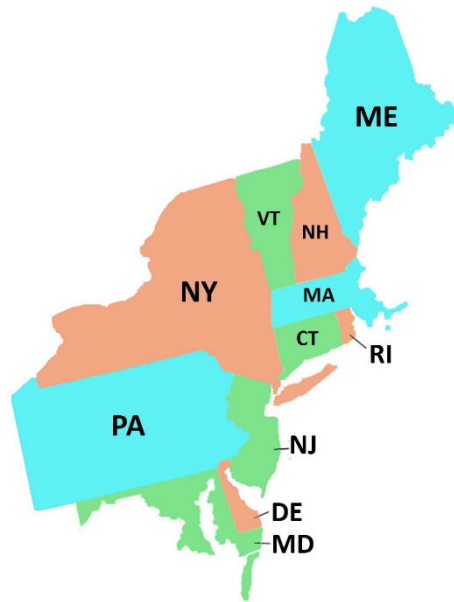




**OPERATING PLAN**  
**Fiscal Year 2023**  
**July 1, 2022 – June 30, 2023**



*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 2023

### 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, in addition there are two national programs: the Electronics Recycling Coordination Clearinghouse (ERCC) and the Government Recycling Demand Champions program.

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 funded from a variety of public and private sector sources. 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.

In this fiscal year, NERC will hire a new Executive Director to replace outgoing Executive Director Lynn Rubinstein, who has led NERC since 1999.

*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 2023. Efforts to enhance relationships with existing Advisory Members will continue, as will increasing the number of Advisory Members.

## 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 2023, the priorities identified by the Board are:

1. Food Waste reduction, Organics Management
2. Reuse/Waste Reduction
3. Market development & support
4. Relationship between materials management and climate

Six (6) Advisory Members provided their priorities for FY23, and these largely echoed the priorities that the Board had identified.

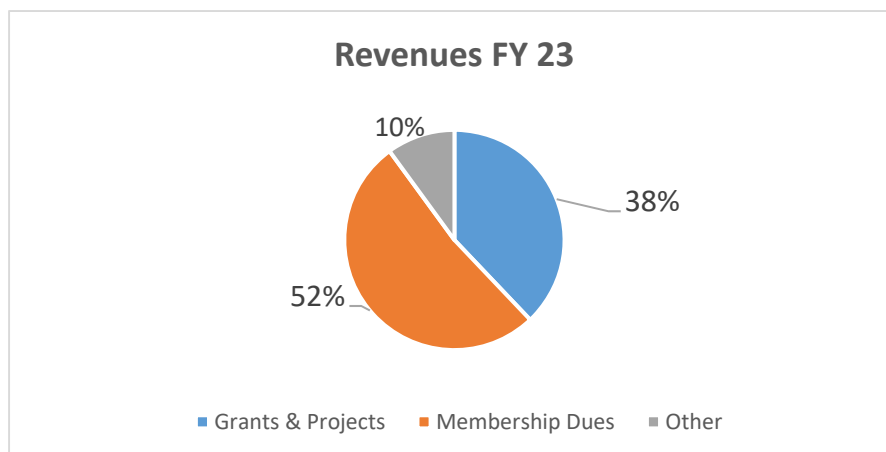
## FUNDING

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

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

Overall, 38% of NERC's revenues will come from grants, projects, and conferences. Combined, State and Advisory membership dues will represent 52% 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 currently has three full-time staff 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. A new Executive Director will join NERC, anticipated to be in the fall of 2022. TSNE Mission Works was hired to guide the NERC Board through the process of filling this critical position. It is reasonable to anticipate that there may be changes in staffing responsibilities or organizational structure.

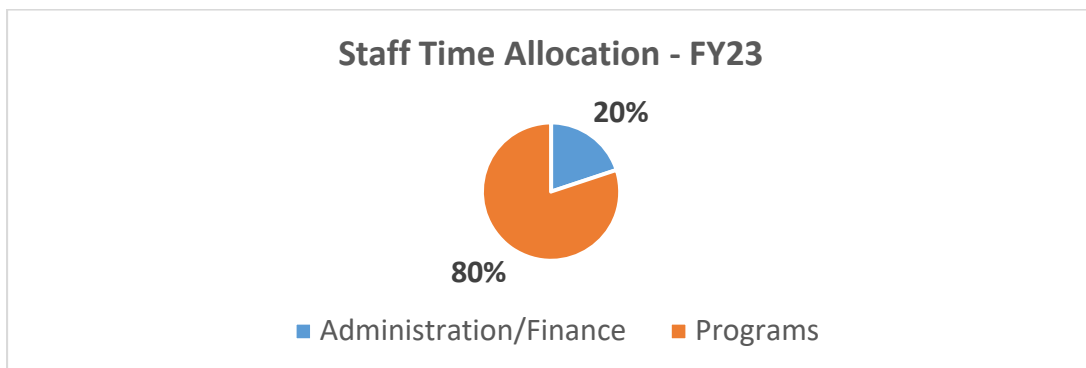
NERC staff are:

Name	Title
Lynn Rubinstein	Executive Director
Mary Ann Remolador	Assistant Director
Robert Kropp	Office Manager/Bookkeeper

Staff responsibilities and activities are classified in two categories:

- Programs
- Administration and finance

The following chart reflects the relative commitment of full-time staff in each of these areas of operation for fiscal year 2023.



- 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 supported by State and Advisory membership dues, as finances and staffing permits.

- 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, DEI Connect, and Organics Management listservs
- Staffing committees
  - Executive
  - Diversity, Equity & Inclusion
  - Bottle Bill
  - EPR Network (in conjunction with NEWMOA)
  - Food Waste Minimization (in conjunction with NEWMOA)
  - Glass
  - Household Hazardous Waste (in conjunction with NEWMOA)
  - Regional Recycling Markets Committee
  
- Webinar development
- Website design, maintenance and resource development
- Social media, including NERC's blog, Facebook, Twitter, and LinkedIn accounts
- Participating on state, national, and association committees and boards, and engaging with other organizations
- Making presentations about NERC's programs and regional trends
- Continued implementation of the NERC/Northeast Waste Management Officials' Association (NEWMOA) Joint Strategic Plan

### *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 that 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 membership levels.
- 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:** Executive Director

### *Awards Program*

Annually, NERC conducts an Environmental Leadership Award competition. Nominations are solicited from around the NERC region and the award presented at the fall conference. The theme for the 2022 award

program is activities that resulted in expanded markets for post-consumer feedstock of materials collected from residential recycling programs.

**Project Manager:** Executive Director

### **Conferences, Workshops & Board Meetings**

NERC staff are responsible for the development and implementation of a regional conference, 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;
- Implementing and monitoring the events; and
- Arranging Board of Director meetings and phone calls, including agenda development and follow-up, such as minutes and website updating.

NERC’s Fall Conference 2022 will be November 2 - 3, Rocky Hill, Connecticut.

#### **Project Managers:**

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

All full-time staff contributes to delivering the conference and workshops (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	4%
Assistant Director	28%
Bookkeeper/Office Manager	12%
<b>Overall % of Staff Time</b>	15%

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

### **Diversity, Equity & Inclusion**

NERC has launched several initiatives to support and expand diversity, equity and inclusion within NERC and the recycling and solid waste communities.

*Diversity, Equity & Inclusion Committee:* A new committee has been formed to focus on improved diversity among NERC Board members, hiring and retention for State and Advisory Members, and other topics as identified by the Board.

*Next Generation Scholarship Fund:* NERC houses the Next Generation Scholarship Fund to support DE&I and to introduce scholars to the topics of sustainable materials management featured at NERC's Conferences. Scholarships will be awarded to select students interested in attending NERC's Conferences and learning about the recycling industry. Funds are allocated in support of the scholarship program in the budget. Fundraising for additional support will allow us to expand the reach of this program.

*DEI Connect Listserv* a newly created listserv was formed in response to the feedback received from the 4-part training series NERC held on diversity, equity and inclusion in FY 2022, and NERC's expanded engagement in this topic.

*Conferences:* The NERC Board has committed to including at least one topic addressing diversity, inclusion, and equity in all conferences.

**Project Manager:** Mary Ann Remolador

### ***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 Electronics Recycling Clearinghouse. The Bulletin is distributed to more than 8,000 individuals throughout the region and nation. It is offered as a free resource to any interested party.

**Project Manager:** Executive Director

### ***Glass Committee***

The Committee's goals are to continue working on understanding the issues that affect the recycled glass value chain and gaps in the Northeast, and to identify the most appropriate role that NERC can play in promoting greater diversion of glass containers to the greatest value end uses. The Committee of 18 includes NERC Board and Advisory Members.

Some of the topics the Committee will be discussing this fiscal year include: the use of glass as alternative daily cover (ADC) at landfills, the use of recycled glass in processed glass aggregate and Pozzalon by State Departments of Transportation and Environmental Agencies, and other market development issues (supply and demand side).

**Project Manager:** Mary Ann Remolador

### ***Government Recycling Demand Champions Program***

The Northeast Recycling Council (NERC) in partnership with the Association of Plastic Recyclers (APR) offer the Government Recycling Demand Champion Program to promote the purchase of plastic products with post-consumer recycled content.





A companion to APR's well-established Recycling Demand Champions program, this initiative is tailored to state, regional and local governments around the United States. It is hosted by NERC. There is a dedicated webpage with resources and program participants listed.

The program has two participation tiers:

- Champions - commit to purchasing products made with post-consumer recycled plastic.
- Advocates - intend to purchase products made with post-consumer recycled plastic, but their organization is not ready to act, but intends to within a year of joining the program.

Annually, Champions submit purchasing data and in exchange receive sustainability reports. Efforts to expand participation will continue this fiscal year.

**Project Manager:** Executive Director

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

NERC and the Northeast Waste Management Officials' Association (NEWMOA) have a Joint Strategic Action Plan. The priorities areas of mutual interest addressed in the Plan are:

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

NERC and NEWMOA's Executive Directors are the primary staff for implementation of the projects and activities identified by the Boards. Activities in fiscal year 2023 include:

- Staffing workgroups and committees on EPR, climate change, food recovery, household hazardous waste, and recycling markets development.
- Organizing and holding webinars.
- Collaborating on projects as identified by the committees.

**Program Manager:** Executive 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.

### ***Listserves***

NERC hosts and manages three listservs: EPPnet, DEI Connect and the Organics Management Northeast.

- EPPnet is a longstanding national listserv focused on environmentally preferable purchasing.

- DEI Connect, as noted above, is a newly created listserv.
- The Organics Management Northeast listserv shares information, events, and updates in the field of food waste and organics management.

**Staffed by:** Executive Director and Assistant Director

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

The Regional Recycling Markets Committee’s goal is 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. Chaz Miller, Ex Officio member of the NERC Board, chairs it. All of NERC’s state Board members or their appointees participate, as do 18 Advisory Members.

In FY 2023 known projects are:

- Continue the quarterly survey of MRFs and associated reports.
- Continue tracking and publicizing national investments in recycling infrastructure.
- Maintain the directory of businesses using post-consumer recycled content in the region.

**Staffed by:** Executive Director

### ***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.

The Executive Director represents NERC on the:

- Ameripen State Market Development Taskforce
- New Hampshire Solid Waste Commission and its Recycling and Waste Minimization Committee
- Recycling Partnership’s Circularity Council
- US Plastics Pact

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

NERC maintains a [Facebook page](#), a [Twitter account](#), [LinkedIn](#) account and a [blog](#). The blog is published weekly and archived on the website. The Facebook page and Twitter feed are updated almost daily. These platforms are used to educate the public about topics related to NERC’s mission and upcoming events and opportunities. There is also a NERC YouTube Channel where webinar recordings are posted and made available.

NERC regularly 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.

**LinkedIn:** Executive Director

**Blog, Facebook and Twitter:** Office Manager

### ***Webinars***

NERC will organize and host several webinars in FY 2023. Many of these will be hosted jointly with NEWMOA. Anticipated topics include:

- C&D and Dry Wall Recycling

- Marketing Recyclables for Municipalities
- Solar Panel Recycling and EPR
- UN Plastics Treaty

All webinar recordings are posted on the NERC website and its YouTube channel, and all presentations posted on the website.

NERC offers a webinar sponsorship program to provide financial support for the webinar series.

**Project Manager:** Executive Director

### **Website**

NERC's website continues to be one of its 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, there are approximately 16,000 visits/month.<sup>1</sup>

**Project Managers:** All staff contribute to NERC's website management

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<sup>1</sup> As of March 31, 2022.

## 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](#). The table below lists NERC’s grants and contract-funded projects for fiscal year 2023.

Lynn will update

LIST OF NERC’S GRANTS & CONTRACT-FUNDED PROJECTS & PARTICIPANT STATES													Project End Date	FY 23 Project Revenue
Project	CT	DE	ME	MD	MA	NH	NJ	NY	PA	RI	VT	National		
Developing Solutions to Regulatory Challenges and Engaging Community Support to Expand Diversion of Food Waste to Anaerobic Digestion in the Northeast	x	x	x	x	x	x	x	x	x	x	x		5/31/24	\$31,918
Electronics Recycling Coordination Clearinghouse (ERCC)	x		x	x	x		x	x	x	x	x	x	Ongoing	\$25,500
RecycleCT Foundation	x												12/1/23	\$7,980
The Recycling Partnership MRF Database												x	12/31/22	\$13,050
USDA Glass Recycling			x										9/30/22	\$6,247
Vermont State Standard Plan for E-Scrap											x		12/31/23 <sup>2</sup>	\$12,680
<b>Total</b>														<b>\$97,375</b>

## 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 2023, the sources of funding, and project partners.

### *Developing Solutions to Regulatory Challenges and Engaging Community Support to Expand Diversion of Food Waste to Anaerobic Digestion in the Northeast*

NERC will be working with the Northeast Waste Management Officials' Association (NEWMOA) on an EPA-funded grant that to develop educational strategies for anaerobic digester (AD) operators, state and local government officials, and Environmental Justice community groups to overcome regulatory challenges and support the expansion of AD capacity in the Northeast.

**Project Manager:** Mary Ann Remolador

**Funding:** NEWMOA through an EPA grant

### *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 the launch of the non-compliant database, updating the compliance calendar website, maintaining the website that provides a common platform for manufacturer registration, producing market share reports for over a dozen states in order to implement their laws, and updating the brand and manufacturer database. 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 16 state government members: California, Connecticut, Hawaii, Maine, 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:** Executive Director

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

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

### *RecycleCT Foundation*

NERC has been hired as the fiscal agent and administrative support for the RecycleCT Foundation. The Foundation 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:** Executive Director

**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.



NERC founded this program almost 15 years ago. The Board has made the decision to retire the program. This fiscal year, Existing participants will be notified, the NERC and SEC websites updated to reflect the transition, and there will be a press release and Email Bulletin article.

**Project Manager:** Executive Director

### ***The Recycling Partnership MRF Database***

NERC has been hired by the Recycling Partnership to provide research and support for its national MRF database.

**Project Manager:** Executive Director

### ***USDA Glass Recycling in Rural Communities in Maine***

NERC received a USDA Solid Waste Management grant in October 2020 to work with nine rural communities in Maine with developing and sustaining a safe and economically feasible glass-recycling program for their residents. The participant regional recycling organizations, communities, and project partners include: North Aroostook Solid Waste Association - Eagle Lake, New Canada, Wallagrass, Winterville, Unorganized Territory (Township 15, Range 6); Unity Area Recycling Resources Center - Jackson, Thorndike, Troy, and Unity; Maine Department of Environmental Protection (ME DEP); and the Maine Resource Recovery Association (MRRRA).

The project objectives are to identify glass recyclers that serve Maine; provide technical assistance and guidance to implement glass recycling programs; develop resources to inform and educate the public about the new glass recycling programs; develop glass collection and handling safety education for transfer station attendants, including best management practices and training; and promote glass recycling and the project resources through webinars, social media, press releases, articles, presentations and announcements. The project will be completed in September 2022.

**Project Manager:** Mary Ann Remolador

**Funding Source:** USDA Rural Utilities Services Program

## ***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 2023 will be managing the request process for pick-ups from collection points; working with the state of Vermont to update educational materials; and conducting recycler audits. In addition, NERC collaborates with NCER in program administration and coordination with the state agency administering the program.

**Project Manager:** Executive Director

**Funding Source:** 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 four Ex Officio Board members.

The Board may establish committees to assist in the organization’s work. There are four committees, Diversity, Equity & Inclusion, Glass Markets, Regional Recycling Markets, and Bottle Bills.

An essential element of staff responsibilities is fundraising. Fundraising includes grant writing, seeking new Advisory Members, working with existing Members to maintain their memberships, webinar sponsorships, and identifying consulting opportunities. These are in addition to the efforts to secure sponsors and exhibitors for NERC conferences.

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**

This will be a year of transition for NERC with the introduction of a new Executive Director, and two new Ex Officio Board members. We can look forward to it being both exciting and challenging, but certainly will introduce new energy and ideas that will benefit the organization.

**BUDGET<sup>3</sup>**

<b>Revenue</b>	
Conference/Webinar Sponsorships	\$21,000
Grants/Consulting	\$97,375
Interest	\$3,200
State Membership Dues	\$80,465
Advisory Membership Dues	\$155,000
Registrations	\$53,000
State Travel Accounts	\$6,000
Reimbursed Expenses	\$1,000
<b>Total revenues</b>	<b>\$417,040</b>
Release from Cash Reserves	\$36,310
<b>Total</b>	<b>\$453,350</b>
<b>Expenses</b>	
Advertising	\$4,000
Bank Service Charges	\$6,000
Contractors	\$2,400
Equipment Purchases	\$5,000
Equipment Repairs	\$1,000
Gifts & Awards Given	\$500
Insurance	\$4,250
Internet	\$4,000
Office Supplies	\$1,200
Permits	\$1,000
Personnel expenses	\$331,749
Postage	\$25
Printing (copying)	\$350
Professional Services	\$30,776
Promotion & Marketing	\$1,500
Program - Meeting Expenses	\$15,000
Registrations	\$1,500
Rent	\$14,000
State Travel Costs	\$6,000
Scholarships	\$2,500
Subscriptions	\$5,600
Telephone	\$2,500
Miscellaneous	\$5,000
Travel	\$7,500
<b>Total Expenses</b>	<b>\$453,350</b>
<b>Subtotal net</b>	<b>\$0</b>
Release from Restricted	\$0
<b>Net</b>	<b>\$0</b>

**Cash on hand** (includes restricted accounts) as of June 30, 2022: \$909,984.49

<sup>3</sup> This budget does not include ERCC. It has a separate budget.