, as necessary, to support operations and specific projects; for example, writing an updated resource document for the State Electronics Challenge on power management.

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:

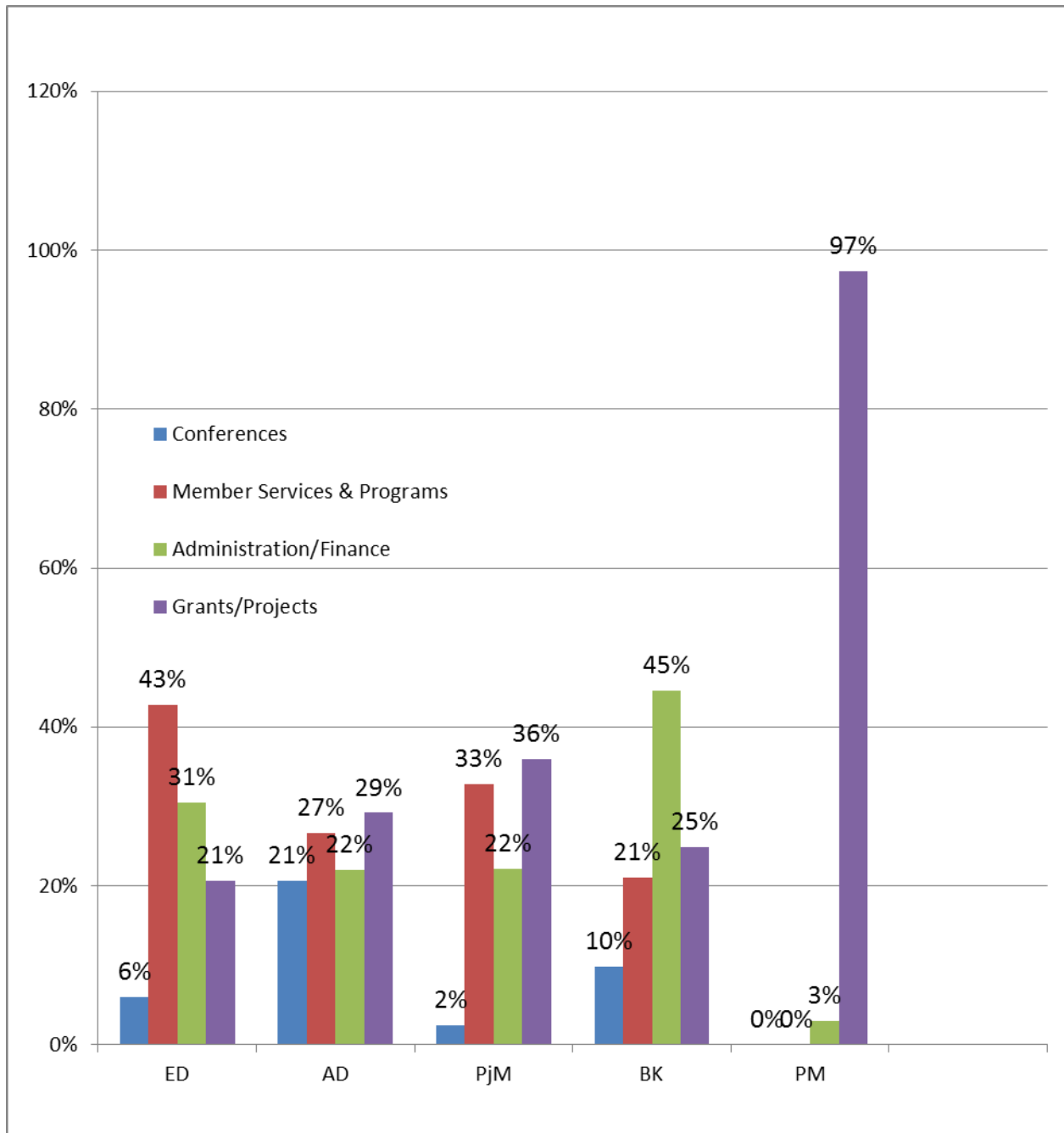
Name	Title	% of Full Time
Lynn Rubinstein	Executive Director	100%
Mary Ann Remolador	Assistant Director	100%
Athena Lee Bradley	Projects Manager	100%
Robert Kropp	Office Manager/Bookkeeper	100%
Patty Dillon	Program Manager	50% (hourly)

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

- Ongoing programs and Advisory Member services
- Conferences, workshops, webinars, and Board meetings/calls
- Projects – grant, contract, and sponsorship funded
- Fundraising, grantwriting, and increasing the number of paying Advisory Members

- Administration and finance

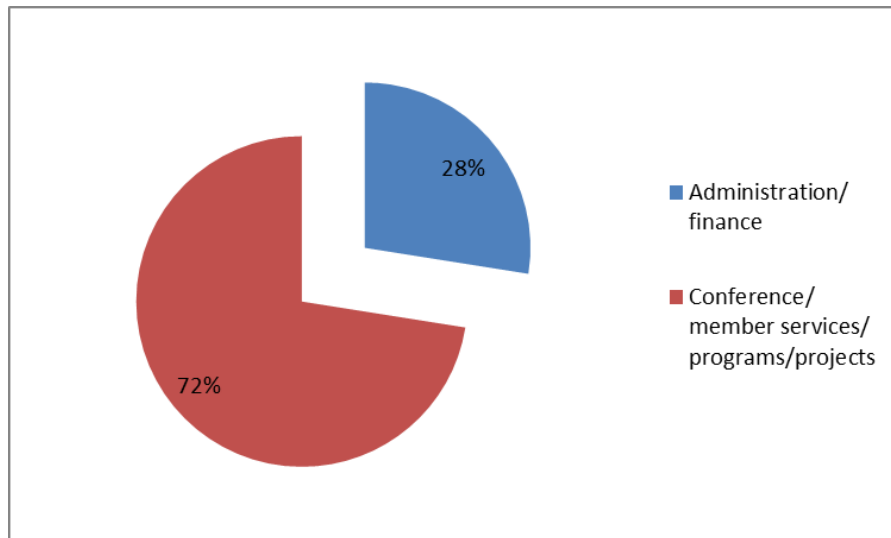
The following chart reflects the relative commitment of staff time in each of these areas of operation for fiscal year 2017.



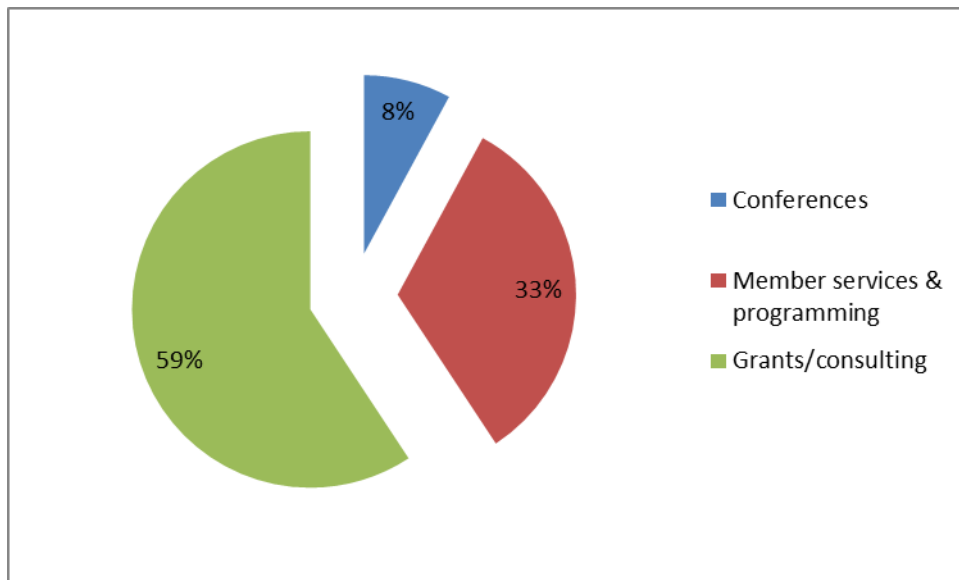
ED = Lynn Rubinstein, Executive Director  
 AD = Mary Ann Remolador, Assistant Director  
 PjM = Athena Lee Bradley, Projects Manager  
 BK = Robert Kropp, Bookkeeper  
 PM = Patricia Dillon, Program Manager

- Administration & Finance captures a wide-range of staff activities, including: personnel management; office management; financial management 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.
- Conferences/member services/programs/projects reflects the implementation of all substantive activities that promote NERC mission and supports its membership relationships.

Overall, more than 70% of staff time is spent on delivering substantive programming.



**FY 2017 PROJECTED EXPENSES**



## Ongoing Programs and Member Services

State and Advisory membership dues, donations 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 blog, Facebook and Twitter
- Participating on national committees and Boards, and engaging with other organizations.

In fiscal year 2017 efforts of note that will be undertaken by the Board and staff include:

- Collaborate with NEWMOA to create a joint Strategic Plan
- Conduct a "skills matrix" analysis for staff
- Review strategies for financially sustaining the organization
- Plan for and implement a 30<sup>th</sup> anniversary celebration
- Update the *Mandatory Recycling & Disposal Bans* resource on the NERC website (last updated in 2011)

### **Advisory Member Services**

On a monthly basis, NERC highlights one of its Advisory Members with a Member Spotlight published in the NERC Email Bulletin, on the home page, and in the Member Spotlight page. Members are invited to submit articles to the Email Bulletin, as well as blogs and social media requests.

NERC also hosts Advisory Member luncheons as part of its conferences; being an opportunity for open dialogue and the offer of guidance and advice.

**Project manager:** Lynn Rubinstein, Executive Director

### **Conferences & Board Meetings**

NERC staff is responsible for the development and implementation of two regional multi-day conferences 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 event agendas, securing speakers, securing exhibitors and sponsors
- Identifying appropriate event venues that meet NERC's environmental criteria
- Arranging contracts with event venues, making arrangements for services, and managing events
- Promoting and marketing the events
- Managing registrations and event finances
- Preparing event material packets
- Arranging Board of Director meetings and phone calls, including agenda development and follow-up, such as minutes and website updating.

A fall conference is planned for November 2016 in Portsmouth, NH and another event will be held in the spring of 2017 that will include a celebration of NERC's 30<sup>th</sup> anniversary.

Project Managers:



- Conference & workshop: Mary Ann Remolador, Assistant Director
- Board of Director Meetings & Calls: Lynn Rubinstein, Executive Director

All Brattleboro-based staff contributes to delivering the conferences (see table below). Mary Ann Remolador, Assistant Director, is the lead for planning and organizing the events. Conference agenda planning, as well as speaker identification, also involves the time and assistance of NERC Board and Advisory Members.

Staff	% of Staff Time
Executive Director	6%
Assistant Director	21%
Projects Manager	2%
Bookkeeper	10%

Cumulatively, the conference, workshop, and Board meetings utilize approximately 9% of NERC staff’s time.

Funding for the conferences comes from event registrations, exhibitors, and sponsorships.

In addition to the conferences, NERC looks for opportunities to present substantive webinars.

***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 2,000 individuals throughout the region and nation. It is offered as a free resource to any interested party.

**Project Manager:** Lynn Rubinstein, Executive Director

***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

***Listserves***

NERC hosts and manages two listservs: EPPnet and Organics Management Northeast. EPPnet is a long-term national listserv focused on environmentally preferable purchasing. The purpose of the Organics Management Northeast listserv 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

### ***Serving on National Committees & Boards, and Engaging with Other Organizations***

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 International<sup>1</sup> server standard development committee and the IEEE<sup>2</sup> computer and small server EPEAT standard development committee. She also volunteers as a Board member of the Sustainable Electronics Recycling International (SERI), the host organization for the R2 electronics recycling certification program. She also participates on the Technical Advisory Committee for the R2 Standard. The Project Manager participates on the NYSAR<sup>3</sup> Organics Council and is chair of its End Products & Marketing Group. She also participates on the Maine Organics Working Group, comprised of individuals from around Maine and the region working to advance food scrap diversion in Maine.

### ***Social Marketing***

NERC maintains a Facebook page, Twitter account, blog, LinkedIn page, and Instagram account. The blog features weekly articles; posts are made on NERC's Facebook and Twitter pages regularly. 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:** Mary Ann Remolador, Assistant Director

**Blog Manager:** Athena Lee Bradley, Projects Manager

### ***Websites***

NERC maintains three websites: NERC ([www.nerc.org](http://www.nerc.org)), the State Electronics Challenge ([www.stateelectronicschallenge.net](http://www.stateelectronicschallenge.net)), and the Toxics in Packaging Clearinghouse ([www.toxicsinpackaging.net](http://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 NERC news and events, blog, 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 is responsible for maintaining the website. On occasion, outside programming assistance is required. Based on data from FY2016, there are approximately 3,200 visits a month to the website.

The State Electronics Challenge website ([www.stateelectronicschallenge.net](http://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](http://www.toxicsinpackaging.net)) is maintained by Patty Dillon.

**Project Managers:** NERC website: All full-time staff contributes 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.

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<sup>1</sup> [www.nsf.org](http://www.nsf.org)

<sup>2</sup> [www.ieee.org](http://www.ieee.org)



## 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](http://www.nerc.org). Table 1 lists NERC's grants and contract-funded projects known for fiscal year 2017, in which NERC states are directly involved.<sup>3</sup>

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<sup>3</sup> Pennsylvania is not included in the list as no projects are active in the state, with the exception of the State Electronics Challenge.

<b>Table 1. LIST OF NERC'S GRANTS &amp; CONTRACT-FUNDED PROJECTS &amp; PARTICIPANT STATES</b>												<b>Project End Date</b>	<b>FY 17 Budget</b>	
<b>Project</b>	<b>CT</b>	<b>DE</b>	<b>ME</b>	<b>MD</b>	<b>MA</b>	<b>NH</b>	<b>NJ</b>	<b>NY</b>	<b>RI</b>	<b>VT</b>	<b>National</b>			
<b>Grant Funded</b>														
Implementing the Food Recovery Hierarchy In Rural Vermont Communities – USDA										x			9/30/17	\$42,450
Innovative Strategies & Best Management Practices for Implementing Reuse Programs in Rural Communities in NY State & St. Regis Mohawk Nation – USDA								x				x	9/30/16	\$4,000
Creating Healthy Communities through Food Recovery & Composting in Vermont – EPA										x			9/30/17	\$8,700
<b>Contractual/Sponsorship</b>														
Electronics Recycling Coordination Clearinghouse (ERCC)	x		x	x				x	x	x	x	x	Ongoing	\$24,000
State Electronics Challenge (National)	x	x	x	x	x	x	x	x	x	x	x	x	Ongoing	\$57,800
Toxics in Packaging Clearinghouse	x						x	x	x	x		x	Ongoing	\$45,000
Vermont State Standard Plan for E-Scrap										x			12/31/18	\$30,000
Vermont Green Business Program										x			9/30/17	\$39,000

## 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.

### ***Creating Healthy Communities through Food Recovery & Composting in Vermont***

NERC is working with Jay Peak Resort to divert food scraps to composting. NERC is providing technical assistance to the Resort's five full service restaurants and kitchens to implement food scrap composting. NERC is also working with the Lake Monsters Baseball Team in Burlington to start food scrap composting. In addition, NERC is working to recruit at least 15 hospitality and sports venues to join the EPA Food Recovery Challenge. Priorities for the coming year include continuing work with Jay Peak and its hauler to expand composting to its cafeterias and other public areas, as well as ongoing work with the Lake Monsters. NERC will also continue recruitment for the EPA Food Recovery Challenge.

**Project Manager:** Athena Lee Bradley, Projects Manager

**Funding source:** US EPA Region 1 (New England)

### ***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 continue activities such as providing a common platform for manufacturer registration and conducting outreach to non-compliant companies in two or more states, and procurement of market sales data on behalf of states. Through these activities, as well as regular information sharing conference calls, an annual member meeting, and workshop at the E-Scrap Conference, ERCC serves 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 18 state government members: California, Connecticut, Hawaii, Indiana, Maine, Maryland, Michigan, Minnesota, New Jersey, New York, North Carolina, Oregon, Pennsylvania, Rhode Island, South Carolina, Vermont, and Wisconsin. There are also 24 affiliate members representing recyclers, manufacturers, and others.

**Project Manager:** Lynn Rubinstein, Executive Director

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



### ***Implementing the Food Recovery Hierarchy in Rural Vermont Communities***

The goal of this project is to decrease the generation of solid waste through the implementation of the Food Recovery Hierarchy in rural and small communities in Vermont. The Food Recovery Hierarchy prioritizes actions that towns, schools, businesses, residents, and others can take to prevent wasting food and when there is waste, diverting it to composting. Through the project, NERC is working with the Bennington County Regional Commission, the Londonderry Solid Waste Group, and the Northeast Kingdom Waste Management District to provide creative training and educational events on implementing the Food Recovery Hierarchy. NERC is also providing technical assistance to project partners, including the start-up of food scrap collection at town transfer stations. Tip sheets and educational resources are also being developed.

**Project Manager:** Athena Lee Bradley, Projects Manager

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

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

This project provides directed technical assistance for the development and implementation of reuse programs; both local and regional. NERC is working with project partners to implement reuse trainings and reuse events. A guidance document entitled “Reuse Explorations” is being finalized and will be posted on the NERC website.

**Project Manager:** Athena Lee Bradley, Projects Manager

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

### ***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, 158 government entities—representing more than 213,000 employees, in 37 states, have signed on as SEC Partners.

NERC will continue to promote and support the program, providing technical assistance, webinars, and annual sustainability reports and awards.

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

**Funding sources:** Samsung and the R2/RIOS program

## ***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

## ***Vermont Green Business Program Administration***

NERC has been selected by the State of Vermont to administer its Green Business Program. NERC staff will reach out to Vermont businesses to educate them about the program and to encourage their participation. NERC will also provide technical assistance and guidance to approximately 25 businesses, and participate in the annual award program evaluation. In addition, NERC will develop reports about the environmental achievements from the approximately 50 businesses each year that submit data in support of their activities.

**Project manager:** Mary Ann Remolador, Assistant Director

**Funding source:** Vermont Department of Environmental Conservation (DEC)

## ***Vermont State Standard Plan for E-Scrap Management***

NERC is a subcontractor to the National Center for Electronics Recycling (NCER) in the implementation of the Vermont “State Standard Plan” for the collection and recycling of e-scrap under the State electronics take-back law. NERC’s primary role this fiscal year will be to manage the request process for pick-ups from collection points. In addition, NERC collaborates with NCER in program administration and relations with the state agency administering the program.

**Project manager:** Lynn Rubinstein, Executive Director

**Funding source:** National Center for Electronics Recycling



## **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.

The Development Committee works closely with the Executive Director to enhance and expand Advisory Membership and services.

An essential element of staff responsibilities, particularly for the Executive Director, 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**

NERC continues to be a thriving and evolving organization. It successfully supports its mission with unique and innovative programming, and public-private sector collaboration and conversation. It has engaged state and Advisory Members, a dynamic Board, and outstanding staff. Fiscal year 2017 is positioned to be another dynamic year, especially with the celebration of our 30th anniversary.

NERC BUDGET<sup>4</sup>

July 1, 2016 – June 30, 2017

<b>Revenue</b>	
Conference Sponsorship	\$12,000
Grants/Consulting	\$247,635
Interest	\$3,000
State Membership Dues	\$68,508
Advisory Membership Dues	\$90,000
Registrations	\$47,490
State Travel Accounts	\$4,720
Reimbursed Expenses	\$0
<b>Total revenues</b>	<b>\$473,353</b>
Release from Cash Reserves	\$0
<b>Total</b>	<b>\$473,353</b>
<b>Expenses</b>	
Advertising	\$500
Bank Service Charges	\$3,500
Contract Services	\$16,580
Equipment Purchases	\$12,000
Equipment Repairs	\$1,500
Gifts & Awards Given	\$2,075
Insurance	\$4,000
Internet	\$1,925
State Travel Costs	\$6,500
Office Supplies	\$1,400
Permits	\$1,200
Personnel expenses	\$400,000
Raise/bonus fund	\$10,000
Postage	\$340
Printing (copying)	\$900
Professional Services	\$12,000
Promotion & Marketing	\$1,200
Program - Meeting Expenses	\$22,792
Registrations	\$3,000
Rent	\$13,000
Subscriptions	\$5,250
Telephone	\$2,800
Travel	\$13,812
<b>Subtotal</b>	<b>\$536,274</b>
Release from Restricted	-\$65,985
<b>Total</b>	<b>\$470,289</b>

Cash on hand (including restricted accounts) as of June 30, 2016: \$622, 216

Restricted accounts balance as of June 30, 2016: \$156,340

Unrestricted net as of June 30, 2016: \$465,877

<sup>4</sup> This does not include ERCC and TPCB. Those programs have separate budgets.