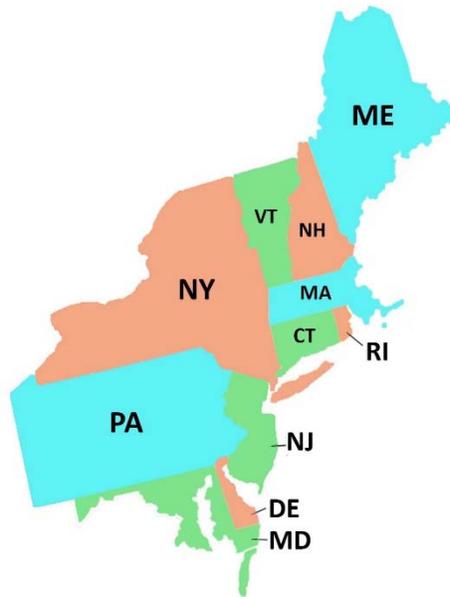




**OPERATING PLAN**  
**Fiscal Year 2020**  
**July 1, 2019 – June 30, 2020**



*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 2020**

### **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 three national programs: the Electronics Recycling Coordination Clearinghouse (ERCC); the State Electronics Challenge (SEC); and the Toxics in Products Clearinghouse (TPCH).

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 is 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) and, the outstanding credentials of its staff, as well as the strong support and depth of knowledge of its Advisory Members.

NERC's vision is a world in which waste is minimized and natural resources are conserved. Its mission is to minimize waste, conserve natural resources, and advance a sustainable economy through facilitated collaboration and action.

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 and composting; environmentally preferable purchasing; product stewardship; climate change; and natural resource conservation that supports environmental and economic 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 six grant and contract funded projects in fiscal year 2020. Efforts to enhance relationships with existing Advisory Members will continue, as will increasing the number of Advisory Members. NERC's consulting services include project and association management, areas where NERC will continue to seek new opportunities.

## **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. The identified priorities are also considered in the development of conference and workshop topics.

For fiscal year 2020, the priorities identified by the Board were:

- Organics and anaerobic digestion
- Market development – paper, glass, LDPE, polypropylene
- Government legislative action, limited to information exchange – minimum content legislation for container glass and producer responsibility legislation for packaging
- Glass

Fifteen out of 63 Advisory Members provided responses. Identified priorities included:

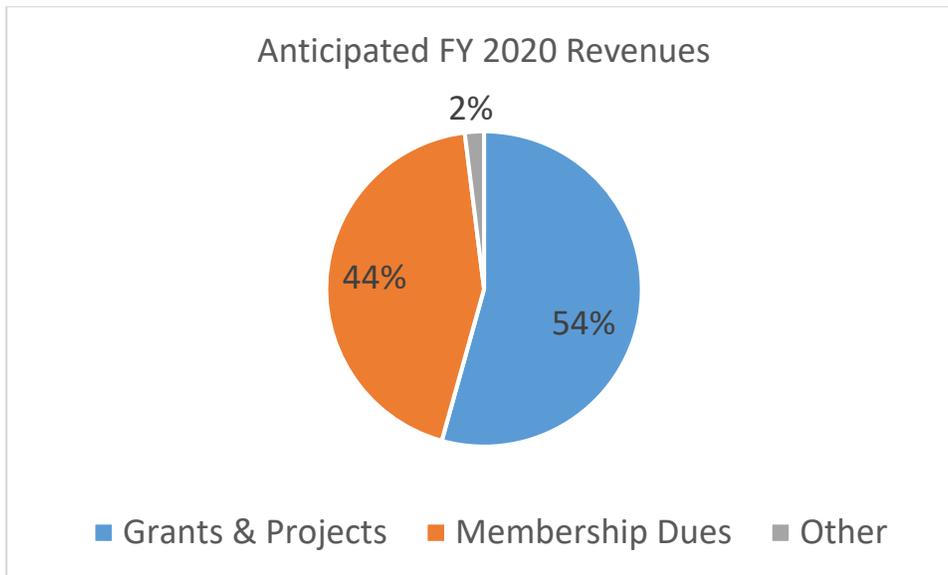
- Contamination in the residential recycling stream
- Organics – infrastructure and waste minimization
- Recycling markets – glass, paper, organics
- Government legislative action – producer responsibility, extended producer responsibility, minimum content laws for containers, mandatory recycling, and advanced recovery fees
- Battery safety
- Green procurement
- Relationship between climate change and recycling/circular economy

## **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, 54% of NERC's revenues will come from grants and projects, which includes conference revenues. Combined, State and Advisory membership dues will represent 44% of the overall revenue. The balance (other) is interest, state travel funds, and reimbursed expenses. NERC staff regularly seeks and applies for grants, consulting opportunities, and project sponsorships, as well as promoting the value of being a member of NERC.



**OPERATIONS**

NERC has three full-time staff and two part-time positions that are responsible for managing the organization and delivering its services and programs. Outside consultants are used, as necessary, to support operations and specific projects, for example, staffing of the Electronics Recycling Coordination Clearinghouse (ERCC).

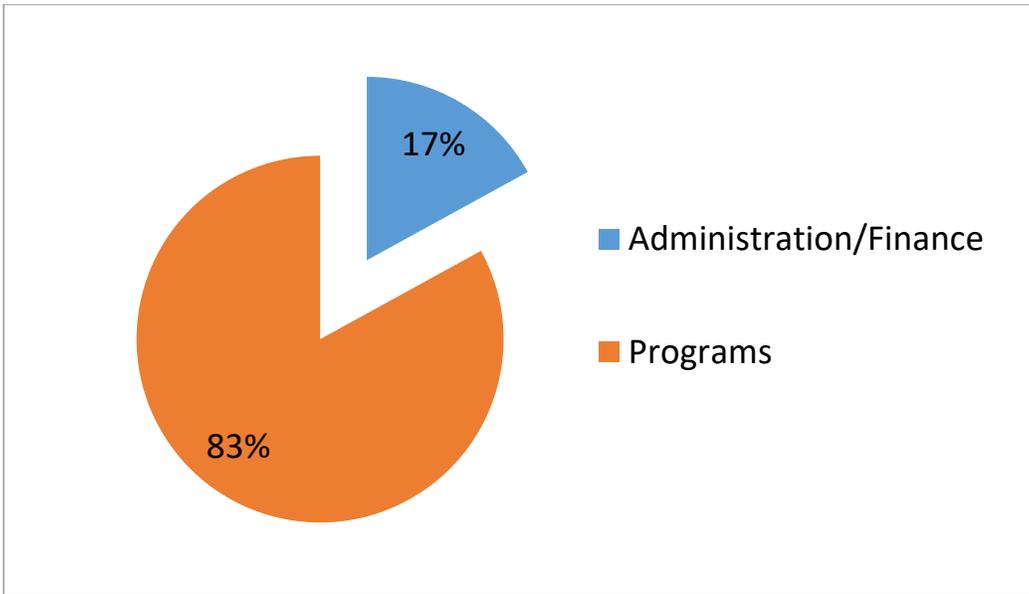
The Executive Director (Director) is the Chief Executive Officer of and Secretary to NERC. The Director manages NERC’s day-to-day affairs and is subject to the policies established by, and general supervision of, the Executive Committee of the Board of Directors. The Director has full responsibility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

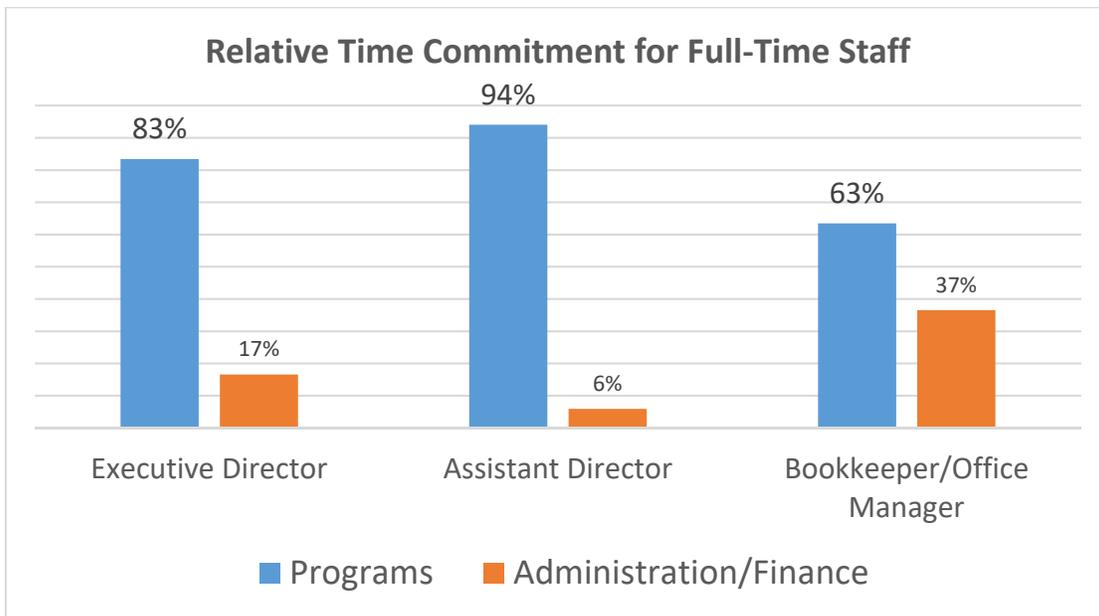
Name	Title
Lynn Rubinstein	Executive Director
Mary Ann Remolador	Assistant Director
Robert Kropp	Office Manager/Bookkeeper
Athena Lee Bradley	Projects Manager – Part-time
Melissa Walsh Innes	Toxics in Packaging Clearinghouse Program Manager – Part-time

Staff responsibilities and activities are classified in two categories:

- Programs – 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 2020.



- Administration & Finance captures a wide range of staff activities, including personnel management, office and financial management.
- Programs captures all other 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 programs and member services listed below is provided by State and Advisory membership dues.

- 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 resource development
- Social media, including NERC's blog, Facebook, Twitter, and YouTube
- Participating on state, national, and association committees and boards, and engaging with other organizations
- Continued implementation of the NERC/Northeast Waste Management Officials' Association (NEWMOA) Joint Strategic Plan

In addition to grant and contract funded projects and the delivery of the ongoing services and programs, efforts of note in fiscal year 2020 include:

- Staffing the Regional Recycling Markets Committee
- Staffing the Glass Committee and its associated activities
- Staffing the Development Committee
- Webinar series focusing on bottle bills, packaging EPR, and transitioning back to dual stream

Also in fiscal year 2020, the Board of Directors anticipating finalizing and adopting a new policy in support of minimum recycled content in products.

### ***Advisory Member Services***

NERC provides its Advisory Members with 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 invited to submit articles to the Email Bulletin, as well as blogs and social media requests.
- NERC hosts Advisory Member luncheons at its conferences, providing opportunities for open dialogue and the offer of guidance and advice.
- An annual membership certificate and badge for their website.

**Project Manager:** Lynn Rubinstein

## ***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
- Negotiating contracts, organizing all needed services, and managing events
- Promoting and marketing the events
- Managing registrations and event finances
- Preparing event materials
- Arranging Board of Director meetings and phone calls, including agenda development and follow-up, such as minutes and website updating.

NERC’s Fall Conference will be October 29 - 30 in Providence, Rhode Island. The spring 2020 event, topic, and location are yet to be determined.

### **Project Managers:**

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

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.

<b>Staff</b>	<b>% of Staff Time</b>
Executive Director	5%
Assistant Director	26%
Bookkeeper/Office Manager	12%
<b>Total</b>	<b>14%</b>

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

## ***Development Committee & Awards Program***

The NERC bylaws call for a standing Development Committee to support staff efforts to maintain a strong membership base and to ensure the sustainability and viability of the organization. The Committee includes State and Advisory Members.

Annually, the Committee oversees the NERC Environmental Leadership Award program. Nominations are solicited from around the NERC region and awards are presented at the fall conference.

**Project Manager:** Lynn Rubinstein

## ***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 new resources on the NERC 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 3,750 individuals throughout the region and nation. It is offered as a free resource to any interested party.

**Project Manager:** Lynn Rubinstein

## ***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.

During this fiscal year, the Committee will finalize the Glass Hierarchy, which includes different applications for post-consumer recycled (PCR) glass and the benefits of using the glass in each application. In addition, NERC staff will complete a survey of the glass bottle and fiberglass manufacturers and beneficiaries in the eleven Northeast states. The Committee will identify other projects to positively impact the use of PCR glass in the region.

**Project Manager:** Mary Ann Remolador

## ***Implementation of Joint Strategic Action Plan with NEWMOA***

In June 2017, NERC and the Northeast Waste Management Officials' Association (NEWMOA) entered into a Joint Strategic Action Plan. Recently, the priorities areas of mutual interest were updated to be:

- Emerging topics in the solid waste stream
- Increasing the use of recycled content in products
- Food scrap reduction, recovery & management
- Recyclables – improving quality and end markets
- Product stewardship/extended producer responsibility
- Relationship between climate change & sustainable materials management
- Construction & Demolition (C&D) materials
- Tires

NERC and NEWMOA's Executive Directors are very involved in the implementation projects and activities to address these priorities. More than 40 action items are included in the work plan for fiscal year 2020. Among these are:

- Staffing workgroups and committees on product stewardship/EPR, climate change, food recovery, recycling markets development
- Organizing and holding webinars on topics of mutual interest
- Organizing workshops that promote the use of recycled content materials in road and infrastructure projects
- Promoting positive messaging and successes about recycling and recycling markets
- Research, best management practices, and information sharing on all of the priority topics

- Developing model legislation
- Organizing joint Board calls
- Developing an annual report

**Program Manager:** Lynn Rubinstein

### ***Improving the Quality of the Residential Recycling Stream***

As a follow-up to the extremely successful training that NERC conducted with the Recycling Partnership in May 2019, we will provide two initiatives to support and expand the impact of the training. NERC created a listserv for the participants of the training (80 individuals from around the NERC region), and will offer several calls (three – four) for the participants on topics of particular interest. In this way, continued peer learning and capacity building will be provided, and we will become informed of continuing educational needs that can be offered more broadly.

**Program Manager:** Lynn Rubinstein

### ***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 three listservs: EPPnet, Organics Management Northeast, and the recently added Regional Recycling Impact listserv.

- 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).
- The Regional Recycling Impact listserv was created for the attendees of the workshop with the same title held in May 2019 in conjunction with the Recycling Partnership. It is a by invitation only listserv.

**Project Manager:** Lynn Rubinstein

### ***Regional Recycling Markets Committee***

In the fall of 2018, NERC, in collaboration with NEWMOA, formed a Regional Recycling Markets Committee to support and expand recycling markets in the NERC 11-state region. Membership is open to NERC and NEWMOA Board members as well as NERC Advisory Members. It is chaired by Chaz Miller, Ex Officio member of the NERC Board. All of NERC’s state Board members or their appointees participate, as do 16 Advisory Members.

In FY 2020 anticipated projects are:

- A quarterly survey of publicly owned MRFs will begin, leading to publication of quarterly blended values of MRF commodities.
- Continuing to track and publicize investments in recycling infrastructure.
- Collecting information and developing a program for promoting success stories about the use of recycled content in products in the region.

**Project Manager:** Lynn Rubinstein

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

NERC's staff is often asked to participate as an advisor, participant, 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.
- Participates in the EPA America Recycles Network, including the infrastructure and recycling markets committees. There are occasional calls (no more than one per quarter) and occasional in-person meetings held in conjunction with other conferences and events. In November 2019 there will be a one-day recycling summit sponsored by EPA for signatories of the America Recycles Network, which includes NERC.
- Serves on the Board of the National Recycling Coalition, and two of its subcommittees (fundraising and recycling market development).

The Assistant Director participates in the Glass Recycling Coalition (GRC) meetings and serves on the Board of the Glass Recycling Foundation.

### ***Social Marketing & Press Releases***

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 blog writers are solicited.

These platforms are used to educate the public about topics related to NERC's mission.

On a regular basis, usually monthly, NERC writes, posts and distributes press releases about its activities and accomplishments. The press releases are posted and archived for one year on NERC's website.

**Blog:** All staff

**Facebook, YouTube, Twitter:** Robert Kropp

## **Webinar Series**

NERC will be holding a series of four webinars about topics that were identified by the Board. The topics for this year's webinars are:

- Bottle Bills — Benefits and Challenges (July)
- U.S. Regulatory Approaches for Packaging (September)
- Packaging EPR in Canada & Europe (date to be determined)
- Communities Switching Back to Dual Stream (date to be determined).

Project Manager: Mary Ann Remolador

## **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 FY2019, there were approximately 7,385 visits/month<sup>1</sup>, up by 15 percent from the same time the previous fiscal year.

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 FY2019 was 140, up 15% from FY2018.

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 FY2019 was 1,918, an increase in excess of 50% from the previous fiscal year.

**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.

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<sup>1</sup> Website visit figures are of March 31, 2019.

## 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.

Table 1. LIST OF NERC'S GRANTS & CONTRACT-FUNDED PROJECTS & PARTICIPANT STATES													Project End Date	FY 20 Project Revenue
Project	CT	DE	ME	MD	MA	NH	NJ	NY	PA	RI	VT	National		
Electronics Recycling Coordination Clearinghouse (ERCC)	x		x	x	x		x	x	x	x	x	x	Ongoing	\$24,000
Implementing Rural Community Composting in Connecticut, Maine, Massachusetts, New Hampshire, New York, and Vermont	x		x		x	x		x			x		9/30/19 <sup>2</sup>	\$63,258
RecycleCT Foundation	x												12/1/21	\$3,983
State Electronics Challenge	x	x	x	x	x	x	x	x	x	x	x	x	Ongoing	\$0 <sup>3</sup>
Toxics in Packaging Clearinghouse	x					x	x	x		x		x	Ongoing	\$41,253
Vermont State Standard Plan for E-Scrap											x		12/31/20	\$16,500
<b>Total</b>														<b>\$148,994<sup>4</sup></b>

<sup>2</sup> We anticipate a one-year extension, with an end date of September 30, 2020.

<sup>3</sup> NERC has restricted funds that support this program.

<sup>4</sup> There will be additional revenue receive in FY2020 from a USDA grant completed in FY2019.

## 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 2020, the sources of funding, and project partners.

### ***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, launching and updating a compliance calendar website 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 a 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 27 affiliate members representing recyclers, manufacturers, and others.

**Project Manager:** Lynn Rubinstein

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

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

### ***Implementing Rural Community Composting in Connecticut, Maine, Massachusetts, New Hampshire, New York, and Vermont***

NERC received a grant from the US Department of Agriculture, Rural Utility Services, Solid Waste Management Grant Program, for *Implementing Rural Community Composting in Connecticut, Maine, Massachusetts, New Hampshire, New York, and Vermont*.

The project focuses on working with communities to divert food scraps and yard/garden trimmings to community-based compost operations. The goals of project are:

- Develop multimedia “*be a community compost expert*” training resources about how to establish and sustain community composting sites. The training resources—videos, written tip sheets, and webinars—will comprise a Community Composting Training Course.
- Deliver remote, local and regional trainings utilizing the Community Composting Training Course.
- Provide technical assistance and support for the management of food and organic waste through community composting sites.
- Develop a two-part *National Capacity Building Webinar* modeled on the community composting training course and incorporating lessons learned at the community compost sites.

**Project Manager:** Athena Lee Bradley  
**Funding Source:** USDA Rural Utilities Services

### ***RecycleCT Foundation***

NERC has been hired as the fiscal agent for the [RecycleCT Foundation](#). The RecycleCT Foundation, Inc. targets and promotes the coordination and support of research and education activities and public information programs aimed at increasing the rate of recycling and reuse in the state. It also offers grants to help fund efforts that foster greater understanding of and promote action and engagement in waste reduction, reuse, recycling and composting in Connecticut.

**Project Manager:** Lynn Rubinstein  
**Funding Source:** RecycleCT Foundation

### ***State Electronics Challenge***

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

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



Government entities and organizations participate as "Partners" in the program. The SEC provides Partners with free resources and technical assistance for improving electronics management practices and offers annual recognition to Partners that have achieved specific goals. To date, 169 government entities, representing more than 223,000 employees in 39 states and the District of Columbia, 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  
**Funding Sources:** Historic contributions from Samsung, Panasonic, and the ISRI 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

**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 2020 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

**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. There are currently three committees: The Development Committee, which works closely with the Executive Director to enhance and expand Advisory Membership and services; Glass Committee; and Regional Recycling Markets Committee.

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 2020 promises to be another dynamic year.

**NERC BUDGET<sup>5</sup>**  
**July 1, 2019 – June 30, 2020**

<b>Revenue</b>	
Conference Sponsorship	\$40,000
Grants/Consulting	\$161,078
Interest	\$3,000
State Membership Dues	\$84,465
Advisory Membership Dues	\$122,500
Registrations	\$75,000
State Travel Accounts	\$5,500
Reimbursed Expenses	\$1,000
<b>Subtotal</b>	<b>\$492,543</b>
Release from Cash Reserves	\$0
<b>Total</b>	<b>\$492,543</b>
<b>Expenses</b>	
Advertising	\$500
Bank Service Charges	\$5,560
Contractors	\$26,500
Equipment Purchases	\$3,000
Equipment Repairs	\$1,200
Gifts & Awards Given	\$2,550
Insurance	\$5,200
Internet	\$1,680
Office Supplies	\$1,000
Permits	\$1,650
Personnel expenses	\$296,728
Postage	\$150
Printing (copying)	\$900
Professional Services	\$11,976
Promotion & Marketing	\$1,500
Program - Meeting Expenses	\$35,000
Registrations	\$3,450
Rent	\$13,260
State Travel Costs	\$5,500
Subscriptions	\$4,026
Telephone	\$2,400
Travel	\$21,150
<b>Subtotal</b>	<b>\$444,880</b>
<b>Net Subtotal</b>	<b>\$47,663</b>
Release from Restricted	\$15,557
<b>NET</b>	<b>\$63,220</b>

**Cash on hand** (including restricted accounts) as of June 30, 2019: \$628,411

**Restricted accounts balance** as of June 30, 2019: \$174,142

**Unrestricted net** as of June 30, 2019: \$454,269

<sup>5</sup> This budget does not include ERCC and TPCH. Those programs have separate budgets.