



## Central Virginia Waste Management Authority

### Proposed Operating Budget for the Fiscal Year Beginning July 1, 2021 Ending June 30, 2022



#### **MISSION**

*Fostering regional collaboration to provide planning resources and education in order to reduce, reuse, recycle and manage solid waste for our 13 jurisdictions.*

#### **VISION**

*Being the recognized leader in regionally sustainable waste management practices that protect the environment.*

# Central Virginia Waste Management Authority

## TABLE OF CONTENTS

	<u>Page</u>
I. Letter of Transmittal .....	1
II. Budget Summary - All Funds .....	5
III. General Operating Fund - Revenues and Expenses .....	6
IV. Residential Recycling Project Fund - Revenues and Expenses ....	8
V. Drop-Off Recycling Project Fund - Revenues and Expenses .....	10
VI. Municipal Solid Waste Project Fund – Revenues and Expenses ...	12
VII. Special Project Funds - Revenues and Expenses .....	14
XIII. Operating Budget - Explanation of Line Items .....	15
IX. Pay and Classification .....	18
X. Resolutions .....	27



November 20, 2020

Board of Directors  
Central Virginia Waste Management Authority  
Richmond, Virginia

Members of the Board:

I am pleased to propose the 2021-22 operating budget for your review and consideration. The budget is balanced while maintaining our commitment of fiscal stewardship to member localities and the residents of central Virginia. We continue to be strategic as we plan for the future of the Authority while maintaining flexibility to adjust to industry, economic, health and other factors that affect our work.

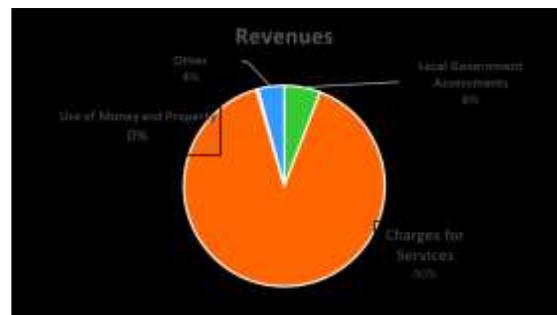
The Covid-19 pandemic has disrupted our entire lives, both from a health and economic standpoint, reiterating the need for preparation, flexibility and resiliency. We have seen a shift in volume of waste and recycling from commercial to residential as much of the work force and schools transitioned to home. As an essential workforce, our localities and contractors have been faced with collection challenges in addition to health concerns.

*Fostering regional collaboration to provide planning, resources and education in order to reduce, reuse, recycle and manage solid waste for our 13 jurisdictions* is our charge and mission established by the Board of Directors four years ago. This mission continues to guide us as we continue to explore and implement innovative ways to exceed the recycling and solid waste needs and wants of the region in a cost-effective manner.

The CVWMA serves as an extension of each of our localities, working in unison to establish regional goals while protecting and fostering individual objectives and goals of each locality. One size does not always fit all and the Authority prides itself on its success in establishing regional initiatives that can be tailored to meet the needs of individual localities.

The proposed operating budget as submitted includes anticipated revenues and expenses for the continuation of administration and operation of more than 30 recycling and solid waste contracts throughout central Virginia, maintaining and amending the Central Virginia Solid Waste Management Plan and calculating the annual regional recycling rate on behalf of the region in addition to providing public education and outreach, excellent customer service and financial stewardship. This proposed budget is balanced with projected revenues and expenses of \$19,671,775 an increase of almost 10% from the adopted 2021 Operating Budget.

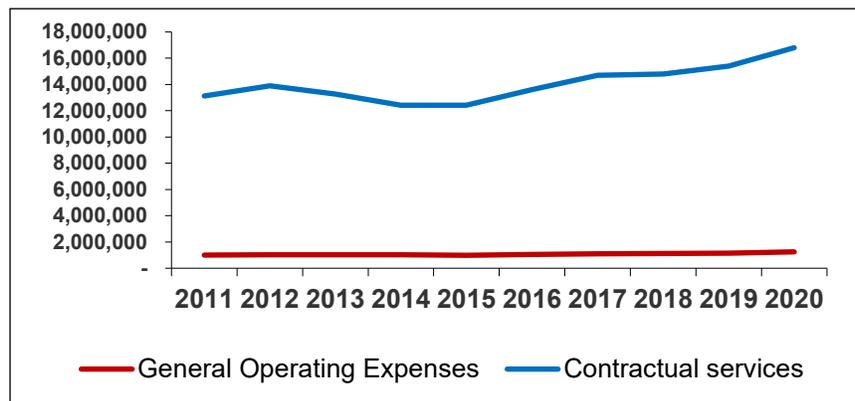
The budget includes anticipated revenues and expenses for all funds for the next fiscal year based on current and anticipated levels of activity and costs. About 94% of revenues are passed through to the localities based on program participation and revenue shared from the sale of recyclable material. Contractual revenues are estimated based on inflation and projected activity. Contractual revenues are estimated 11% higher than estimated in the 2021 budget. Much of the increase is related to increased volumes we have seen, as a result of Covid-19 and assuming sustained level of recycling and waste generation from residents.



The CVWMA has successfully negotiated several programs that generate a rebate back to CVWMA and participating localities to help reduce operational costs and fund various other programs and initiatives for participating localities. The revenue from the sale of paper, cans and bottles in the Drop-off Recycling Program is mostly provided back to localities, with CVWMA retaining a portion of the revenue. Over the last 2 years, recycling markets have remained suppressed, particularly the fiber markets as a result of China's increased restrictions. About 2/3 of the material collected at the curb/alley and at drop off recycling locations is fiber (mixed paper and cardboard), therefore sustained suppressed market prices has translated to increased costs for localities. Coinciding with the shortage and demands for products such as paper towels, toilet paper and cardboard boxes, the demand for recycled fiber has increased driving up prices for mixed paper, cardboard and newsprint. The proposed budget conservatively estimates revenue from the sale of recycled commodities in the Drop Off Program.

CVWMA provides 100% of the revenue back to localities that haul their own paper to one of CVWMA paper recycling contractors or bale their own cardboard. Localities also enjoy 100% of revenue from recycling scrap metal, used oil, batteries, propane tanks and certain electronics. The proposed 2021 operating budget maintains a conservative expectation of revenue from the sale of recyclable material.

The General Operating Assessment remains at \$.48 per capita. Population increases resulted in an addition of \$3,960 in revenue, a less than 1% increase over 2021. Interest rates on investments have declined in recent months and the budget reflects a projected decline in investment income. We also



earn a rebate through a purchasing card program which was implemented in 2015.

CVWMA has grown significantly in programs, and program participation over the years. Albeit, our administrative expenses have remained consistent over the last 20+ years.

**Personnel and Compensation:** Typical of any organization, our largest asset and thus largest administrative expense is our dedicated work force. The CVWMA has been fortunate to employ a stable, hardworking and talented workforce that has adjusted to challenging economic conditions by being creative and positive. The uniqueness of each position provides an opportunity for independence, teamwork and leadership and our dedicated staff has shown resiliency in transitioning to working remotely over the last 8 months and adapting to challenges Covid-19 presents by working together to provide the level of services to residents and localities they have come to expect. This budget provides for 11.375 full-time equivalents, balanced with 10 full-time and 3 part-time positions. The proposed budget includes converting a part-time customer service representative to full-time.

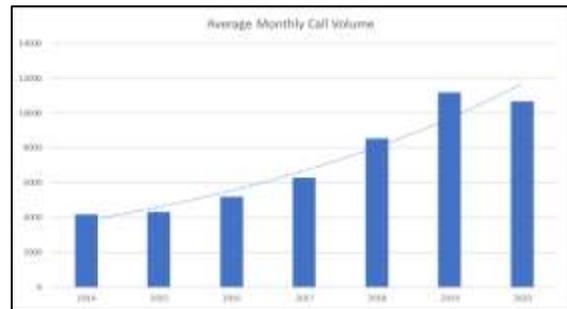
Merit increases were suspended in Fiscal Year 2021 due to the economic uncertainty and anticipated revenues short of expectations. A merit increase in salaries of 3.0% is budgeted in fiscal year 2022 assuming performance meets expectations in each respective position. The increase is included in the calculated expenses in this proposed budget, however, it will be formally affirmed by the Board of Directors in May 2021.

The pay scale and pay and classification for the CVWMA staff is listed on page 18 of this proposed budget and remains unchanged from the previous year. The compensation and classification plan includes job descriptions and job titles and the pay scale utilizing an open range system and the pay grades for each position.

**Customer Service:** Engaging with our member jurisdictions and the community to deliver timely, accurate and cost-effective services is one of our top strategic goals. The customer contact center,

which was implemented in 1999, has allowed CVWMA and members to keep a pulse on the Residential Recycling and MSW collection programs, and provide valuable information and answer the questions of central Virginians. As the programs have evolved, we have adapted and are continually commended for answering the phone and providing answers and solutions timely. When the pandemic sent us all to work remotely, we realized our current phone system and some of our other technologies and systems are inflexible and our transition to remote working was slow. In addition, we realized how many people want to actually talk to a person to ensure their issue is getting resolved.

To put it in perspective, the average monthly call volume has doubled in the last five years. On average, our team is handling about 10,000 calls per month, 485 calls per day; 60 calls per hour. In addition, we respond to 1,000 emails a month, communicate with locality staff on specific program information and prepare and mail literature to residents. The Customer Service Department consists of Senior Customer Service Supervisor and 2 Customer Service Representatives (CSR). The current budget also allows for another Part-Time CSR position. In the 2022 proposed budget, it is requested to convert the part-time CSR position to Full-Time.



CVWMA assesses participating jurisdictions in the Residential Recycling and MSW programs a Customer Service Assessment to provide these services. This budget requests an increase to the Customer Service Assessment in the Residential Recycling Program of \$.01/household/month (~\$33,600). The CPI adjustments over the last 5 years have increased this revenue on average 1.8% per year or about \$3,500. Recent increases have not kept up with rising costs of staffing, benefits, office space and overhead. With the release of the Request for Proposal (RFP) for the residential recycling services, our largest (\$10,000,000) contract, we need to begin planning for the 2023 roll-out of the new program. That means evaluating our customer service application, phone system and other technology upgrades in order to efficiently and effectively respond to consumers.

**Public Education and Outreach:** Education and outreach remains a critical component to the success of our recycling programs. The CVWMA remains committed to increasing awareness and participation in available recycling and solid waste programs in addition to providing current, relevant tools for consumers to utilize for program information, etc. We continue to research and take advantage of new outreach tools and mediums to reach and influence consumers. We work closely with our localities, media connections, and many other partners to combine efforts and share information. Staff utilizes best practices that we have learned over the years and explores new methods of reaching the community to increase awareness about the importance of recycling (including recycling right!), waste diversion and litter prevention.

We provide a number of ways to engage the public. Our website receives 100,000 hits per month and over 40,000 people have signed up to receive an email from us every 2 weeks. CVWMA is all over social media 7 days a week and have provided hundreds of thousands of programs and educational opportunities for residents of all ages. When Covid-19 hit, we did not skip a beat in moving to virtual programs and educational opportunities. We have all of this and much more with 2 staff positions, particularly and especially our Public Affairs Manager whose tireless efforts have been a tremendous asset to the Authority.

Similarly to Customer Service, CVWMA assesses participating jurisdictions in the residential recycling program, a PR assessment to provide a hub for programmatic information and engagement with the public. This budget requests an increase in the PR assessment of \$007/household/month (\$23,500). The average CPI adjustments of 1.8% have resulted in annual increases of about \$3,300/year, which has not kept up with rising costs of staffing, benefits, office space, overhead and printing, publications, etc. Robust education and outreach is critical on an ongoing basis but will become more critical with the roll-out of the new contract in 2023. We need to plan for an enhanced and more interactive website, more electronic tools such as a phone APP and more. The residential

recycling program is our largest and most visible program and the more planning we put into the roll-out the new contract, the more successful and smooth transition.

**Capital Outlay:** All assets purchased in excess of \$2,000 are treated as capital expenditures. The budget includes \$20,000 requested for capital outlay. The capital outlay budget includes funds for all things mentioned previously as well as continued enhancement and upgrades of software, equipment and furniture as necessary. Our custom developed call center application and database is critical to providing excellent customer service, particularly as we roll-out large recycling carts to over 150,000 households and transition our largest, most visible program.

**Recycling and the Economy:** Trash and recycling services don't always make the list of "essential" services; however the volume of trash and recycling has significantly increased as a result of COVID-19. We have seen a shift in volumes from commercial to residential with more people working and taking classes from home. In addition to being at home, residents have taken the opportunity to tackle home improvement projects and large clean outs and are ordering more than ever from retailers for delivery. Waste and recycling are good indicators of economic health. The amount of waste discarded has been steadily increasing over the last several years as population and consumer spending and thus the economy has grown. Trash and recycling volumes increased 13.5% in the last quarter of the fiscal year from the same period in 2019 in residential programs. Some of this volume replaced commercial volume.

The Authority strives to manage our waste balancing environmental and economic impacts. The continued success of recycling programs locally and globally is dependent on viable end markets and demand for the material. Interestingly in the last several months, market demand and prices for mixed paper and cardboard improved for the first time since the spring of 2018, to a level where in May through October our cost for residential recycling per ton decreased. The demand for recycled cardboard and mixed paper increased as shortages of items such as toilet paper and paper towels mounted and as delivery services ramped up during the pandemic.

More than 2 years ago, China disrupted the marketplace, resulting in an oversaturation in the market of paper and cardboard, thus market prices for those commodities have remained suppressed and we are still working to adjust. Innovation and expansion of recycling markets are emerging right here in the US, which will lessen our reliance on China and other foreign governments. In Virginia, the Governor announced recently a new paper mill slated to open in 2021 that will have the capacity to pulp 300,000 tons of recycled fiber and will create 68 new jobs. Expansion and reconfiguration of a former newsprint mill in this region will recycle other types of fiber. It is taking some time for markets to bounce back, but recycling is very much alive and a significant contributor to the local and global economy.

**Summary:** As the landscape of solid waste management is changing in central Virginia, the Authority is committed to providing regional planning, initiatives and programs to member localities that balance the economics of an ever-evolving industry. The Authority continues to be highly regarded for providing cost effective recycling and solid waste initiatives to our member governments. Through this and future budgets, CVWMA continues to work together with member localities, state leaders, regional and national experts and many other partners to further our mission.

All of this could not be accomplished without the dedication and support of the Board of Directors, the Executive Committee and the CVWMA staff. The Staff and I look forward to the implementation and administration of this budget and are available to answer any questions or to provide information as you proceed with your review of the *2021-2022 Proposed Operating Budget*.

Sincerely,



Kimberly A. Hynes  
Executive Director

# CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY

## 2021 - 2022 Proposed Operating Budget

### Summary – All Funds

	<b>General Operating Fund</b>	<b>Residential Recycling Fund</b>	<b>Drop-Off Project Fund</b>	<b>Municipal Solid Waste Fund</b>	<b>Special Project Funds</b>	<b>Total All Funds</b>
<b>REVENUES</b>						
Local Government Assessments	\$ 579,190	\$ 529,000	\$ -	\$ 35,500	\$ -	\$ 1,143,690
Charges for Services	-	9,338,800	1,420,000	3,525,285	3,359,000	17,643,085
Use of Money and Property	40,870	9,780	3,000	6,350	-	60,000
Other	-	10,000	195,000	-	620,000	825,000
<b>TOTAL REVENUES</b>	<b>620,060</b>	<b>9,887,580</b>	<b>1,618,000</b>	<b>3,567,135</b>	<b>3,979,000</b>	<b>19,671,775</b>
<b>EXPENSES</b>						
Personnel Services	435,185	262,565	11,135	21,590	-	730,475
Fringe Benefits	93,980	74,330	3,100	6,290	-	177,700
Professional Services	34,550	28,855	2,395	7,020	-	72,820
Repairs/Maintenance	1,950	1,750	150	550	-	4,400
Advertising/Promotions	1,250	82,000	-	-	-	83,250
Materials and Supplies	3,800	2,800	235	615	-	7,450
Other Services/Charges	9,515	63,780	530	1,715	-	75,540
Leases	50,710	38,000	1,575	3,170	-	93,455
Contractual Services	-	9,328,000	1,576,000	3,525,285	3,979,000	18,408,285
Depreciation	12,000	5,500	-	900	-	18,400
Contingencies	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$ 642,940</b>	<b>\$ 9,887,580</b>	<b>\$ 1,595,120</b>	<b>\$ 3,567,135</b>	<b>\$ 3,979,000</b>	<b>\$ 19,671,775</b>
<b>INTERFUND TRANSFERS</b>	<b>\$ 22,880</b>	<b>\$ -</b>	<b>\$ (22,880)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CAPITAL OUTLAY</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>

# CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY

## General Operating Fund – Budget Summary

The General Fund Budget is proposed with revenues of \$620,060 a decrease of 1.3% from the previous year's approved budget. The Operating Fund Contribution Rate (Local Government Assessment) will remain at 48 cents per capita. This rate has remained unchanged since 1997. The operating assessment is increased in Fiscal Year 2021 based on the most recent final population estimates by the Weldon Cooper Center for Public Service, which includes a total population of 1,206,641 residents in the region. Interest rates have declined in recent months, thus interest earned on investments is projected to continue to decline. In addition to interest, the Interest on Investments line item also includes revenue derived from a purchasing card rebate of 1% earned on every dollar spent using the card. One large vendor no longer is paid with the purchasing card, which has also resulted in a reduction in revenues from investments. Less reliance has been placed in investment income in the 2022 proposed budget by \$15,000 across all funds.

The General Operating Fund provides for administrative and operational activities, including general planning, education and the overall promotion of recycling and waste management projects and services throughout the CVWMA service area.

Expenses are proposed in the amount of \$642,940 an increase of .3% from 2021 budget estimates. A 3% increase is budgeted for salaries for staff based on merit. The office lease through Brandywine Realty Trust includes a 3% escalation clause.

CVWMA continues to realize cost savings in materials and supplies (increased electronic transmission through the web, email etc.), equipment lease costs, computer costs and telephone costs. In addition, adjustments made related to the pandemic have resulted in some cost savings. Interest income and expenses are allocated to the various funds based on staff time, call volume, office space, revenues etc.

The general fund budget is balanced with revenue received from the sale of recycled material in the drop off fund and investment income in the amount of \$22,880.

The CVWMA does not own a significant amount of capital assets. Two vehicles, computer and office equipment and furniture comprises Capital Outlay currently. This budget provides \$20,000 total (\$10,000 in the General Fund) in order to plan for future operational programmatic enhancements of the phone system, website, web-based customer service application and equipment, including other routine office furniture and equipment as necessary. All assets purchased in excess of \$2,000 are treated as capital expenditures.

# CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY

## General Operating Fund – Budget Summary

	<u>2019-20 Actual</u>	<u>2020-21 Budget</u>	<u>2021-22 Budget</u> <i>Proposed</i>
<b>REVENUES</b>			
LOCAL GOVERNMENT ASSESSMENTS:			
Annual Gov't Assessments	\$ 567,955	\$ 575,230	\$ 579,190
USE OF MONEY AND PROPERTY:			
Interest on Investments	15,924	52,900	40,870
<b>TOTAL REVENUES</b>	583,879	628,130	620,060
<b>EXPENSES</b>			
PERSONNEL SERVICES:			
Regular Salaries & Wages	360,148	392,600	396,000
Part-time Salaries	49,890	40,000	39,000
Overtime	256	185	185
FRINGE BENEFITS:			
Payroll Taxes	29,606	30,900	28,600
Health Insurance	31,150	36,300	37,030
VRS Retirement	45,007	20,500	23,600
VRS Life Insurance	4,994	3,100	4,750
Other Fringe Benefits	-	-	-
PROFESSIONAL SERVICES:			
Legal Services	9,875	10,500	10,500
Audit Fees	10,705	11,925	11,950
Financial Systems Services	2,949	2,850	2,850
Computer Support	7,295	8,500	8,500
Special Project Support	-	-	-
Recruitment	-	750	750
REPAIRS AND MAINTENANCE:			
Vehicle Maintenance	-	200	100
Equipment Maintenance	1,167	2,875	1,850
PROMOTION AND EDUCATION:			
Promotion and Education	356	1,000	1,000
Promotional Gifts, etc.	185	250	250
MATERIALS AND SUPPLIES:			
General Office Supplies/equip	4,146	2,500	2,500
Gas, Oil & Lube	695	1,000	800
Publications & Subscriptions	1,202	500	500
OTHER SERVICES AND CHARGES:			
Insurance	5,094	3,250	3,000
Telephone/Communications	1,832	1,200	1,225
Postage/Delivery	2,489	2,250	1,000
Travel - Mileage/Per Diem	333	250	250
Conference - Staff Development	403	4,000	2,290
Dues & Membership	961	750	750
Other/Miscellaneous	6,044	1,500	1,000
LEASES:			
Office Space Lease	33,625	43,575	43,710
Office Equipment Lease	3,668	2,500	2,500
Vehicle Lease	4,789	4,700	4,500
DEPRECIATION:			
Depreciation Expense	10,421	10,000	12,000
CONTINGENCIES:			
Contingencies and Reserve	-	655	-
<b>TOTAL EXPENSES</b>	629,285	641,065	642,940
<b>TRANSFER IN</b>		\$ 12,935	\$ 22,880
<b>CAPITAL OUTLAY</b>	\$ 3,189	\$ 4,000	\$ 12,000

# CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY

## Residential Recycling Project Fund – Budget Summary

The Residential Recycling Project Fund is balanced with anticipated revenues and expenses of \$9,887,580 an increase of 3.9% from the 2021 budget estimates. The residential recycling fund reflects the cost of residential recycling in nine participating jurisdictions which includes over 275,000 eligible households in the region. The program continues to be the largest of its kind in the Commonwealth. Over 37,000 tons were recycled from the curb/alley in fiscal year 2020.

Five of the nine participating jurisdictions provide 95-gallon recycling carts for all single-family homes. Residents in other jurisdictions are able to purchase the large carts and almost 23,000 residents have bought the large cart. The ability to enhance the program contributes to the ongoing goal of waste diversion and increased recycling. This budget includes revenue and the associated expenses based on an average 300 carts/bins sold per month.

The contract for Residential Recycling expires June 30, 2023 with no options for renewal. CVWMA recently issued a Request for Proposals (RFP) and contract (s) resulting from the RFP will be for a 10 year term with two 5 year renewal options. In addition, the large recycling carts will be provided to all eligible households in the region to be collected every-other-week.

Recycling markets are beginning to improve in recent months and that improvement is correlated to Covid-19. The demand for fiber products is increased as the demand for products such as paper towels, toilet paper and cardboard boxes has risen. CVWMA and participating jurisdictions pay a fee to process (sort, bale and prepare for market), which is based on published market prices. As those prices improve, we are beginning to see lower costs for localities. CVWMA Contractors continue to market and recycle the material collected in our program, however at a net cost. As markets for paper improve, costs will decrease and if published market prices reach a certain level, we could see a rebate again at some point during the remaining term of the contract.

The disruption in the markets has resulted in innovation and investment even in Virginia. The Governor announced a new paper mill coming to Chesapeake that will need 300,000 tons per year of mixed paper to pulp and market. This will create an estimated 68 new jobs in addition to new capacity and demand for paper. Also, the Governor announced a plastics recycler building a facility in Cumberland County. This is all positive as we work to balance the economics of recycling.

The customer contact center, which has been in operation since 1999, will continue with four permanent full-time employees, including the Senior Customer Service Supervisor. This budget converts a part-time position to full time. Call volume has more than doubled on a monthly basis in the last 5 years to an average 10,000 calls per month. We respond to 1,000 emails per month and prepare and mail literature. The annual increases in the Customer Service Assessment (about \$3,600/year) have not kept up with rising costs of staffing, benefits, office space and overhead. This budget requests an increase in the Customer Service Assessment beyond the traditional CPI increase to \$.082 per household per month, a one cent increase. This will add about \$33,000 in revenue to the budget to keep up with rising costs as well as help plan for the future contract and new program. A portion of salaries and benefits are also allocated to the Municipal Solid Waste Fund based on the number of participants and call volume in the two programs and to the Drop Off and General Funds based on an estimate of calls.

The public relations assessment per household per month included in this budget is \$.075, an increase of \$.007. Similar to the Customer Service Assessment, increases in the PR assessment over the last several years has not kept up with staffing, benefits, office space, and overhead costs in addition to the cost of publications, educational materials and postage. This budget includes funds for 2 full-time staff, Public Affairs Manager and Recycling Education and Outreach Specialist and funds sufficient for the design, printing and mailing of the 2021 annual collection schedule. TFC is the sponsor of the piece each year in accordance with the Residential Recycling Services Contract. CVWMA continues to focus on quality versus quantity to sustain recycling programs in the future and continually looks for ways to utilize partnerships and sponsors for promotion of the recycling program.

The 2022 budget provides for \$10,000 in capital expenditures to assist in planning for the new contract, significant enhancements needed for the phone system, website and customer service application.

# CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY

## Residential Recycling Project Fund – Budget Summary

	<u>2019-20 Actual</u>	<u>2020-21 Budget</u>	<u>2021-22 Budget Proposed</u>
<b>REVENUES</b>			
LOCAL GOVERNMENT ASSESSMENTS:			
Public Relations Assessment	\$ 220,983	\$ 229,000	\$ 253,000
Customer Service Assessment	234,405	242,000	276,000
CHARGES FOR SERVICES:			
Project Service Fees	8,705,988	8,820,000	9,100,000
Cart and Bin Purchases	237,832	199,800	238,800
USE OF MONEY AND PROPERTY:			
Interest on Investments	9,060	15,020	9,780
OTHER:			
Grants and Sponsorships	10,000	10,000	10,000
<b>TOTAL REVENUES</b>	<u>9,418,268</u>	<u>9,515,820</u>	<u>9,887,580</u>
<b>EXPENSES</b>			
PERSONNEL SERVICES:			
Regular Salaries & Wages	186,342	204,710	245,000
Part-time Salaries	21,516	20,000	13,325
Overtime	1,720	1,480	1,440
Incentive Base Pay	2,050	2,800	2,800
FRINGE BENEFITS:			
Payroll Taxes	16,667	16,810	19,750
Health Insurance	34,976	30,750	37,040
VRS Retirement	16,492	10,700	14,600
VRS Life Insurance	3,092	1,615	2,940
PROFESSIONAL SERVICES:			
Legal Services	6,715	7,265	6,925
Audit Fees	7,347	8,250	7,880
Financial Systems Services	2,007	1,970	1,880
Computer Support	10,114	12,170	12,170
REPAIRS AND MAINTENANCE:			
Vehicle Maintenance	93	750	500
Equipment Maintenance	1,970	1,990	1,250
PROMOTION AND EDUCATION:			
Promotion and Education	53,573	40,000	50,000
Printing and Publications	30,673	37,000	30,000
Outreach/Special Events	230	2,000	2,000
MATERIALS AND SUPPLIES:			
General Office Supplies	1,603	1,730	1,650
Gas, Oil & Lube	949	1,500	1,150
OTHER SERVICES AND CHARGES:			
Insurance	253	2,250	1,980
Telephone/Communications	10,634	9,600	9,800
Postage/Delivery	50,740	50,000	50,000
Travel - Mileage/Per Diem	51	500	500
Conference - Staff Development	381	-	-
Other/Miscellaneous	1,429	1,500	1,500
LEASES:			
Office Space Lease	29,405	33,750	36,000
Office Equipment Lease	2,634	1,935	2,000
CONTRACTUAL SERVICES:			
Project Payments	8,705,987	8,820,000	9,100,000
Cart/Bin Purchase Expenses	228,556	190,295	228,000
DEPRECIATION:			
Depreciaton Expense	6,501	2,500	5,500
CONTINGENCIES:			
Contingencies and Reserve	-	-	-
<b>TOTAL EXPENSES</b>	<u>\$ 9,434,700</u>	<u>\$ 9,515,820</u>	<u>\$ 9,887,580</u>
<b>TRANSFER IN</b>		<u>\$ -</u>	<u>\$ -</u>
<b>CAPITAL OUTLAY</b>	<u>\$ 2,751</u>	<u>\$ 5,000</u>	<u>\$ 5,500</u>

# CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY

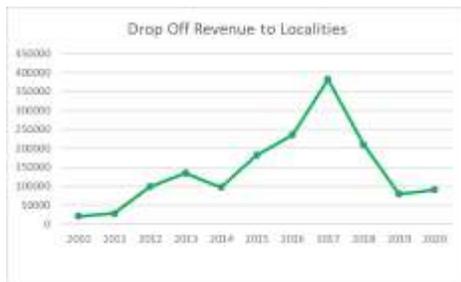
## Drop Off Recycling Project Fund – Budget Summary

The Drop-Off Project Fund consists of \$1,618,000 in revenues and \$1,595,120 in expenses, a 40% increase over 2021 estimates. The CVWMA maintains a multi-faceted drop off recycling program. The continuation of roll off recycling containers and 8-yard front end load (FEL) single stream, and comingled (comix) containers is expected in this budget. Several jurisdictions also deliver mixed paper and OCC to recycling facilities through contracts with CVWMA. About 8,000 tons of paper, cardboard, newspaper, aluminum, plastic, cartons and glass were collected and recycled in fiscal year 2020, an increase of 1,000 or 14% over the previous year.

The roll-off program consists of 39 containers located at 16 sites around the region. TFC is currently making about 400 pulls per month and the material is going to TFC Recycling for processing and marketing. TFC now services about 177 FEL containers at 66 sites in the region, including schools and public buildings.

TFC provides revenue from the sale of mixed paper and comix collected in the roll-off containers and now for material collected from the FEL containers based on a negotiated formula. CVWMA also has contracts with Sonoco and Recycling Management Resources (formerly National Paper) for delivery by the participating jurisdictions. Currently, Hanover, Henrico and Chesterfield deliver paper and cardboard directly to one of the vendors and receive over 100% of the published market price for mixed paper and cardboard. Also, Butler Paper provides recycling of baled cardboard through a separate contract, used by Hanover currently.

As mentioned herein recycling markets have improved somewhat in the last 6 months as a result of Covid-19. The demand for recycled fiber has increased with shortages of consumer items such as paper towels, toilet paper and cardboard packaging, driving market prices up. The drop-off processing portion of



the *Residential Recycling and Drop Off Processing Contract* with TFC Recycling allows CVWMA to share in a portion of the revenue from the sale of paper and comix collected at drop off sites. CVWMA receives 100% of the market price for mixed paper and at least \$20/ton for comix collected in the roll-offs and FELs at drop off sites. Localities keep 100% of the revenue received from delivering paper and OCC directly to one of the processors and for separated comix material collected in FELs.

Through this program, CVWMA has provided \$1.5 million back to localities from the sale of commodities over the last 10 years. Based on the volume and current and anticipated market prices, the proposed budget estimates \$195,000 in revenue, a slight increase from 2021 estimates consistent with current year activity.

Net revenue estimated at \$22,880 in the drop-off fund will be transferred out at the end of the fiscal year as deemed necessary to cover costs in operation and administration of the Authority.

**CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY**

**Drop Off Recycling Project Fund – Budget Summary**

	<u>2019-20 Actual</u>	<u>2020-21 Budget</u>	<u>2021-22 Budget</u> <i>Proposed</i>
<b>REVENUES</b>			
CHARGES FOR SERVICES:			
Project Service Fees	\$ 1,254,283	\$ 1,000,000	\$ 1,420,000
USE OF MONEY AND PROPERTY:			
Interest on Investments	2,343	2,240	3,000
OTHER:			
Material Sales Rebates	<u>96,129</u>	<u>150,000</u>	<u>195,000</u>
<b>TOTAL REVENUES</b>	<u>1,352,755</u>	<u>1,152,240</u>	<u>1,618,000</u>
<b>EXPENSES</b>			
PERSONNEL SERVICES:			
Regular Salaries & Wages	4,299	7,420	9,100
Part-time Salaries	1,889	2,265	2,000
Overtime	-	30	35
FRINGE BENEFITS:			
Payroll Taxes	356	765	875
Health Insurance	1,385	1,260	1,575
VRS Retirement	681	400	540
VRS Life Insurance	115	55	110
PROFESSIONAL SERVICES:			
Legal Services	593	625	995
Audit Fees	648	710	1,130
Financial Systems Services	177	170	270
REPAIRS AND MAINTENANCE:			
Equipment Maintenance	85	170	150
PROMOTION AND EDUCATION:			
Printing and Publications	-	500	-
MATERIALS AND SUPPLIES:			
General Office Supplies	185	150	235
OTHER SERVICES AND CHARGES:			
Insurance	82	195	285
Telephone/Communications	262	240	245
LEASES:			
Office Space Lease	1,045	1,275	1,500
Office Equipment Lease	91	75	75
CONTRACTUAL SERVICES:			
Project Payments	1,254,281	1,000,000	1,420,000
Project Rebates	90,261	123,000	156,000
CONTINGENCIES:			
Contingencies and Reserve	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL EXPENSES</b>	<u>\$ 1,356,435</u>	<u>\$ 1,139,305</u>	<u>\$ 1,595,120</u>
<b>TRANSFER OUT</b>		<u>\$ (12,935)</u>	<u>\$ (22,880)</u>

# **CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY**

## **Municipal Solid Waste Project Fund – Budget Summary**

The MSW Fund accounts for residential collection of solid waste in the Town of Ashland and the Cities of Colonial Heights, Hopewell and Petersburg and the County of Chesterfield (tax-relief only), totaling slightly less than 30,000 households. In addition, this fund includes the collection of trash from public buildings through the Front-End Load (FEL) municipal solid waste collection program. The budget is balanced and anticipates revenues and expenses of \$3,567,135 an increase of 2.4%, due mostly to inflation in accordance with existing contracts.

A portion of the call center related costs and a portion of the Operations Analyst wages are allocated to the MSW Fund. The customer service assessment is adjusted by the CPI to an estimated \$.098 per household per month. A portion of capital assets (\$1,000) is also allocated to the MSW fund for the operation of the call center and enhancements to the web-based application, phone system and other office furniture and equipment as needed.

# CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY

## Municipal Solid Waste Project Fund – Budget Summary

	2019-20 Actual	2020-21 Budget	2021-22 Budget <i>Proposed</i>
<b>REVENUES</b>			
LOCAL GOVERNMENT ASSESSMENTS:			
Customer Service Assessment	\$ 33,835	\$ 35,000	\$ 35,500
CHARGES FOR SERVICES:			
Project Service Fees	3,454,900	3,442,000	3,525,285
USE OF MONEY AND PROPERTY:			
Interest on Investments	2,446	4,840	6,350
<b>TOTAL REVENUES</b>	<b>3,491,181</b>	<b>3,481,840</b>	<b>3,567,135</b>
<b>EXPENSES</b>			
PERSONNEL SERVICES:			
Regular Salaries & Wages	20,427	17,875	20,100
Part-time Salaries	1,591	1,500	1,350
Overtime	-	140	140
FRINGE BENEFITS:			
Payroll Taxes	1,735	1,540	1,700
Health Insurance	3,073	2,680	3,150
VRS Retirement	1,202	1,000	1,200
VRS Life Insurance	290	140	240
PROFESSIONAL SERVICES:			
Legal Services	2,568	2,610	2,580
Audit Fees	2,809	2,965	2,940
Financial System Services	767	710	700
Computer Support	710	800	800
REPAIRS AND MAINTENANCE:			
Vehicle Maintenance	-	250	100
Equipment Maintenance	359	715	450
PROMOTION AND EDUCATION:			
Printing and Publications	-	500	-
MATERIALS AND SUPPLIES:			
General Office Supplies	570	620	615
Gas, Oil & Lube	24	125	-
OTHER SERVICES AND CHARGES:			
Insurance	106	805	735
Telephone/Communications	1,048	960	980
LEASES:			
Office Space Lease	3,665	2,890	3,000
Office Equipment Lease	256	165	170
CONTRACTUAL SERVICES:			
Project Payments	3,454,895	3,442,000	3,525,285
DEPRECIATION:			
Depreciaton Expense	692	850	900
CONTINGENCIES:			
Contingencies and Reserve	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$ 3,496,787</b>	<b>\$ 3,481,840</b>	<b>\$ 3,567,135</b>
<b>TRANSFER IN</b>		\$ -	\$ -
<b>CAPITAL OUTLAY</b>	\$ -	\$ 1,000	\$ 1,000

# CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY

## Special Project Funds – Budget Summary

Special Project Funds include the hauling and disposal operation from nine convenience centers in 4 jurisdictions, CFC/HCFC removal, appliance and scrap metal hauling and recycling, special waste collections (household hazardous waste, electronics, battery and propane tank recycling), waste tire recycling, and yard waste projects. Revenues and expenses are projected based on current and anticipated activity in the various programs.

The Special Project Funds Budget is proposed with anticipated revenues and expenses of \$3,115,000, an increase of 27% from 2021 projections. The projected increase is largely in the waste transfer and disposal program as a result of inflation and increased volume in response to Covid-19. The volumes may drop off at some point in the future, but is conservatively budgeted based on current volumes.

CVWMA rebates participating jurisdictions 100% of the revenue earned from used oil, scrap metal and other smaller programs such as batteries and propane tanks. This budget includes a decrease in material sales revenue. Market prices declined significantly in the last half of 2020, however are steadily trending upward in recent months. In addition, the CVWMA receives revenue from the sale of Used Oil, which is based on published market prices. In March, when schools closed and many people moved to working at home and traveling less, the demand for oil declined significantly driving prices down. The revenue share from Used Oil has been \$0 in the last 8 months and as seen at the gas pumps, is remaining at suppressed levels. This budget reflects these downturns in the market.

	<u>Waste Transfer &amp; Disposal</u>	<u>Yard Waste Projects</u>	<u>CFC/HCFC Recovery Project</u>	<u>Appliance &amp; Scrap Metal Recycling</u>	<u>Waste Tires</u>	<u>Special Waste Collections</u>	<u>2021-22 Budget Proposed</u>
<b>REVENUES</b>							
CHARGES FOR SERVICES:							
Project Service Fees	\$ 2,315,000	\$ 650,000	\$ 144,000	\$ -	\$ 50,000	\$ 200,000	<b>\$ 3,359,000</b>
USE OF MONEY AND PROPERTY:							
Interest on Investments	-	-	-	-	-	-	-
OTHER:							
Materials Sales Rebates	-	-	-	600,000	-	20,000	<b>620,000</b>
<b>TOTAL REVENUES</b>	<b><u>2,315,000</u></b>	<b><u>650,000</u></b>	<b><u>144,000</u></b>	<b><u>600,000</u></b>	<b><u>50,000</u></b>	<b><u>220,000</u></b>	<b><u>3,979,000</u></b>
<b>EXPENSES</b>							
ADVERTISING AND PROMOTIONS							
Promotional and Education	-	-	-	-	-	-	-
CONTRACTUAL SERVICES:							
Project Payments	2,315,000	650,000	144,000	-	50,000	200,000	<b>3,359,000</b>
Project Rebates	-	-	-	600,000	-	20,000	<b>620,000</b>
<b>TOTAL EXPENSES</b>	<b><u>\$ 2,315,000</u></b>	<b><u>\$ 650,000</u></b>	<b><u>\$ 144,000</u></b>	<b><u>\$ 600,000</u></b>	<b><u>\$ 50,000</u></b>	<b><u>\$ 220,000</u></b>	<b><u>\$ 3,979,000</u></b>

# **OPERATING BUDGET – EXPLANATION OF LINE ITEMS**

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## **REVENUES:**

### **Local Government Assessments:**

**General Operating Assessment** – General Fund per capita operating assessment. Assessment of \$.48/capital remains the same. Population is determined using the most recent US census data or the final estimates by the Weldon Cooper Center for Public Service. Assessment increased by \$7,275 from FY2020.

**Customer Service Assessment** – CVWMA provides a customer contact center to handle customer calls, emails and other communications related predominantly to the residential recycling and MSW programs, but also responds to inquiries regarding drop off recycling, other CVWMA programs and administration.

**Public Education Assessment** – CVWMA provides staff and activities for promotion and education predominantly of the residential recycling program.

### **Charges for Services:**

Revenue from jurisdictions based on participation in various programs. Most of this revenue is a pass through to participating jurisdictions and coincides with Contractual Service Expenses. Also, this line item includes revenue from sale of Recycling Carts to residents in the Residential Recycling Project Fund.

### **Investment/Interest Income:**

CVWMA invests excess funds in short term securities, mutual funds, money market funds etc. in accordance with the approved Investment Policy. Beginning in FY2015, the CVWMA receives a 1% rebate on each dollar charged to a purchasing card. This line item also includes an estimate of rebate revenue.

### **Other Income:**

Other income includes revenue from the sponsorship of the annual collection schedule in the Residential Recycling Project Fund and rebates/revenue received from the sale of recyclable materials in the Residential Recycling, Drop-Off Recycling and Other Special Project Funds.

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## **EXPENSES:**

### **Personnel Services:**

**Regular Salaries & Wages** - Funds are included for 9 full-time positions including Executive Director, Director of Operations, Accounting and Financial Manager, Public Affairs Manager, Operations Analyst, Senior Customer Service Supervisor, Recycling Education and Outreach Specialist and two Customer Service Representatives. Compensation is determined in accordance with the Authority's payment plan which was revised in accordance with the adoption of the Pay and Classification Study in the Fall of 2018. Salaries and wages are allocated among General, Residential Recycling, Drop-Off and MSW Funds.

**Part-time Wages** – Three part-time positions budgeted including Operations Assistant, Administrative Assistant, Accounting Technician and Customer Service Representative.

**Overtime** – Funds provided for overtime for customer service staff as required.

**Incentive Base Pay** - Provides funds for incentive payments for customer service representatives based on incentive plan guidelines.

### **Fringe Benefits:**

**Payroll Taxes** - Provides for the payment of Social Security, Medicare and Unemployment taxes for full-time and part-time positions.

**Health Insurance** - Includes the cost of health insurance for all full-time employees. The CVWMA defrays a portion of the cost of single coverage. The premium rate is capped at \$650 per month per full-time employee. The cap remains unchanged in this budget.

# **OPERATING BUDGET – EXPLANATION OF LINE ITEMS**

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**Life Insurance** - Funds the cost of employer provided group life insurance through the Virginia Retirement System for all full-time employees.

**Retirement** - Funding for the cost of retirement for full-time employees through the Virginia Retirement System. The contribution rate is currently 5.7% of payroll. Also provides funding for a health insurance credit for employees upon retirement.

**Other Fringe Benefits** - Provides funds for Cash Match Plan, which provides additional retirement savings for employees under the existing Deferred Compensation Plan administered by the Virginia Retirement System. No funds included in FY2021.

## **Professional Services:**

**Legal Services** - These funds provide for review of contracts, contract interpretation and legal advice as necessary in the various funds, plus out of pocket expenses. Legal services are allocated to all funds based on percentage of revenues.

**Audit Services** - Funds the cost of the annual audit and the preparation of the Comprehensive Annual Financial Report. Audit fees are allocated to all funds based on percentage of revenues.

**Special Project Support** - Resources allocated to finance program initiatives, which may be developed for member jurisdictions or for specific program needs. No funds budgeted in FY 2021.

**Financial System Services** - Funds the cost of software support for the accounting system and the preparation of regular payroll and any bank service or financial service fees.

**Computer Services** - Provides for remote hosting of the Authority's computer network, website and customer service application, thirteen desktops and software.

**Recruitment** - Funds for recruitment for vacant staff, as required.

## **Repairs and Maintenance:**

**Vehicle Maintenance** - Provides funds for maintenance of Authority's three vehicles.

**Equipment Maintenance** - Funds anticipated for maintenance needs for printers, copiers, postage meter and other office equipment. Equipment maintenance costs are allocated to all funds based on revenues.

## **Promotion and Education:**

**Promotion and Education** Provides funds for promotion and awareness initiatives in the specific program areas, predominantly the Residential Recycling Project Fund. Promotional initiatives will be supplemented with partnerships, grants and other funds where possible.

**Printing and Publications** - Covers the cost of printing of CVWMA publications. The Residential Recycling Project Fund Budget includes the cost of the annual collection schedule, alternate container stickers and other publications.

**Promotional Gifts** - Includes funds for promotional items for the CVWMA, including apparel at events.

**Outreach/Special Events** - Provides cost for outreach and special community events to enhance awareness of the CVWMA and programs. Includes funds for the participation in the annual America Recycles Day and Earth Day activities.

## **Material and Supplies:**

**General Office Supplies** - Allocates the cost of general office supplies to the various funds based on project revenues.

**Gas, Oil & Lube** - Includes the operational cost for the CVWMA's three vehicles.

# **OPERATING BUDGET – EXPLANATION OF LINE ITEMS**

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***Publications and Subscriptions*** - Allots funds for newspapers, periodicals and professional subscriptions for CVWMA staff.

## **Other Service & Charges:**

***Insurance*** - Allocates the cost of public officials, general liability, automobile and workers' compensation insurance to the various funds based on project revenues.

***Telephone/Communications*** - Provides funds for the agency's communication needs, including office telephones, cellular communications, internet connection and maintenance and upgrades as may be required.

***Postage and Delivery*** - Funds the cost of postage for routine correspondence and the cost of distribution of the annual curbside collection schedule in the Residential Recycling Project Fund.

***Travel-Mileage Per Diem*** - Provides reimbursement for personal use of employee's vehicles when necessary and meal reimbursements for attending meetings etc. on behalf of the CVWMA.

***Conference – Staff Development*** - Includes funds for conferences, regional meetings and other appropriate training for CVWMA staff.

***Dues and Memberships*** - Includes funds for dues for professional local, state and national association memberships for employees.

***Other/Miscellaneous*** - Funds the cost of Board, TAC and other meeting expenses, and recognition for distinguished service and other miscellaneous items.

## **Leases:**

***Office Lease*** - Provides for the lease of the office space. The Residential Recycling, MSW Project and Drop Off Funds reflect a portion of the cost as it relates to the Customer Contact Center and other positions proportionately.

***Office Equipment Lease*** - Funds the lease or lease purchase cost of postage meter and/or copier.

***Vehicle Lease*** - Provides for operating lease of Authority vehicle used by the Executive Director.

## **Contractual Services:**

***Project Payments*** - Project payments provide for the payment to vendors for contractually obligated services. Also provides the costs and associated online payment fees for carts purchased by residents eligible for residential recycling.

***Project Rebates*** - A percentage of the revenue received from the sale of recyclable material under the contracts for drop off recycling and other special projects is shared with participating localities.

## **Depreciation:**

***Depreciation Expense*** - Records the appropriate expense for depletion of CVWMA owned assets, including two vehicles, the Customer Contact Center computer application, computer and telephone equipment.

## **Capital Outlay:**

***Capital Outlay*** - The Authority's computer system, is hosted remotely eliminating the need to purchase extensive computer equipment. The Fiscal Year 2021 Proposed Budget provides for \$10,000 (\$4,000 in General Fund, \$5,000 in the Residential Recycling Fund and \$1,000 in the MSW Fund) for capital purchases. Funds are included to replace office furniture and equipment as necessary and keep current on any enhancements to the web-based customer service application.

## 2020 - 2021 PAY AND CLASSIFICATION

CLASSIFICATIONS	Grade	Annual Salary Range		
		Min	Mid	Max
Executive Director	Unclassified	-	-	-
Director of Operations	26	72,132	93,772	115,411
Accounting and Financial Manager	23	62,317	81,012	99,707
Public Affairs Manager	22	59,334	77,134	94,934
Operations Analyst	18	48,830	63,479	78,128
Senior Customer Service Supervisor	16	40,172	52,224	64,275
Recycling Education and Outreach Specialist	12	36,433	47,363	58,293
Customer Service Representative	7	28,554	37,120	45,686

SCALE	Annual Salary			Hourly Rates		
	Min	Mid	Max	Min	Mid	Max
1	21,299	27,689	34,078	10.24	13.31	16.38
2	22,367	29,077	35,787	10.75	13.98	17.21
3	23,480	30,524	37,568	11.29	14.68	18.06
4	24,660	32,058	39,456	11.86	15.41	18.97
5	25,884	33,649	41,414	12.44	16.18	19.91
6	27,175	35,328	43,480	13.06	16.98	20.90
7	28,554	37,120	45,686	13.73	17.85	21.96
8	29,979	38,973	47,966	14.41	18.74	23.06
9	31,470	40,911	50,352	15.13	19.67	24.21
10	33,050	42,965	52,880	15.89	20.66	25.42
11	34,697	45,106	55,515	16.68	21.69	26.69
12	36,433	47,363	58,293	17.52	22.77	28.03
13	38,258	49,735	61,213	18.39	23.91	29.43
14	40,172	52,224	64,275	19.31	25.11	30.90
15	42,175	54,828	67,480	20.28	26.36	32.44
16	44,289	57,576	70,862	21.29	27.68	34.07
17	46,493	60,441	74,389	22.35	29.06	35.76
18	48,830	63,479	78,128	23.48	30.52	37.56
19	51,256	66,633	82,010	24.64	32.04	39.43
20	53,815	69,960	86,104	25.87	33.63	41.40
21	56,508	73,460	90,413	27.17	35.32	43.47
22	59,334	77,134	94,934	28.53	37.08	45.64
23	62,317	81,012	99,707	29.96	38.95	47.94
24	65,433	85,063	104,693	31.46	40.90	50.33
25	68,704	89,315	109,926	33.03	42.94	52.85
26	72,132	93,772	115,411	34.68	45.08	55.49
27	75,737	98,458	121,179	36.41	47.34	58.26
28	79,521	103,377	127,234	38.23	49.70	61.17
29	83,505	108,557	133,608	40.15	52.19	64.23
30	87,666	113,966	140,266	42.15	54.79	67.44
31	92,051	119,666	147,282	44.26	57.53	70.81
32	96,658	125,655	154,653	46.47	60.41	74.35

NOTE: Adjustments to the pay scale were made with the adoption of the Pay and Classification Study conducted and approved in the Fall 2018.

# Director of Operations

## General Definition of Work

Performs complex professional work planning, directing and supervising the procurement of contractor services for recycling and solid waste programs for thirteen-member jurisdictions and related work as required. Work is performed under the general supervision of the Executive Director. Supervision is exercised over all operations personnel.

## Essential Functions

*The following functions are intended only as illustrations of the various types of work performed. The omission of specific duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.*

- Oversees the operational aspects of all Authority programs including curbside recycling, municipal solid waste collection, drop off recycling, wood waste composting, white goods and scrap metal collections and all other programs.
- Prepares program and project budgets; prepares statistical information to support annual budget requests and to emphasize program participation; maintains current statistical information for assigned Authority projects; prepares a variety of program related reports, documentation and related correspondence and records.
- Provides direction and information to contractors, localities, staff and citizens regarding programs and services provided by the Authority.
- Reviews and interprets contracts; monitors contractor performance and assesses penalties to contractors if necessary; reviews and approves contractor invoices.
- Develops request for proposals (RFP) and request for bids (RFB) for procuring vendors and contractors for implementation of regional recycling and solid waste projects; acts as principal negotiator for the procurement process; prepares contracts and service agreements to properly implement service projects.
- Monitors Authority contractor(s) through field inspections, technical analysis and makes recommendations concerning contractor performance; monitors contract terms for existing services.
- Meets with technical staff of participating member jurisdictions to consult on future needs of each locality and to determine satisfaction and performance of contractors; identifies new and expansion opportunities for existing and new programs.
- Supervises assigned program personnel; assists in the recruitment and selection of personnel; assists Customer Service Representatives with difficult issues.
- Provides technical assistance to local governments on Authority issues when requested; facilitates meetings between contractors and member localities; assists in resolving issues.
- Plans, coordinates, attends and conducts various meetings; oversees and assists with the preparation and dissemination of agendas, meeting minutes and relevant materials.
- Conducts public meetings related to the Solid Waste Management Plan; gathers information and prepares plan amendments; coordinates approval of amendments with the Department of Environmental Quality, the Richmond Regional and Crater Planning District Commissions, localities and the requesting entity.
- Keeps abreast of federal, state and local legislation affecting the collection, transfer and disposal of recyclables and solid waste; monitors national trends in the area of collection, disposal and recycling to identify and evaluate for practical application throughout the Authority service area.
- As second in command, performs duties of Executive Director as required.

## Knowledge, Skills and Abilities

Knowledge of local, state and federal laws and administrative policies governing Authority programs; general knowledge of federal, state and local environmental regulations, public procurement and the concepts of competitive bidding and contract law; thorough knowledge of operations management and operational systems; ability to handle multiple projects and tasks; ability to read maps and engineering drawings; extensive ability to research and analyze data and use computer programs to chart data and trends; ability to supervise staff; ability to communicate complex ideas effectively both orally and in writing; ability to establish and maintain effective working relationships with contractors, vendors, associates, outside organizations and the general public.

Technical Skills: Proficient in MS-Word, MS-Excel, and MS-PowerPoint.

## Education and Experience

Bachelor's degree with coursework in engineering, business administration, or related field and recycling and solid waste management program experience including moderate supervisory experience, or equivalent combination of education and experience.

# Accounting and Financial Manager

## General Definition of Work

Performs organization-level professional and administrative work assisting the Executive Director; coordinates and administers the Authority's accounting and financial reporting operations and related work as required under the general direction of the Executive Director.

## Essential Functions

*The following functions are intended only as illustrations of the various types of work performed. The omission of specific duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.*

- Manages and performs oversight of the Authority's finances. Maintains automated financial accounting records, prepares monthly bank reconciliations, prepares checks, EFTs, and p-card payments to contractors and vendors, records journal entries and balances all special project accounts and subsidiary ledgers.
- Coordinates annual audit including the preparation of the annual financial statements and Comprehensive Annual Financial report (CAFR); submits CAFR to appropriate governing bodies and regulatory agencies. Presents the CAFR at Board meeting for Board approval.
- Participates in the development of the annual budget; monitors revenues and expenditures throughout the fiscal year in comparison to budget. Reports results to the Board.
- Responsible for prudently investing excess Authority funds.
- Serves as Clerk to the Authority Board of Directors; reviews and edits Board meeting minutes.
- Prepare biweekly payroll to include benefit payments, reconciliation to VRS, tracks leave balances and ensures W-2 forms have accurate information; performs risk management function for the agency.
- Assists jurisdictions with budget related questions, Form 110 discrepancies, and responds to auditor inquiries related to jurisdictions.
- Continuously streamline processes to reduce processing costs such as electronic invoicing and p-card payments.
- Coordinates maintenance on Authority computers and office equipment.
- Generates billing invoices to jurisdictions in accordance with service agreements.
- Performs related tasks as required.

## Knowledge, Skills and Abilities

Comprehensive knowledge of general laws and administrative policies governing agency financial practices and procedures; comprehensive knowledge of principles and practices of public sector accounting; evaluates financial systems and efficiently formulate and implement accounting methods, procedures, forms and records; communicates effectively both orally and in writing; prepares informative financial reports; establishes and maintains effective working relationships with public officials, Authority Board members, associates and the general public. Conducts effective formal presentations.

## Education and Experience

Bachelor's degree with coursework in business administration, public administration, accounting or related field and (5) years of professional accounting experience, including financial statement preparation and analysis. Demonstrated skills with spreadsheet and accounting software systems. Governmental accounting (GASB) experience or equivalent combination of experience and training.

## Public Affairs Manager

### General Definition of Work:

Performs professional work in preparing informational materials for release and maintaining effective relations with local government representatives, Authority contractors, news media and the general public, and related work as required. Work is performed under the general direction of the Executive Director. Supervision is exercised over assigned personnel within the division.

### Essential Functions

*The following functions are intended only as illustrations of the various types of work performed. The omission of specific duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.*

- Oversees and monitors public affairs activities; recruits, supervises and evaluates assigned recycling education and outreach personnel.
- Coordinates and composes news releases, public service announcements and text regarding 13 local governments for various internal and external publications, including semi-monthly and monthly electronic newsletters.
- Manages communications between the Authority and its internal and external customers and serves as a consistent voice across all mediums. Conceptualizes design layout and education strategies and provides project management of these with graphic designers, printers, and other vendors as needed..
- Represents the Authority at community events.
- Supervises the Recycling Education and Outreach Specialist
- Negotiates media contracts and coordinates advertising to promote programs and services provided by the Authority; composes copy, designs print and broadcast advertising as well as placement of legal and other ads. .
- Coordinates, creates and manages all published content (images, video, and text) on the CVWMA website and social media platforms. Develops, shares and follows relevant and current content topics and provides consistent communications with the public daily via email and social media.
- Prepares statistical information regarding CVWMA website, social media and email requests and notifications.
- Works with management team on messaging related to Authority programs for website, social media and phone lines.
- Serves as clearinghouse of vetted information to be disseminated to CVWMA staff and the public (events, programs, resources, etc.)
- Prepares appropriate documentation for, attends and participates in various committee and Board meetings and facilitates the Curbside Education Advisory Committee.
- Prepares and administers education and outreach budgets; monitors expenditures; researches and applies for alternative resources of funding through grants, awards, etc.
- Participates in local, state and national organizations, meetings, events and conferences to develop partnerships and professional knowledge.
- Collaborates with local government staff to increase public awareness about and to promote regional recycling, waste reduction and litter prevention programs.
- Performs related tasks as required.

### Knowledge, Skills and Abilities

Thorough knowledge of public information and principles and practices of public relations and media relations; thorough knowledge of writing and editing; thorough knowledge of the organization, function and method of operation of the Authority, administrative staff and operational departments; skill in the use of office equipment and computer and associated software; skill in negotiating contracts; ability to write public information reports and releases; ability to gather and analyze facts on a variety of subject matter and to assemble and present concise reports and presentations; ability to communicate complex ideas effectively, orally and in writing; ability to establish and maintain effective working relationships with contractors, vendors, associates, outside organizations, news media and the general public.

### Education and Experience

Bachelor's degree with coursework in public or business administration, journalism, mass communications, or related field and experience in public relations or equivalent combination of education and experience.

# Operations Analyst

## General Definition of Work

Performs professional work involving customer service, the coordinating and assisting with Authority programs and the maintenance, research and preparation of statistical data, and related work as required. Work is performed under the supervision of the Director of Operations.

## Essential Functions

*The following functions are intended only as illustrations of the various types of work performed. The omission of specific duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.*

- Collects vendor reports and data; compiles and maintains records and monthly updates of program statistics.
- Reviews and maintains files of new addresses for prospective curbside customers; locates and travels to new areas to observe readiness and records addresses; composes reports based on this information and regularly presents to the Director of Operations.
- Manages and assists with various programs and services provided by contractors; prepares reports on program activities and handles related issues.
- Assists the Director of Operations on special projects to include requests for proposals and observation of special activities at convenience centers to report new or unusual changes made or needs.
- Assists the call center with questions from residents regarding disposal of unusual or hazardous materials; directs residents to authorities for specializing in safe disposition.
- Assists with collecting information and data for the annual Recycling Rate Report; researches, reads and collects new information to aid with recycling and waste questions.
- Monitors Authority contractor(s) through field inspections, technical analysis and makes recommendations concerning contractor performance; prepares reports for the Authority staff and Board of Directors explaining contractor efficiency and performance.
- Processes service requests and resolves issues with contractors.
- Responds to customer complaints and inquiries for information.
- Interacts with locality staff and contracts as a liaison for coordinating programs and resolving program related issues.
- Performs related tasks as required.

## Knowledge, Skills and Abilities

Knowledge of Authority programs, policies and structure; knowledge of federal, state and local laws affecting the collection, transfer and disposal of recyclables and solid waste; knowledge of public information; knowledge of the locations where services are provided by the Authority; ability to read maps to locate businesses and residences; ability to work closely at all levels with various citizens, committee and staff members; good research and organization skills; proficient in the use of personal computers and associated software; ability to establish and maintain effective working relationships with associates, outside organizations, news media and the general public.

## Education and Experience

Bachelor's degree and moderate experience customer service, or equivalent combination of education and experience.

# Senior Customer Service Supervisor

## General Definition of Work

Supervises and coordinates activities of the customer support-sales team providing telephone and on-line support to the public, local government, contractors, and vendors. Along with daily management of the Customer Service Specialist, focuses on developing processes to improve productivity and efficiencies. Provides feedback, coaches, and motivates the Customer Service Specialist(s) and works closely with other departments to ensure departmental service, marketing, sales, and quality goals are met and/or exceeded. Serves as the Database Administrator by leading in the design, development, implementation, monitoring, and maintenance of new and existing databases associated with customer service. Works closely with organizational leadership using a high degree of initiative and sound judgment. Work is performed under the general supervision of the Executive Director.

## Essential Functions

*This job description is a comprehensive listing of duties that are required of the employee for this job. Responsibilities and activities may change at any time with notice.*

- Leads, manages, and coordinates the daily operation of the customer service-sales team to provide prompt, courteous, and effective service through training, coaching and guidance.
- Leads team in handling service-sales requests and customer service processes, with heavy focus on communication with customers, local government, vendors and other departments.
- Leads Customer Service Specialist(s) in effectively providing customer service in addition to heavy emphasis on meeting/exceeding departmental service levels and productivity goals.
- Participates in the development, implementation, and measurement of department policies and procedures, quality control, productivity standards, and cost savings initiatives.
- Utilizes effective follow-up procedures to ensure escalated service requests, closed loop and/or customers' needs and questions are resolved in a timely manner.
- Regularly presents metrics to senior management in an easy-to-understand format.
- Analyzes trends and responds to changing market conditions, to include competitive benchmarking, producing statistical reports on individual performance and sales.
- Provides team motivation and development to maximize customer service and productivity.
- Responsible for payroll review and submission to ensure correct entries.
- Performs human resource duties by recruiting, orienting, training, scheduling, and coaching of Customer Service Specialist.
- Maintains, analyzes, and recommends database improvements.
- Performs the duties of a Customer Service Specialist as needed.

## Knowledge, Skills and Abilities

Excellent leadership, interpersonal and customer service skills that can successfully manage in a variety of settings; Strong and effective written and verbal communications skills; Strategic thinking, planning and the ability to work independently; Human resource management; Motivate, inspires and develops teams; Ability to work in a fast-paced professional environment, learning new techniques and systems

## Education and Experience

Bachelor's degree or five years of applicable experience, including three to five years of hands-on supervisory/management experience in a customer service environment and/or equivalent coaching/supervisory skills.

# Recycling Education and Outreach Specialist

## General Definition of Work

Performs professional work in developing and providing education and outreach programs to promote CVWMA recycling programs and related activities as required on a flexible schedule including days, evenings, and weekends. Work is performed under the general direction of the Public Affairs Manager and 50% of work is accomplished outside the office each work week.

## Essential Functions

*The following functions are intended only as illustrations of the various types of work performed. The omission of specific duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.*

- Assists Public Affairs with promoting Authority programs through research, development, implementation and coordination of recycling education and outreach programs and initiatives.
- Coordinates and facilitates ongoing recycling education presentations and programs to schools, clubs, scouts, community and other groups.
- Represents the Authority at community events to promote waste reduction and recycling programs.
- Recruits, coordinates, and supervises volunteers to be R3 mascot at events and educational programs.
- Updates outreach program statistics databases/outreach calendar daily.
- Responds to inquiries from the public and CVWMA localities or refer inquiry to the appropriate staff in timely manner.
- Designs program-specific education and outreach materials.
- Develops communication strategies and activities to promote participation in the Authority's Residential Recycling Program.
- Provides promotional materials from programs in our localities.
- Prepares program packets, stock, count, and distribute educational materials and distributes while working local community events.
- Coordinates the Reduce, Reuse, Recycle Scout Patch program and Event Recycling program.
- Conceptualizes, creates, and manages Regional Waste Line Publication.
- Networks and collaborates with local government staff to increase public awareness of recycling, waste reduction, and litter prevention programs.
- Performs related tasks as required.

## Knowledge, Skills and Abilities

General knowledge of modern public information and principles and practices of public relations, especially education and outreach best practices; general knowledge of writing and editing; general knowledge of the organization and of general administrative policies and practices; skill in the use of office equipment and computer and associated software; ability to gather and analyze facts on a variety of subject matter and to assemble and present concise reports and presentations; ability to communicate effectively, orally and in writing; ability to perform and organize work independently; ability to establish and maintain effective working relationships with locality staff, contractors, vendors, associates, the media and the general public.

## Education and Experience

Any combination equivalent to graduation from an accredited college or university with coursework in business administration, education, communications and/or related field and/or experience in public relations, communications, education or related field.

# Customer Service Representative

## General Definition of Work

Performs responsible skilled administrative support work in providing telephone and online support to residents and local jurisdictions within the Authority's service area, and related work as required. Work is performed under the general supervision of the Customer Service Supervisor.

## Essential Functions

*The following functions are intended only as illustrations of the various types of work performed. The omission of specific duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.*

- Answers customer service hotline; provides program information to the public and contractors via telephone, mail and email and researches inquiries.
- Sets up new service for customers.
- Resolves service related calls from the public and member jurisdictions concerning recycling and solid waste programs.
- Refers difficult issues to appropriate staff for resolution and response; works with Customer Service Supervisor, Public Information Coordinator and Director of Operations to ensure issues are resolved in a timely manner.
- Enters phone calls, faxes, emails and other correspondence into appropriate Authority database.
- Evaluates daily phone log reports to determine call volume and the nature of calls for follow up; reports daily status to Customer Service Supervisor.
- Conducts telephone and/or mail surveys of residents in the Authority's service area; summarizes results for use in the monitoring of the Authority's programs and services and provides suggestions for improvement based on these results.
- Files faxes and related correspondence in the appropriate files.
- Assists residents and Authority personnel with the location of Authority resources using local maps.
- Coordinates the delivery of information, collection calendars, stickers and program information to residents.
- Acts as customers' advocate to ensure issues are resolved appropriately in accordance with Authority guidelines.
- Processes credit card payments for customer orders.
- Maintains an enthusiastic, service-oriented attitude under pressure.
- Performs related tasks as required.

## Knowledge, Skills and Abilities

General knowledge of standard office practices, techniques, procedures and equipment; knowledge of Authority programs and service area; ability to operate standard office machines and personal computer with associated software; demonstrates a high level of customer focus and attention to details; ability to perform detailed record work; ability to work in a fast paced environment and meet deadlines; ability to understand and follow oral and written directions; ability to read and interpret maps; ability to establish and maintain effective working relationships with contractors, associates and the general public.

Technical Skills: Proficient with MS Word, Excel, and Outlook

## Education and Experience

High school diploma or GED with customer service experience, or equivalent combination of education and experience.



# RESOLUTION 21-05

A resolution adopting the General Operating Fund Budget for the fiscal year beginning July 1, 2021, and ending June 30, 2022, and appropriating the estimated revenues for the year for the principal purposes stated.

THE CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY RESOLVES:

1. That the General Operating Fund Budget for the fiscal year beginning July 1, 2021, and ending June 30, 2022, which is attached as part of this resolution, is hereby adopted. The CVWMA Executive Director is hereby authorized to make disbursements in accordance with the 2021-2022 approved Budget, and
2. That the General Operating Fund Budget includes anticipated revenues of \$620,060 and expenses of \$642,940. This budget anticipates a transfer from the Drop-Off Project Fund in the amount of \$22,880. The General Operating Fund Contribution Rate is to be forty-eight (48) cents per capita for each member locality, and
3. That the General Operating Fund Budget reflects the acquisition of Capital Outlay in the amount of \$10,000 which will be reclassified as Capital Assets for Financial Statement purposes and depreciation will be recorded according to Generally Accepted Accounting Principles (GAAP), and
4. That the Executive Director is authorized to execute budget transfers for any amount within General Operating Fund Budget categories (Personnel Services, Fringe Benefits, Professional Services, Repairs/Maintenance, Advertising/Promotions, Materials and Supplies, Other Services/Charges, Leases, Contractual Services, Depreciation and Contingencies), and
5. That the Executive Director is authorized to execute budget transfers between categories to cover unanticipated expenses, not to exceed \$2,500, and
6. That the Executive Director shall provide to the Board of Directors monthly financial reports comparing actual revenues and expenses compared to the approved budget and a schedule by member locality of receivables due the Authority, including those that are 60 days or more past due, and
7. That this resolution shall be in full force and effect on and after the first day of July 2021, and shall constitute the General Operating Fund Budget for the fiscal year commencing on that date.

Adopted this 11th day of December, 2020

Attest:

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Patricia Paige  
Chairman

# RESOLUTION 21-06

A resolution adopting the Residential Recycling Project Fund Budget for the fiscal year beginning July 1, 2021, and ending June 30, 2022, and appropriating the estimated revenues for the year for the principal purposes stated.

THE CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY RESOLVES:

1. That the Residential Recycling Project Fund Budget for the fiscal year beginning July 1, 2021, and ending June 30, 2022, which is attached as part of this resolution, is hereby adopted. The CVWMA Executive Director is hereby authorized to make disbursements in accordance with the 2021-2022 approved Budget, and
2. That the Residential Recycling Project Fund Budget includes anticipated revenues and expenses of \$9,887,580, and
3. That the Residential Recycling Project Fund Budget reflects the acquisition of Capital Outlay in the amount of \$10,000, which will be reclassified as Capital Assets for Financial Statement purposes and depreciation will be recorded according to Generally Accepted Accounting Principles (GAAP), and
4. That the Executive Director is authorized to execute budget transfers for any amount within Residential Recycling Project Fund Budget categories (Personnel Services, Fringe Benefits, Professional Services, Repairs/Maintenance, Advertising/Promotions, Materials and Supplies, Other Services/Charges, Leases, Contractual Services, Depreciation and Contingencies), and
5. That the Executive Director is authorized to execute budget transfers between categories to cover unanticipated expenses, not to exceed \$2,500, and
6. That the Executive Director shall provide to the Board of Directors monthly financial reports comparing actual revenues and expenses compared to the approved budget and a schedule by member locality of receivables due the Authority, including those that are 60 days or more past due, and
7. That this resolution shall be in full force and effect on and after the first day of July 2021, and shall constitute the Residential Recycling Project Fund Budget for the fiscal year commencing on that date.

Adopted this 11th day of December, 2020

Attest:

\_\_\_\_\_  
Patricia Paige  
Chairman

# RESOLUTION 21-07

A resolution adopting the Drop-Off Project Fund Budget for the fiscal year beginning July 1, 2021, and ending June 30, 2022, and appropriating the estimated revenues for the year for the principal purposes stated.

THE CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY RESOLVES:

1. That the Drop-Off Project Fund Budget for the fiscal year beginning July 1, 2021, and ending June 30, 2022, which is attached as part of this resolution, is hereby adopted. The CVWMA Executive Director is hereby authorized to make disbursements in accordance with the 2021-2022 approved Budget, and
2. That the Drop-Off Project Fund Budget includes anticipated revenues of \$1,618,000 and expenses of \$1,595,120. This budget anticipates a transfer \$22,880 to the General Operating Fund, and
3. That the Executive Director is authorized to execute budget transfers for any amount within Drop-Off Project Fund Budget categories (Personnel Services, Fringe Benefits, Professional Services, Repairs/Maintenance, Advertising/Promotions, Materials and Supplies, Other Services/Charges, Leases, Contractual Services, Depreciation and Contingencies), and
4. That the Executive Director is authorized to execute budget transfers between categories to cover unanticipated expenses, not to exceed \$2,500, and
5. That the Executive Director shall provide to the Board of Directors monthly financial reports comparing actual revenues and expenses compared to the approved budget and a schedule by member locality of receivables due the Authority, including those that are 60 days or more past due, and
6. That this resolution shall be in full force and effect on and after the first day of July 2021, and shall constitute the Drop-Off Project Fund Budget for the fiscal year commencing on that date.

Adopted this 11th day of December, 2020

Attest:

\_\_\_\_\_  
Patricia Paige  
Chairman

# RESOLUTION 21-08

A resolution adopting the Municipal Solid Waste Project Fund Budget for the fiscal year beginning July 1, 2021, and ending June 30, 2022, and appropriating the estimated revenues for the year for the principal purposes stated.

THE CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY RESOLVES:

1. That the Municipal Solid Waste Project Fund Budget for the fiscal year beginning July 1, 2021, and ending June 30, 2022, which is attached as part of this resolution, is hereby adopted. The CVWMA Executive Director is hereby authorized to make disbursements in accordance with the 2021-2022 approved Budget, and
2. That the Municipal Solid Waste Project Fund Budget includes anticipated revenues and expenses of \$3,567,135, and
3. That the Executive Director is authorized to execute budget transfers for any amount within Municipal Solid Waste Project Fund Budget categories (Personnel Services, Fringe Benefits, Professional Services, Repairs/Maintenance, Advertising/Promotions, Materials and Supplies, Other Services/Charges, Leases, Contractual Services, Depreciation and Contingencies), and
4. That the Executive Director is authorized to execute budget transfers between categories to cover unanticipated expenses, not to exceed \$2,500, and
5. That the Executive Director shall provide to the Board of Directors monthly financial reports comparing actual revenues and expenses compared to the approved budget and a schedule by member locality of receivables due the Authority, including those that are 60 days or more past due, and
6. That this resolution shall be in full force and effect on and after the first day of July 2021, and shall constitute the Municipal Solid Waste Project Fund Budget for the fiscal year commencing on that date.

Adopted this 11th day of December, 2020

Attest:

\_\_\_\_\_  
Patricia Paige  
Chairman

# RESOLUTION 21-09

A resolution adopting the Special Project Funds Budget for the fiscal year beginning July 1, 2021, and ending June 30, 2022, and appropriating the estimated revenues for the year for the principal purposes stated.

THE CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY RESOLVES:

1. That the Special Project Funds Budget for the fiscal year beginning July 1, 2021, and ending June 30, 2022, which is attached as part of this resolution, is hereby adopted. The CVWMA Executive Director is hereby authorized to make disbursements in accordance with the 2021-2022 approved Budget, and
2. That the Special Project Funds Budget includes anticipated revenues and expenses of \$3,979,000.
3. That the Executive Director is authorized to execute budget transfers for any amount within Special Project Funds Budget categories (Personnel Services, Fringe Benefits, Professional Services, Repairs/Maintenance, Advertising/Promotions, Materials and Supplies, Other Services/Charges, Leases, Contractual Services, Depreciation and Contingencies), and
4. That the Executive Director is authorized to execute budget transfers between categories to cover unanticipated expenses, not to exceed \$2,500, and
5. That the Executive Director shall provide to the Board of Directors monthly financial reports comparing actual revenues and expenses compared to the approved budget and a schedule by member locality of receivables due the Authority, including those that are 60 days or more past due, and
6. That this resolution shall be in full force and effect on and after the first day of July 2021, and shall constitute the Special Project Funds Budget for the fiscal year commencing on that date.

Adopted this 11th day of December, 2020

Attest:

\_\_\_\_\_  
Patricia Paige  
Chairman

# RESOLUTION 21-10

A resolution adopting the Pay and Classification Plan for the fiscal year beginning July 1, 2021, and ending June 30, 2022.

THE CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY RESOLVES:

1. That the Pay and Classification Plan for the fiscal year beginning July 1, 2021, and ending June 30, 2022, which is attached as part of this budget document, is hereby adopted by the CVWMA Board of Directors. The CVWMA Executive Director is hereby authorized to make disbursements in accordance with the 2021-2022 approved Pay and Classification Plan, and
2. That the Pay and Classification Plan includes an open range pay scale consisting of thirty two grades, and
3. That the Pay and Classification Plan reflects a 3.0% merit-based salary increase for employees, to be reaffirmed by the Board of Directors at their regular meeting in May 2020, and
4. That Section 10; Appendix A of the Authority's *Personnel Policies, Benefits and Procedures Manual* includes the pay scale and grading system for 2021-2022, and
5. That this resolution shall be in full force and effect on and after the first day of July 2021, and shall constitute the Pay and Classification Plan for the fiscal year commencing on that date.

Adopted this 11th day of December, 2020

Attest:

\_\_\_\_\_  
Patricia Paige  
Chairman