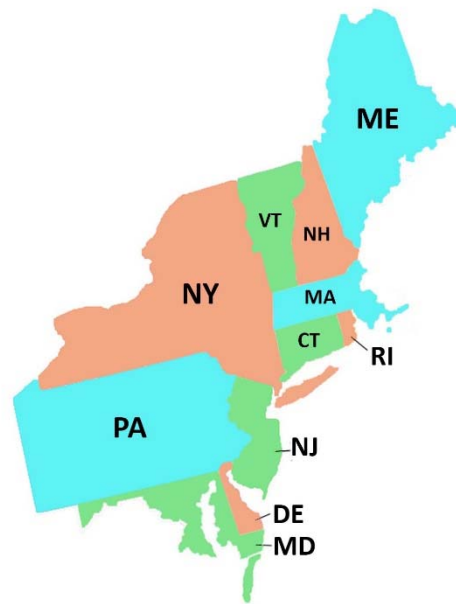




OPERATING PLAN
Fiscal Year 2019
July 1, 2018 – June 30, 2019



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

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Northeast Recycling Council, Inc.
OPERATING PLAN FY 2019

INTRODUCTION

The Northeast Recycling Council, Inc. (NERC) is a multi-state non-profit organization committed to environmental sustainability through responsible materials management. Its programs emphasize source reduction, reuse, recycling, composting, and environmentally preferable purchasing. An 11-state region comprised of Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont is the core of its activities, although there are also two national programs; including the Toxics in Products Clearinghouse (TPCH) and the Electronics Recycling Coordination Clearinghouse (ERCC).

As an organization, NERC undertakes tasks and work that influence policy and effect change through research, technical assistance, the 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 materials management. NERC regularly develops and implements innovative projects, often funded by federal and state grants, as well as by private sponsors and contracts. Its success derives from the leadership of its Board of Directors (Board), the outstanding credentials of its staff, and the strong support and depth of knowledge of its Advisory Members.

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 by:

- 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.

NERC staff will be engaged in eight grant and contract funded projects in fiscal year 2019. Efforts to enhance relationships with existing Advisory Members will continue, as will expanding the number of Advisory Members. In addition, NERC has expanded its consulting services to include project and association management, and will also seek new opportunities in these areas.

PRIORITY AREAS OF INTEREST

The Board of Directors and Advisory Members are annually surveyed to identify top priorities for NERC in the coming fiscal year. Staff will look for funding opportunities that could assist with undertaking projects addressing these topics, and appropriate opportunities will be pursued. They are also considered in the development of conference and workshop topics.

For fiscal year 2019, the priorities identified by the Board were:

- Electronics
- C&D
- Glass
- Organics, food scraps, and anaerobic digestion
- Plastic (3 – 7, bulky rigids, polystyrene, and bags)
- Recycling market development and support

Nine Advisory Members provided responses. The topics identified were:

- Curbside collection of organics
- Electronics
- Funding mechanisms and the costs associated with recycling programs
- Improving residential recycling programs – quality, quantity, and participation
- Markets for mixed paper and plastics

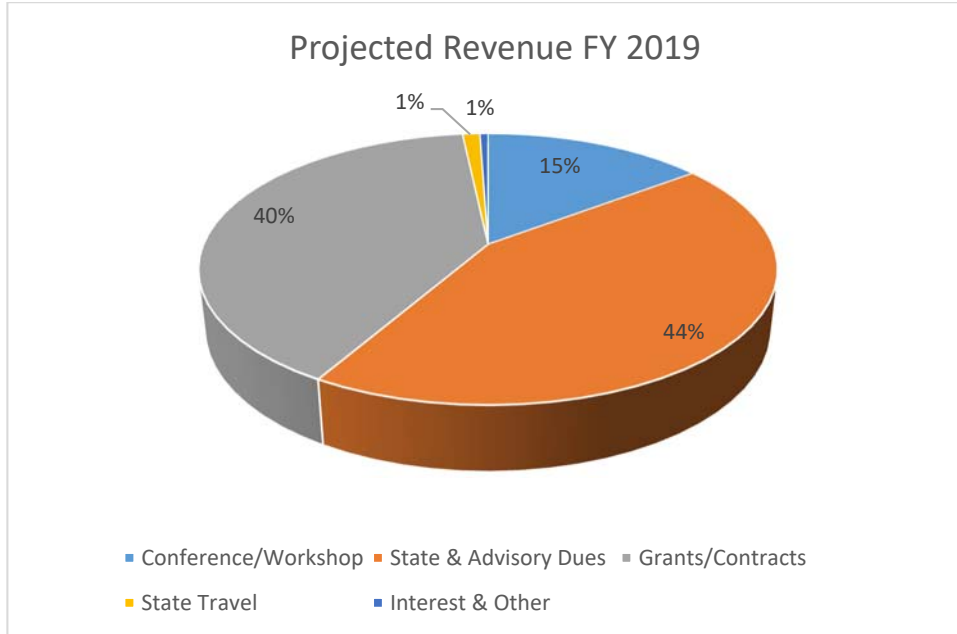
FUNDING

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

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

Overall, 46% of NERC's revenues come from grants and projects. Combined, State and Advisory membership dues also represent 39% of the overall revenue. The balance is primarily revenues associated with conferences and workshops. NERC staff regularly seeks and applies for grants, consulting opportunities, and project sponsorships, as well as promotes the value of being a member of NERC. The "other" category includes interest earned, state travel accounts, and reimbursed expenses.

FY 2019 PROJECTED REVENUE



OPERATIONS

NERC has four full-time staff and a part-time position 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, staffing of the Electronics Recycling Coordination Clearinghouse (ERCC).

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, for subsequent consideration by the Board of Directors.

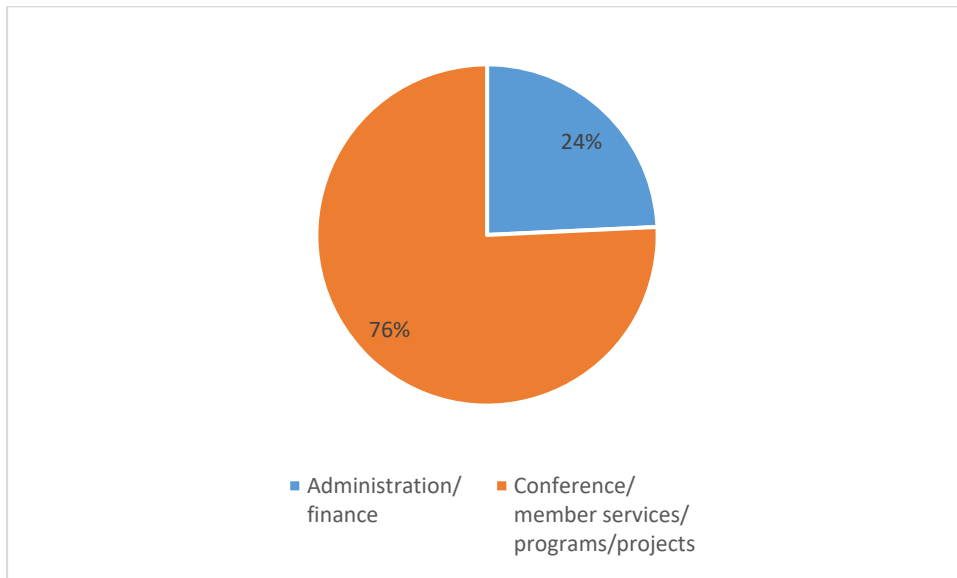
NERC staff are:

Name	Title
Lynn Rubinstein	Executive Director
Mary Ann Remolador	Assistant Director
Athena Lee Bradley	Projects Manager
Robert Kropp	Office Manager/Bookkeeper
Melissa Walsh Innes ¹	Toxics in Packaging Clearinghouse Program Manager

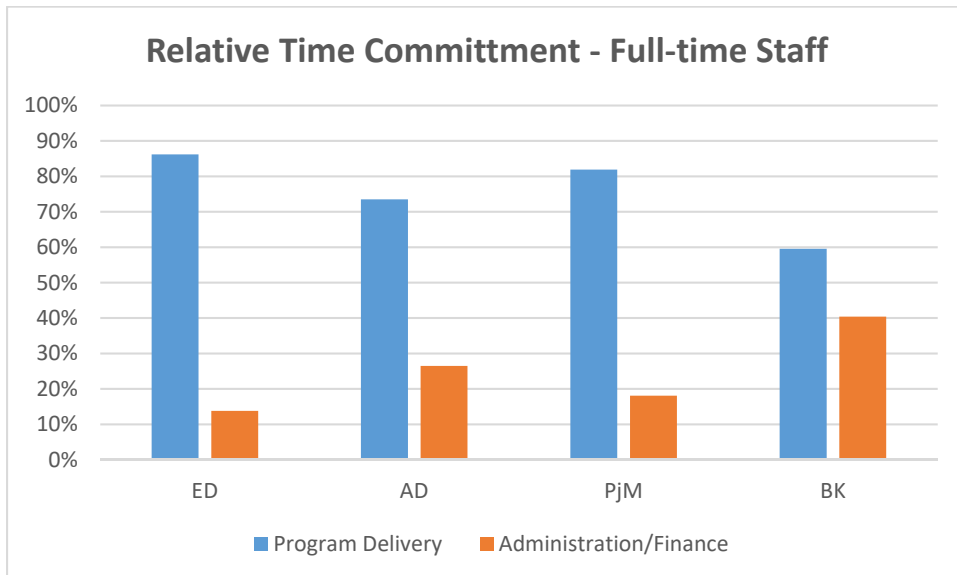
¹ Part-time position

Staff responsibilities and activities are classified in two categories:

- Program delivery – including grants, projects, conferences, workshops, webinars, Board meetings/calls, participating on committees, fundraising, Advisory Member services
- Administration and finance



The following chart reflects the relative commitment of full-time staff in each of these areas of operation for fiscal year 2019.



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

- 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.
- Program Delivery captures the activities that are essential for the implementation of all substantive activities that promote NERC's mission and support its membership relationships.

Ongoing Programs and Member Services

Funding for the programs and member services detailed below is provided by state and Advisory membership dues, and by the donations of organizations and individual supporters:

- 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 NERC's blog, Facebook, and Twitter
- Participating on state, national, and association committees and boards, and engaging with other organizations.

In addition to grant and contract funded projects and the delivery of the ongoing services and programs listed above, efforts of note in fiscal year 2019 include:

- Continued implementation of the NERC/Northeast Waste Management Officials Association (NEWMOA) Joint Strategic Plan
- Revision of NERC's mission and vision statements
- Continuation of the Glass Committee and its associated activities

Advisory Member Services

NERC provides its Advisory Members a wide array of services. These include:

- Invited to participate on committees, in conference and workshop planning, and to engage in ongoing conversations with the NERC Board and staff
- New Benefactors and Sustaining Members are highlighted with a Member Spotlight. It is published in the NERC Email Bulletin, on the home page, and on the Member Spotlight page.
- NERC provides free consulting services to Advisory Members; scaled to their level of membership.
- Members are also invited to submit articles to the Email Bulletin, as well as blogs and social media requests.
- NERC also hosts Advisory Member luncheons at its conferences, providing an opportunities for open dialogue and the offer of guidance and advice.

Project Manager: Lynn Rubinstein, Executive Director

Conferences, Workshops & Board Meetings

NERC staff are responsible for the development and implementation of regional multi-day conferences, workshops, and a minimum of two Board of Directors meetings during the year. Fulfillment of these responsibilities includes:

- Researching topics and developing event agendas, and securing speakers, 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—*The Future of MRFs*— will be held October 30th – 31st in Rocky Hill, Connecticut. The spring 2019 event, topic, and location are yet to be determined.

Project Managers:

- Conferences and workshops: Mary Ann Remolador, Assistant Director
- Board of Director meetings and calls: Lynn Rubinstein, Executive Director

All full-time 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	10%
Assistant Director	30%
Projects Manager	2%
Bookkeeper/Office Manager	17%
Total	14%

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

Email Bulletin

Each year, NERC publishes 11 issues of its Email Bulletin, which features brief articles about NERC activities and other related news. Subjects covered in the bulletins include announcements about publication of new resources on the website; State and Advisory Member updates; items of general interest, and occasional updates from the Toxics in Packaging and Electronics Recycling Clearinghouses. The Bulletin is distributed to more than 2,300 individuals throughout the region and nation. It is offered as a free resource to any interested party.

Project Manager: Lynn Rubinstein, Executive Director

Glass Committee

NERC formed a Glass Committee in August 2017. The Committee's goals are to understand better the recycled glass value chain and gaps in the Northeast, and to identify the role that NERC may be able to play in promoting greater diversion of glass containers to the greatest value end uses. The 17-person Committee includes NERC Board and Advisory Members.

Project Manager: Mary Ann Remolador, Assistant Director

Information Clearinghouse

One of NERC's most important roles is educating its stakeholders 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 continues to allow broad access to our website as a matter of public service and a prudent practice for carrying out the mission of the organization.

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 purpose of the Organics Management Northeast listserv is to share information, events, and updates in the rapidly evolving field of food waste and 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 and anaerobic digestion).

Project Manager: Athena Lee Bradley, Projects Manager

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

NERC's staff is frequently asked to participate as an advisor or stakeholder on state, regional, and national committees.

NERC's Executive Director volunteers as a board member of Sustainable Electronics Recycling International (SERI), the host organization for the R2 electronics recycling certification program, and participates on the Technical Advisory Committee for the R2 Standard.

The Assistant Director participates in the Glass Recycling Coalition (GRC) meetings and the GRC's Interventions Committee.

The Project Manager participates in the New York State Association for Reduction, Reuse and Recycling (NYSAR³) Organics Council and is chair of its End Products & Marketing Group. She also serves on the NEWMOA/NERC Food Waste Working Group.

Social Marketing

NERC maintains a [Facebook page](#), a [Twitter account](#), and a [blog](#). The blog features weekly articles, and posts on NERC's Facebook and Twitter pages. The Facebook page and blog are promoted through articles and announcements in NERC's Email Bulletin. Guest blogs writers are solicited.

Project Manager: Mary Ann Remolador, Assistant Director

Blog, Facebook, and YouTube: Athena Lee Bradley, Projects Manager

Twitter: Robert Kropp, Office Manager

Websites

NERC maintains three websites: [NERC](#), the [State Electronics Challenge](#), and the [Toxics in Packaging Clearinghouse](#).

The NERC website continues to be one of the organization's most effective outreach and educational tools. The site is developed and managed in-house, and includes NERC news and events, blog, new and updated resources, and the results and products of all NERC projects.

NERC is the recipient of a Google Ad Grant, which has resulted in increased activity on the NERC website.

Based on Google Analytics data from FY2018, there were approximately 6,300 visits/month² - double the previous fiscal year - to the website.

The State Electronics Challenge website includes updates about new participants, new resources, webinars, and annual awards and environmental benefit results. Based on Google Analytics, the average number of monthly visits in FY2018 was 102.

The Toxics in Packaging Clearinghouse (TPCH) website is updated, as necessary, with new resources, fact sheets, and press releases. Based on Google Analytics, the average number of monthly visits in FY2018 was 1,264.

Project Managers: NERC website: All staff contribute to NERC's website management. State Electronics Challenge website: Lynn Rubinstein, Executive Director. The Toxics in Packaging Clearinghouse (TPCH) website: Melissa Walsh Innes, TPCH Program Manager.

² Website visit figures are of March 31, 2018.

Projects - Grant and Contract-Funded

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

Some projects are implemented in selected states, but all states benefit from the results of NERC projects. Detailed information on all projects is available on its [website](#). Table 1 lists NERC's grants and contract-funded projects for fiscal year 2019.³

Table 1. LIST OF NERC'S GRANTS & CONTRACT-FUNDED PROJECTS & PARTICIPANT STATES												Project End Date	FY 19 Project Revenue
Project	CT	DE	ME	MD	MA	NH	NJ	NY	RI	VT	National		
Bennington County (VT) Regional Commission										x		12/31/18	\$25,823
Electronics Recycling Coordination Clearinghouse (ERCC)	x		x	x	x		x	x	x	x	x	Ongoing	\$24,000
Nebraska Electronics Recycling											x	12/31/18	\$9,444
New Hampshire Solid Waste Operator Training						x						8/31/18	\$2,500
Implementing Food Waste, Organics, & Manure Management in Rural Maryland Communities				x								9/30/19	\$45,414
State Electronics Challenge (National)	x	x	x	x	x	x	x	x	x	x	x	Ongoing	\$0
Toxics in Packaging Clearinghouse	x					x	x	x	x		x	Ongoing	\$43,085
Vermont State Standard Plan for E-Scrap										x		12/31/19	\$39,679
Total													\$189,945

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

Overview of Grant & Contract Funded Projects

Following are brief overviews of the grant and contract funded projects (presented alphabetically) to be undertaken in fiscal year 2019, the sources of funding, and project partners.

Bennington County Regional Commission Technical Assistance Program

NERC has a contract with the Bennington County Regional Commission (BCRC) to provide training, technical assistance, and outreach for the [Bennington County Solid Waste Alliance](#) and its member towns located in Southwest Vermont. NERC will implement programs described in the Bennington County Solid Waste Implementation Plan adopted by the Alliance in 2015 to satisfy the standards required by [Vermont's Universal Recycling Law](#) for outreach to schools, businesses and institutions. The Alliance member towns include Arlington, Bennington, Dorset, Glastenbury, Manchester, Pownal, Rupert, Sandgate, Searsburg, Shaftsbury, Stamford, Sunderland and Woodford. The region has 25 schools and more than 1,700 businesses.

Through this yearlong contract, NERC will survey all schools within the Alliance on the current waste reduction, recycling, food waste management and HHW programs. Technical assistance in materials management will also be provided by NERC staff to at least four schools, including working with the schools to adopt ongoing sustainability measures, integrated into school waste reduction teams or clubs. NERC will also interview businesses to gather information about their current source reduction, recycling, composting, public space recycling programs and the volume of material generated at each business. In addition, NERC will conduct on-site waste assessments and recycling surveys and provide direct technical assistance to at least 40 businesses, including restaurants and other food waste generators. NERC will also provide outreach and technical assistance to special events in the region for improving recycling and implementing food waste diversion, as well as assist the Alliance in other ways as needed.

Project Manager: Athena Lee Bradley, Projects Manager

Funding Source: Bennington County Regional Commission

Project Partners: Bennington County Regional Commission; Bennington County Solid Waste Alliance; member towns; and participant businesses, institutions, and schools

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 state laws vary in their structure and impact, there are 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, developing a compliance calendar for housing all requirements and deadlines pertaining to each of the state e-cycling laws, and procuring 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 delivered by the National Center for Electronics Recycling (NCER). Currently, there are 17 state government members: California, Connecticut, Hawaii, Maine, Maryland, Michigan, Minnesota, New Jersey, New York, North Carolina, Oregon, Pennsylvania, Rhode Island, South Carolina, Vermont, Washington DC and Wisconsin. There are also 25 affiliate members representing recyclers, manufacturers, and others.

Project Manager: Lynn Rubinstein, Executive Director

Funding Source: Dues received from government and private sector entities

Project Partners: National Center for Electronics Recycling, member states and organizations

Electronics Recycling in Nebraska

With funding from the Consumer Technology Association (CTA), NERC is working on capacity building in Nebraska for consumer electronics recyclers, with an emphasis on assisting them to achieve certification to either the R2 or e-Stewards Standards.

Project Manager: Lynn Rubinstein, Executive Director

Funding Source: Consumer Technology Association

Implementing Food Waste, Organics, & Manure Management in Rural Maryland Communities

NERC received funding from the U.S. Department of Agriculture, Rural Utility Services Solid Waste Management Grant Program to engage stakeholders in rural and small communities in Maryland to implement best management practices for food waste reduction, organics, and manure management.

Project deliverables include:

- Development of best management practices and resources for planning, implementing, and promoting food waste reduction, organics, and/or manure management.
- Providing project-centered regional training sessions for a wide range of stakeholders.
- Delivering onsite technical assistance to participant communities with the goal of implementing sustainable projects in at least five of the communities.
- Delivering two national webinars, including Maryland-based case studies and models for success.

Project Manager: Athena Lee Bradley, Projects Manager

Funding Source: USDA Rural Utilities Services

New Hampshire Solid Waste Facility Operator Training

NERC received a contract from the New Hampshire Department of Environmental Services to deliver a workshop addressing:

- "Pay As You Throw" (PAYT):
 - PAYT models and the benefits.
 - Benefits and challenges of adopting PAYT.
 - When is it a viable option for facilities and municipalities?
 - Necessary steps for implementing a program.
 - Tailoring a PAYT program to best fit a community's needs.
- Recycling strategies for communities and facilities.

- "Toxics in packaging" and how it relates to solid waste facility operators.

Project Manager: Athena Lee Bradley, Projects Manager

Funding Source: New Hampshire Department of Environmental Services

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, 168 government entities, representing more than 223,000 employees in 39 states, have signed on as SEC Partners.

In this fiscal year, NERC will continue to support the program, provide technical assistance and annual sustainability reports and awards.

Project Manager: Lynn Rubinstein, Executive Director

Funding Sources: Samsung and the R2/RIOS program

Toxics in Packaging Clearinghouse (TPCH)

Through a contractual arrangement, NERC will continue to provide administration and staffing to the Toxics in Packaging Clearinghouse (TPCH). TPCH is a central repository of information and technical assistance on state toxics in packaging laws. 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, TPCH encourages advisory members. Current advisory members include the Steel Recycling Institute, American Chemistry Council, and the Glass Packaging Institute (GPI).



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 about the state laws to targeted sectors of the packaging supply chain, including testing laboratories and their customers in the manufacturing and retail sectors
- Creation and public sharing of relevant bulletins highlighting TPCH research and testing efforts
- Presentations to educate groups about the programs and benefits of TPCH

- Maintenance and update of the Model Toxics in Packaging Legislation and promoting 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 through grants and/or contracts.

Project Manager: Melissa Walsh Innes, Program Manager

Funding Source: Government and private sector membership dues paid to TPCH

Project Partners: State and Advisory Members

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 roles in fiscal year 2019 will be managing the request process for pick-ups from collection points; working with the state of Vermont to update educational materials; and providing collection site operator training. In addition, NERC collaborates with NCER in program administration, and coordination with the state agency administering the program.

Project Manager: Lynn Rubinstein, Executive Director

Funding Source: National Center for Electronics Recycling

Project Partners: Vermont Agency of Natural Resources; National Center for Electronics Recycling

ADMINISTRATION and FINANCE

In addition to project and program implementation, NERC’s Executive Director is responsible for the 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, maintaining the financial integrity of the organization, fundraising, member relations, and IT.

The Executive Committee, comprised of the President, the Vice President, and Treasurer of the Board, and the Executive Director (as Secretary to the Board), has general administrative oversight for the management of NERC. The Board of Directors sets 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. There are also two annually elected Ex Officio Board members.

The Board may establish committees to assist in the organization’s work. One such committee is the Development Committee, which works closely with the Executive Director to enhance and expand Advisory Membership and services. In addition, since the fall of 2017 there has been a glass committee working on recycling markets concerns and opportunities in the region.

An essential element of staff responsibilities is fundraising. Fundraising includes grant writing; seeking new Advisory Members; working with existing Members to maintain their memberships; and identifying potential consulting service opportunities, 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 consulting service opportunities that advance NERC's mission while securing revenues for the organization.

CONCLUSION

NERC continues to thrive and evolve as an organization, serving the needs of its members. It successfully realizes its mission through unique and innovative programming, as well as public-private sector collaboration and conversation. It has engaged State and Advisory Members, a dynamic Board, and outstanding staff. Fiscal year 2019 promises to be another dynamic year.

NERC BUDGET⁴
July 1, 2018 – June 30, 2019

Revenue	
Conference Sponsorship	\$15,000
Grants/Consulting	\$189,944
Interest	\$1,600
State Membership Dues	\$82,500
Advisory Membership Dues	\$125,000
Registrations	\$55,000
State Travel Accounts	\$5,500
Reimbursed Expenses	\$1,000
Total revenues	\$475,544
Release from Cash Reserves	
Total	\$475,544
Expenses	
Advertising	\$500
Bank Service Charges	\$4,000
Contractors	\$4,000
Equipment Purchases	\$3,000
Equipment Repairs	\$1,200
Gifts & Awards Given	\$1,250
Grants	\$50,000
Insurance	\$4,600
Internet	\$1,500
State Travel Costs	\$5,500
Office Supplies	\$1,350
Permits	\$1,300
Personnel expenses	\$319,300
Raise/bonus fund	\$0
Postage	\$150
Printing (copying)	\$1,375
Professional Services	\$25,000
Promotion & Marketing	\$2,000
Program - Meeting Expenses	\$20,000
Registrations	\$7,340
Rent	\$13,000
Subscriptions	\$2,500
Telephone	\$3,550
Travel	\$30,000
Total expenses	\$502,415
Net subtotal	(\$26,871)
Release from Restricted	\$64,711
Net subtotal	\$37,840

Cash on hand (including restricted accounts) as of June 30, 2018: \$xxx

Restricted accounts balance as of June 30, 2018: \$xxx

Unrestricted net as of June 30, 2018: \$xxx

⁴ This does not include ERCC and TPC. Those programs have separate budgets.