

NERC

Northeast Recycling Council, Inc.

OPERATING PLAN
Fiscal Year 2007
July 1, 2006 – June 30, 2007

NERC'S mission is to advance an environmentally sustainable economy by promoting source and toxicity reduction, recycling, and the purchasing of environmentally preferable products and services.

**Northeast Recycling Council, Inc.
OPERATING PLAN – FY 2007**

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

VISION STATEMENT

- Leverage the strengths and resources of its member states and advisory members.
- Represent a voice for the common interests of the 10 Northeast states relative to toxicity and source reduction, recycling, environmentally preferable purchasing, and environmental sustainability.
- Develop and maintain relationships, dialogues, and strategic alliances with stakeholders to advance an environmentally sustainable economy.
- Provide a forum for strategic planning on toxicity and source reduction, recycling, environmentally preferable purchasing, and environmental sustainability through regional cooperation, communication, and information.
- Provide a non-partisan voice.

GOALS

- Provide leadership for developing and implementing regional strategies and programs.
- Stimulate the supply of and demand for secondary materials.
- Promote and publicize the connections between toxicity and waste reduction, recycling, and the economic and environmental health of the Northeast region.
- Seek and facilitate partnerships between the public and private sectors through communication, education, research, or technical support.
- Educate the general public, public officials, legislators, and the private sector.

POLICIES

NERC has two formal policy statements that influence its goals and objectives:

- NERC Used Electronics Recycling Market Development Policy Statement
- NERC Product Stewardship Policy Statement

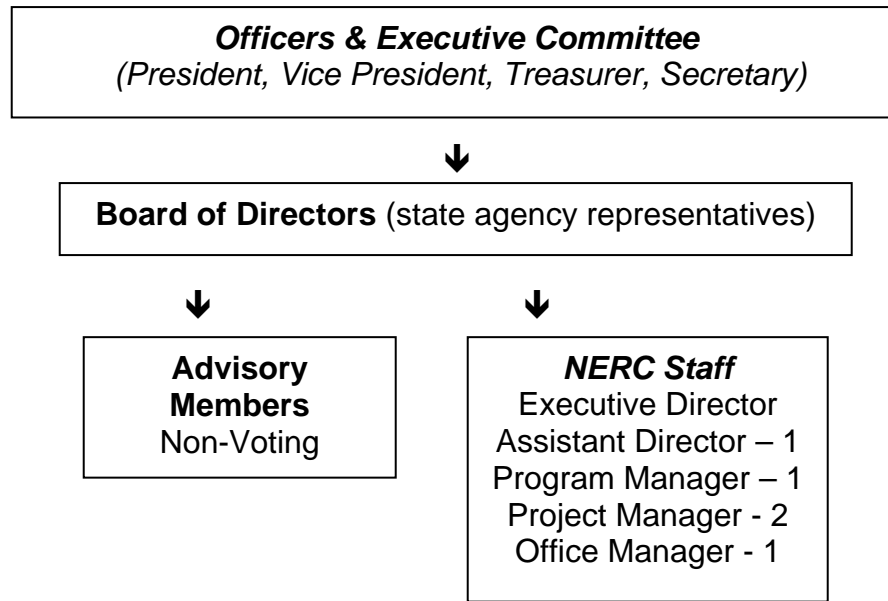
ORGANIZATIONAL PRIORITIES

- Fulfill grant obligations.
- Fulfill commitments to state members as defined in Memoranda of Understanding.
- Continue efforts to maintain a sound financial footing and to investigate and develop appropriate new revenue opportunities.
- Continue to enhance communication with members and the public about NERC, its capacities, projects, and resources.
- Deliver technical assistance and support to members and the public.
- Encourage additional participation of members and interested parties in NERC's activities.
- Monitor and report about the Newspaper Publishers' Agreement.
- Continue the Environmentally Preferable Procurement (EPP) Listserv and Archive.
- Continue the *Email Bulletin*.
- Seek, develop, and implement new projects targeted at diverting or creating markets for specific commodities.
- Continue to analyze and promote the economic development and environmental benefits of toxicity and source reduction, reuse, recycling, and environmentally preferable purchasing.
- Support the continuation and expansion of residential and commercial recycling efforts, including strategies to increase the efficiency and cost effectiveness of collection and processing, source reduction and reuse (i.e., commercial and multi-family recycling).

ORGANIZATIONAL STRUCTURE

NERC is a 501(c)(3) nonprofit corporation incorporated as a charity in the state of Vermont.

ORGANIZATIONAL CHART



Executive Committee Responsibilities

The Executive Committee is a standing committee made up of the President, Vice President, Treasurer, and Secretary (Executive Director) of the Board. Its responsibilities and authorities are set out in the bylaws.

- The Executive Committee shall have general administrative oversight for the management of NERC and may act in lieu of the full Board of Directors between meetings.
- The Executive Committee shall have responsibility for all decisions and projects assigned to it by the NERC Board of Directors.
- The Executive Committee may constitute subcommittees or working groups as it deems appropriate.

Board Member Responsibilities

As a non-profit organization Board Members have specific fiduciary responsibilities to ensure that the mission and goals of NERC are fulfilled. In brief, they are to:

- Fairly represent their state's interests.
- Attend and participate in all NERC Board Meetings, as well as Planning Meetings.
- Attend NERC conferences.
- Support and assist in NERC's fundraising and grant seeking efforts.

- Secure annual dues for NERC.
- Participate on committees.
- Promote NERC’s mission and goals.
- Represent NERC and its interests.
- Aid and support projects undertaken by NERC.

FUNDING

Projects and programs are funded in several ways:

- Grants with a matching contribution. NERC Members, NERC staff, or other partnering entities may provide the match through their participation on committees and in providing guidance.
- Dues-based projects and services.
- By special appropriations from one or more states, members, or other entities.
- Contracts for specific projects.

Depending on the type of project and the type of funding, benefits accrue differently to members. Though projects funded by individual states will generally directly benefit only the contributing states, most projects are designed to be replicable and of interest to other states.

Funding Sources

In FY 2007, we anticipate funding from the following sources:

- Grants & contracts 60.5%
- State dues 17.0%
- Conferences 7.9%
- Draw down of reserves 7.6%
- Advisory membership 5.8%
- Interest 1.0%
- Other 0.2%

PROJECTS

NERC projects can be broadly divided into two categories: basic services and grant/contract funded. Basic services are those that are considered fundamental to the operation of the organization and to delivery of its core mission. Grant projects enable NERC to provide in-depth research, education, and program implementation in furtherance of its mission.

Basic Services

Delivery of basic services represents 81% of full-time (salaried) staff time.

Salaried Staff	Time
Executive Director	76%
Assistant Director	73%
Office Manager	95%

NERC staff will deliver the following services, contingent upon funding:

Conferences & Board Meetings

Conference and Board Meeting development and implementation account for 18% of staff time.

Salaried Staff	Time
Executive Director	6%
Assistant Director	24%
Office Manager	24%

Conferences: NERC staff will produce two conferences. Staff will research topics and develop the agenda with direction from NERC members, arrange for speakers, review and coordinate presentations, and secure vendors and conference sponsors. Staff will also arrange for and manage meeting facilities and registration. Staff will distribute meeting announcements, and prepare all necessary meeting materials. Conference agendas are posted on the NERC website. PowerPoint presentations are also posted on the NERC website. Access to the presentations is restricted to NERC members.

The goal is to have a combined total of at least 120 participants, 6 vendors, and 8 sponsors.

In addition, a half-day Haulers Roundtable will be developed and implemented in October 2006. The goal is to have all 10 of the NERC states and 5 haulers participate in the meeting.

Board Meetings: NERC staff will organize two ½-day Board of Directors meetings as well as a day and a half Planning Meeting if deemed necessary by the Board of Directors. NERC staff, in consultation with the Executive Committee, prepares the agenda as well as the minutes of the meetings. The minutes, once approved by the Board, are posted on the NERC website.

NERC Staff Responsibilities for Conference Preparation & Implementation

Spring Conference – five months preparation, Fall Conference – seven months preparation.

Agenda Topics

- Summarize Conference evaluations within two weeks the conclusion of the conference to obtain suggested future Conference topic ideas.
- Email all NERC members (Board & Advisory) the list of suggested topics and request that they prioritize them.

- Hold conference call with Executive Committee members to discuss Members' priority topics and to select topics for next Conference. Topics are chosen with the strategy that Day One issues appeal to all members and Day Two focus on issues for states and municipal recycling coordinators.
- Send email to NERC Board and Advisory members to announce sessions for upcoming Conference and request participation on developing sessions agendas and identifying speakers.
- Hold conference call with each session Planning Committee to flesh out session agendas and identify potential speakers.
- Contact potential speakers and secure speakers.
- Hold conference calls with speakers for each session to review session agendas, individual presentations, and logistics.
- Save Conference presentations on laptop.

Marketing Conference

The goal of each Conference is to have at least 60 attendees.

- Post Conference preliminary agenda and registration on NERC website.
- Post agenda updates to NERC website.
- Write Email Bulletin articles from the time the Conference topics are selected until the Conference takes place. (4-6 articles).
- Write and distribute press release to press contacts throughout the region and to national recycling publications.
- Email specific agencies, organizations, listservs and people to alert them to the Conference and topics to be featured.

Sponsors

The goal for each Conference is to secure at least \$7,500 in sponsorships.

- Develop list of potential sponsors.
- Email request letter and follow up with phone call.
- Follow up all leads.

Exhibitors

The goal for each Conference is to secure at least three vendors.

- Develop a list of potential exhibitors.
- Email Conference announcement and exhibitor space information.
- Follow up all leads.

Conference Administration

- Register all participants.
- Manage finances relative to registration.
- Prepare attendee list.
- Prepare attendee folder/kit.
- Prepare Sponsor and Advisory Member labels and acknowledgements.
- Prepare social hour tickets.
- Prepare name tags.

- Arrange for conference space, contract, food and beverages, social hour.
- Oversee conference facility delivery of services during conference.

Post Conference

- Compile and analyze evaluations.
- Prepare and send thank you notes to speakers, sponsors, and vendors.
- Post speaker PowerPoint presentations in Members Only section of NERC website.
- Remove registration form from website.

Information Services

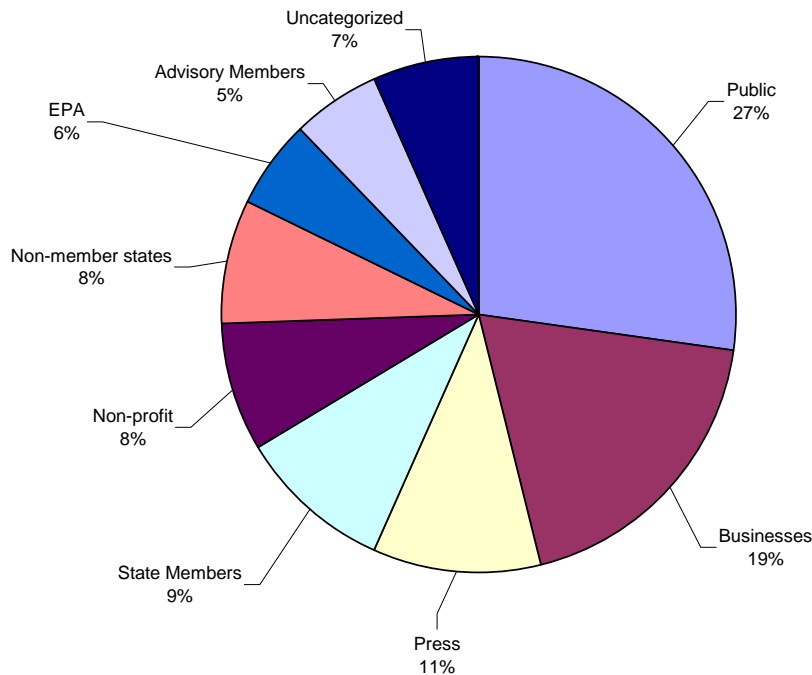
Website:

- Research and reference tool
- Post significant project results and reports
- Update and re-design the NERC web site, including providing state-specific information on recycling and related topics at the direction of state members, as well as access to NERC materials and links to other related Internet resources.
- Post and archive the *NERC Email Bulletin*

The goal is to have a minimum of 420,000 “hits” on the site, and 115,000 downloads of PDF documents.

- Produce and distribute the *NERC Email Bulletin*. Eleven (11) issues of the *Bulletin* will be produced. The goal is to have 800 subscribers by the end of the fiscal year. This will represent an increase of approximately 5% to the number of subscribers at the end of FY 07.
- Monitor and report on the Newspaper Publishers Agreement.
- Manage the Environmentally Preferable Products Purchasing listserv (EPPnet) and archive. The goal is to increase the number of subscribers to 390, an increase of approximately 2% to the number at the end of FY 07.
- Answering questions and requests for information from NERC members and the public. Approximately 350 such queries are received each year.

Origin of Queries



Support Services

- Provide fiscal and administrative management and oversight of the office and organization.
- Write grants and seek funding support for NERC, developing project proposals and budgets. The goal is to secure a minimum of \$200,000 in new grant funding for projects that advance the mission of the organization.
- Attend meetings, conferences, and events to support member programs, to stay informed on current or relevant information, to develop partnerships and working relationships, and to represent NERC and its interests.
- Develop partnerships and coalitions with other organizations and interest groups.
- Support the Executive Committee and member committees, as appropriate, by scheduling conference calls, producing committee correspondence, minutes, and memoranda, and performing research and arranging committee presentations as required.

Other

- Participate in the North American Green Purchasing Initiative. This includes attending two meetings a year and participating in six conference calls.

- Serve as an Ad Hoc Board Member of the Pennsylvania Recycling Markets Center. This includes attending six meetings a year.
- Participate in the implementation of the National Carpet Stewardship Agreement. This includes participating in four conference calls a year.
- Speak at state conferences, meetings, and other events, as opportunities arise and circumstances permit. We anticipate make four presentations in this fiscal year.
- Draft and distribute a Request for Proposal for updating the Recycling Economic Information Study. Depending on timing, reviewing responses and selecting a successful candidate may also occur during this fiscal year.

Grant/Contract Funded Projects

EPA Headquarters Pollution Prevention: Toxics in Packaging Laws: A Tool to Promote Source Reduction and Environmentally Preferable Purchasing (\$28,963): Nineteen U.S. states have toxics in packaging laws that prohibit the intentional introduction of four heavy metals -- mercury, lead, cadmium, hexavalent chromium -- into packaging and packaging components sold or distributed in the state. While the laws have been in force in most of the 19 states for 10 years or more, there is increasing evidence of non-compliance. To date, there has been no comprehensive test program to determine whether companies are in compliance with the toxic in packaging laws.

The goals of this project are to assess compliance with the U.S. toxics in packaging laws and to launch a source reduction and environmentally preferable purchasing (EPP) educational campaign based on the legal requirements of the laws.

The project will test packaging in the retail market to assess compliance with the toxics in packaging laws by screening packaging and individual packaging components for the total concentration of the four restricted heavy metals.

Companies selling products in non-compliant packaging will be notified of the test results and requirements of the toxics in packaging laws. The legal requirements will be the driver to get companies to reduce or eliminate the toxic heavy metals from their packaging and remove any non-compliant packaging from retail shelves, or face state enforcement action.

Primary Contact: Patty Dillon

Time Period: August 1, 2005 – July 31, 2006

EPA Regions I & III Source Reduction Programs: Promoting Source Reduction & Increasing the Use of Recycled Materials through the Green Procurement of Electronics (\$19,946 Region 1, \$59,250, Region III. Total: \$79,196): The development of the Electronic Product Environmental Assessment Tool (EPEAT)¹, a project spearheaded by the U.S. EPA to help public and private sector institutional purchasers evaluate, compare and select desktop computers, laptops, and monitors based on environmental attributes, is expected to be completed in early 2006. EPEAT will be the first-available environmentally preferable purchasing tool for computers and will rate product environmental performance based on multiple environmental criteria.

The goal of this project is to promote source reduction and increase the use of recycled materials through the environmentally preferable purchasing of computers by public and private sector institutional purchasers. NERC will accomplish this by promoting the use of EPEAT by institutional purchasers in EPA Regions I and III through teleconferences, presentations, website resources, individual technical assistance, and demonstrating the environmental benefits of purchasing EPEAT-qualified products.

Primary Contact: Lynn Rubinstein
Time Period: October 1, 2005 – December 31, 2007

EPA Innovative Waste Grant: Managing Unwanted Medications (Second Year) (\$31,272): NERC will continue to provide technical assistance for the development and implementation of pilot collections for unwanted medications. Guidance for holding unwanted medication collections will be written and published.

Primary Contact: Lynn Rubinstein
Time Period: October 1, 2004 – September 30, 2006

USDA – RUS, Solid Waste Management Grant (Second Year) (\$60,588)

Managing Unwanted Medications: NERC will continue to provide technical assistance for the development and implementation of pilot collections for unwanted medications in rural communities in Maine, New Hampshire, and Vermont. Guidance for holding unwanted medication collections in rural communities will be written and published.

Rural Special Events Source Reduction & Recycling: Developing a guidance document and training materials on source reduction and recycling at special events, and providing technical assistance to a total of six special events in Maine, New Hampshire, and Vermont.

Peer-to-peer Business Training for EPP Procurement: Developing and implementing a pilot EPP program for rural businesses in Maine, New Hampshire, and Vermont, including a business-to-business mentoring component.

Primary Contacts: Lynn Rubinstein & Mary Ann Remolador
Time Period: October 1, 2004 – September 30, 2006

¹ For more information on EPEAT, please visit <http://www.EPEAT.net>

Toxics in Packaging Clearinghouse (\$52,542)

Contractual arrangement to provide administration and staff support to the Toxics in Packaging Clearinghouse.

Primary Contact: Patty Dillon

Time Period: Ongoing

New York State Recycling Markets Database (\$53,873) - Years 1 - 2 of 5-year contract (Total contract \$283,944): Contractual Arrangement with Empire State Development to compile and prepare a comprehensive secondary materials markets database.

Primary Contact: Mary Ann Remolador

Start date: January 1, 2006

USDA – RUS, Solid Waste Management Grant: Increasing Reuse & Recycling by Municipalities & Businesses in Rural Communities (\$150,000): Through technical assistance and training, this project will work with rural municipalities and businesses to decrease solid waste generation through reuse and to increase recycling of paper, beverage containers, and electronics. This project will be implemented in all NERC states with the exception of Maine.

Primary Contact: Mary Ann Remolador

Start date: October 1, 2006

EPA Headquarters & Region 2 Resource Conservation Challenge Program - State Electronics Challenge (\$140,000): The goal of this project is to improve the life cycle management of electronic equipment by adapting and replicating the Federal Electronics Challenge program for state, regional, and local government. The proposed pilot demonstration of the State Electronics Challenge (SEC) will promote environmentally preferable purchasing of electronics using the Electronics Product Environmental Assessment Tool (EPEAT), improved operations and maintenance of equipment (e.g., power management), reuse and donation programs, and recycling equipment at the end of life. This project will quantify the environmental benefits of improving the life cycle management of electronics by applying the EPA-funded Electronics Environmental Benefits Calculator. Finally, the project will provide recommendations and a template for ramping up the pilot State Electronics Challenge to a nation-wide program, including its long-term financial sustainability.

Primary Contact: Patty Dillon

Time period: October 1, 2006 – September 30, 2008

Community Pharmacy Foundation (\$62,500): NERC will work with retail pharmacies around the United States to encourage the development of unwanted medication collections. Specifically, NERC will:

1. Develop and implement retail pharmacy unwanted medication collection and disposal programs.

2. Write and promote a guidance manual for pharmacies on how to conduct an unwanted medications collection program.
3. Work in partnership with pharmacies, to develop and implement a pharmacy-based consumer education program about the proper (and improper) way to dispose of medications.
4. Promote guidance for the pharmacy community to provide consumer education and leadership about unwanted medication disposal.

Primary Contact: Lynn Rubinstein

Time period: June 15, 2006 – June 14, 2008

FINANCES

Budget Overview FY 2007

Revenues: \$517,000

Expenses: \$517,000

GRAPHS INSERTED