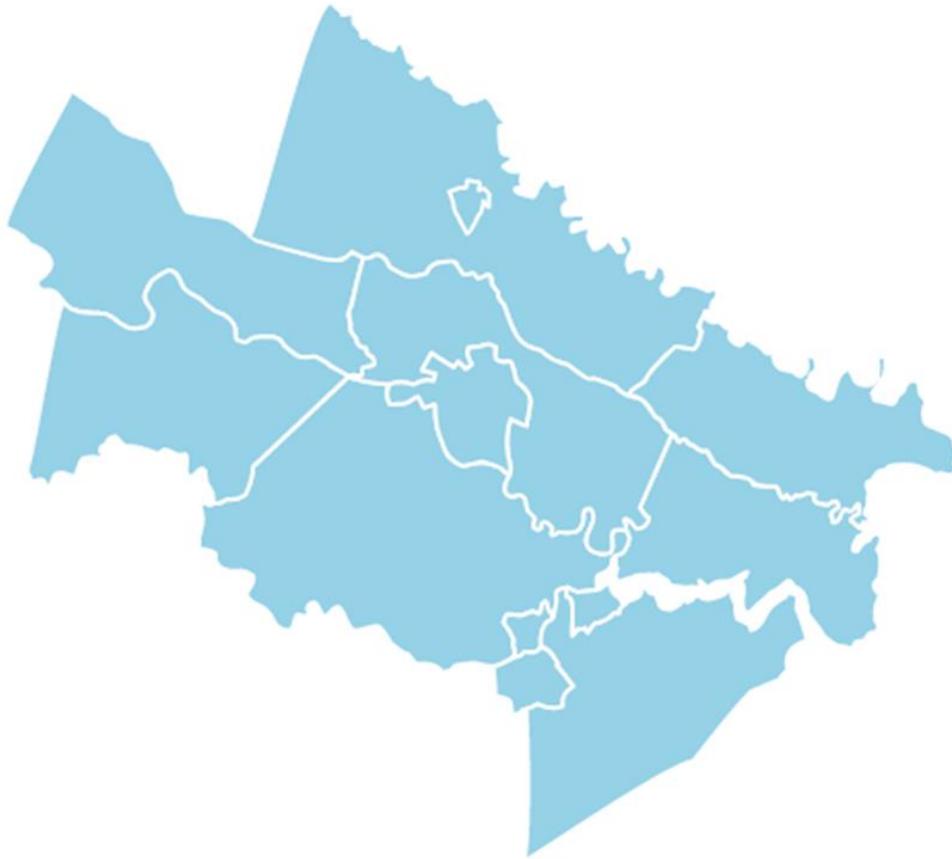




Central Virginia Waste Management Authority

Proposed Operating Budget for the Fiscal Year
Beginning July 1, 2022
Ending June 30, 2023



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

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November 19, 2021

Board of Directors
Central Virginia Waste Management Authority
Richmond, Virginia

Members of the Board:

I am pleased to propose the 2022-23 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.

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 and recently reaffirmed by the Board of Directors. 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 works in unison with member localities 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 Covid-19 pandemic further reiterated our need for preparation, flexibility and resiliency. We saw a shift in volume of waste and recycling from commercial to residential last year as much of the work force and schools transitioned to home. As many transition back to the workplace and school, gradually residential waste/recycling is coming back to pre-pandemic levels. As an essential workforce, our localities and contractors have been faced with additional collection challenges as we emerge from the pandemic. Hiring and retaining a steady workforce and supply chain issues have resulted in collection delays and increased costs across the region.

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 over \$20 million, an increase of 5.8% over the approved 2022 Operating Budget.

Total revenues and expenses are estimated to be \$20,809,245. Of the total revenue projected, \$19,373,445 or 93%, is passed through to member/participating jurisdictions, including annual operating assessments and program participation.

Contractual revenues are estimated 4.4% higher than estimated in the 2022 budget, and factors in volume/activity changes, inflation and implementation of new contracts. 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. Recycling markets have been suppressed since 2018 until about mid-2020, when new demand for

products such as toilet paper and paper towels increased due to the pandemic coupled with increased domestic capacity for fiber. 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 for a few years. Recently, recycling markets, particularly fiber and plastics have soared and have reached levels higher than pre-2018. 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 2023 operating budget maintains a conservative expectation of revenue from the sale of recyclable material.

The General Operating Assessment remains at \$.48 per capita. An addition of \$15,040, 2.6%, is budgeted based on the 2020 Census data. Interest rates on investments continue declining and the budget reflects a projected decline in investment income. CVWMA also earns a rebate through a purchasing card program.

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: 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 adjusting to disruption situations, particularly over the last year and a half. This budget provides for 11.875 full-time equivalents, balanced with 11 full-time and 2 part-time positions. The proposed budget includes converting a part-time administrative assistant to full-time.

A merit increase of 3.0% is budgeted in fiscal year 2023 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 2022.

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 all central Virginians. The Customer Service Department consists of Senior Customer Service Supervisor and 3 Customer Service Representatives (CSR).

Public Education and Outreach: Communication remains a critical component to the success of our programs, particularly 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 engage residents by taking advantage of new outreach tools and mediums to reach and influence consumers. We work closely with our localities, media connections, and many other local and national partners to combine efforts and share information.

We provide a number of ways to engage the public. Our website receives 100,000 hits per month and over 45,000 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 provided all of this and much more with 2 staff positions.

Capital Outlay: All assets purchased in excess of \$2,000 are treated as capital expenditures. The budget includes \$35,000 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. As we work toward implementation of the contract for our largest and most visible program, the Residential Recycling Program as well as 2 other large contracts, it will be necessary to upgrade our systems to be more responsive and provide the utmost customer service experience.

Recycling and the Economy: Trash and recycling collection have risen to the forefront of “essential services.” Volumes discarded on the curb rose significantly as students and workers shifted to working/studying at home and many remained at home for more than a year. The increase in demand for home deliveries of groceries and other consumer goods have increased exponentially, increasing waste discards. The market for various recycled commodities, particularly mixed paper and cardboard, increased for the first time since 2018 with the demand for cardboard boxes for deliveries, toilet paper and paper towels in the beginning of the pandemic coupled with increased domestic capacity for recycled feedstock. The demand, and thus prices for recycled fiber are higher now than they were pre-China’s restrictions on recycled products.

Waste and recycling are good indicators of economic health. The amount of waste discarded has been steadily increasing over the last several years as we moved out of the recession. Consumer spending continues to grow, as we move out of the pandemic, despite the surge in inflation. Trash and recycling volumes collected in Authority programs increased 7% and 5.5% respectively, in fiscal year 2021. Some of this volume replaced commercial volume and is gradually shifting back.

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. The increased market demand and prices for mixed paper, cardboard and plastics have reduced the cost of recycling for member localities. The rise in prices at the pump have also driven market prices up for used oil and recycled plastics, which are petroleum based.

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 *2022-2023 Proposed Operating Budget*.

Sincerely,



Kimberly A. Hynes
Executive Director

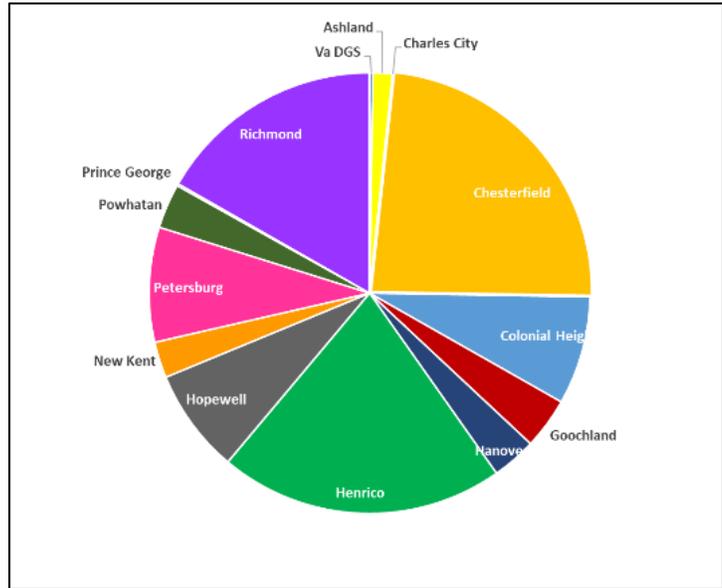
CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY

2022-23 Proposed Operating Budget

Summary Revenue Projections by Member Jurisdiction

The 2023 Proposed Budget estimates total revenue and expenses of \$20,804,245. Of the total revenue projected, \$19,373,445 or 93%, is estimated gross revenue from member/participating jurisdictions, including annual operating assessments and program participation as follows:

	Gross Revenue
Va DGS	48,000
Ashland	275,961
Charles City	3,251
Chesterfield	4,568,783
Colonial Heights	1,539,727
Goochland	726,934
Hanover	631,194
Henrico	4,045,508
Hopewell	1,483,681
New Kent	512,514
Petersburg	1,631,165
Powhatan	634,310
Prince George	30,645
Richmond	3,241,772
Total Gross Revenue	<u><u>19,373,445</u></u>



The revenue estimates herein are gross revenues and are not net of the estimated revenue to localities of \$1,080,000 (expense to CVWMA) from the sale of recyclable material in the Drop-Off Recycling, Appliance and Scrap Metal and Special Waste Funds.

NOTE: the above are estimates based on current and anticipated activity, inflation, etc. Each locality should evaluate each program and make their own assumptions based on expected volumes, internal, external and other factors in their respective jurisdiction and not rely solely on the above calculations. CVWMA is happy to discuss any and all estimates and assist in your budget process.

CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY

2022 - 2023 Proposed Operating Budget

Summary – All Funds

	<u>General Operating Fund</u>	<u>Residential Recycling Fund</u>	<u>Drop-Off Project Fund</u>	<u>Municipal Solid Waste Fund</u>	<u>Special Project Funds</u>	<u>Total All Funds</u>
REVENUES						
Local Government Assessments	\$ 594,230	\$ 538,750	\$ -	\$ 37,100	\$ -	\$ 1,170,080
Charges for Services	-	9,550,800	1,445,000	4,166,365	3,262,000	18,424,165
Use of Money and Property	32,130	12,900	2,000	7,970	-	55,000
Other	-	10,000	350,000	-	800,000	1,160,000
TOTAL REVENUES	<u>626,360</u>	<u>10,112,450</u>	<u>1,797,000</u>	<u>4,211,435</u>	<u>4,062,000</u>	<u>20,809,245</u>
EXPENSES						
Personnel Services	442,650	271,660	15,730	22,095	-	752,135
Fringe Benefits	108,250	82,475	3,720	6,910	-	201,355
Professional Services	37,000	30,255	3,180	7,465	-	77,900
Repairs/Maintenance	1,900	1,750	150	450	-	4,250
Advertising/Promotions	1,250	86,485	-	1,000	-	88,735
Materials and Supplies	4,500	2,495	325	680	-	8,000
Other Services/Charges	12,700	43,930	720	1,790	-	59,140
Leases	52,700	41,200	1,585	3,380	-	98,865
Contractual Services	-	9,545,000	1,725,000	4,166,365	4,062,000	19,498,365
Depreciation	12,000	7,200	-	1,300	-	20,500
Contingencies	-	-	-	-	-	-
TOTAL EXPENSES	<u>\$ 672,950</u>	<u>\$ 10,112,450</u>	<u>\$ 1,750,410</u>	<u>\$ 4,211,435</u>	<u>\$ 4,062,000</u>	<u>\$ 20,809,245</u>
INTERFUND TRANSFERS	<u>\$ 46,590</u>	<u>\$ -</u>	<u>\$ (46,590)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
CAPITAL OUTLAY	<u>\$ 5,000</u>	<u>\$ 25,000</u>	<u>\$ -</u>	<u>\$ 5,000</u>	<u>\$ -</u>	<u>\$ 35,000</u>

CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY

General Operating Fund – Budget Summary

The General Fund Budget is proposed with revenues of \$626,360 an increase of 1% or \$6,300 from the 2021-22 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 2022 based on the 2020 Census Data. The total population of the region is 1,237,975, which resulted in of \$15,040 in the operating assessment. 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. As we change vendors in some of our large programs, an increase in the purchasing card rebate in FY 23 is anticipated. Less reliance has been placed in investment income in the 2023 proposed budget.

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 \$672,950 an increase of 4.7% from 2022 budget estimates. A 3% increase is budgeted for salaries for staff based on merit. In addition, the budget reflects making the Administrative Assistant a full-time position versus part-time, adding .5 FTEs to the overall budget.

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 of \$46,590.

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 for a total \$35,000 in capital purchases (\$5,000 in General Fund). Most of the capital request is budgeted in the Residential Recycling Fund, in order to continue planning 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>2020-21 Actual</u>	<u>2021-22 Budget</u>	<u>2022-23 Budget</u> <i>Proposed</i>
REVENUES			
LOCAL GOVERNMENT ASSESSMENTS:			
Annual Gov't Assessments	\$ 575,228	\$ 579,190	\$ 594,230
USE OF MONEY AND PROPERTY:			
Interest on Investments	<u>7,037</u>	<u>40,870</u>	<u>32,130</u>
TOTAL REVENUES	<u>582,265</u>	<u>620,060</u>	<u>626,360</u>
EXPENSES			
PERSONNEL SERVICES			
Regular Salaries & Wages	383,196	396,000	420,000
Part-time Salaries	46,144	39,000	22,650
Overtime	-	185	-
FRINGE BENEFITS:			
Payroll Taxes	30,477	28,600	29,100
Health Insurance	33,146	37,030	42,250
VRS Retirement	90,832	23,600	34,600
VRS Life Insurance	5,422	4,750	2,300
Other Fringe Benefits	-	-	-
PROFESSIONAL SERVICES:			
Legal Services	10,500	10,500	10,500
Audit Fees	15,511	11,950	13,500
Financial Systems Services	5,082	2,850	2,850
Computer Support	8,711	8,500	9,400
Special Project Support	79,626	-	-
Recruitment	950	750	750
REPAIRS AND MAINTENANCE:			
Vehicle Maintenance	87	100	50
Equipment Maintenance	1,427	1,850	1,850
PROMOTION AND EDUCATION:			
Promotion and Education	558	1,000	1,000
Promotional Gifts, etc.	-	250	250
MATERIALS AND SUPPLIES:			
General Office Supplies/equip	3,315	2,500	2,750
Gas, Oil & Lube	678	800	750
Publications & Subscriptions	1,529	500	1,000
OTHER SERVICES AND CHARGES:			
Insurance	2,827	3,000	3,400
Telephone/Communications	2,234	1,225	1,300
Postage/Delivery	3,852	1,000	2,000
Travel - Mileage/Per Diem	1,189	250	250
Conference - Staff Development	518	2,290	4,000
Dues & Membership	951	750	750
Other/Miscellaneous	6,322	1,000	1,000
LEASES:			
Office Space Lease	43,574	43,710	45,600
Office Equipment Lease	2,358	2,500	2,600
Vehicle Lease	5,571	4,500	4,500
DEPRECIATION:			
Depreciation Expense	9,417	12,000	12,000
CONTINGENCIES:			
Contingencies and Reserve	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENSES	<u>796,004</u>	<u>642,940</u>	<u>672,950</u>
TRANSFER IN		<u>\$ 22,880</u>	<u>\$ 46,590</u>
CAPITAL OUTLAY	<u>\$ -</u>	<u>\$ 12,000</u>	<u>\$ 5,000</u>

CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY

Residential Recycling Project Fund – Budget Summary

The Residential Recycling Project Fund is balanced with anticipated revenues and expenses of \$10,112,450 an increase of 2.3% from the 2022 budget estimates. The residential recycling fund reflects the cost of residential recycling in nine participating jurisdictions which includes over 280,000 eligible households in the region. The program continues to be the largest of its kind in the Commonwealth. About 37,000 tons were recycled from the curb/alley in fiscal year 2021.

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 200 carts purchased. As the new contract is implemented, which includes switching from bins to carts for all eligible households in Chesterfield, Goochland, Hanover and Henrico, the number of carts purchased will decline during 2023.

Recycling markets, particularly the fiber and plastics markets, have improved dramatically over the last year and a half. CVWMA and participating jurisdictions were paying a maximum \$30/ton fee to process (sort, bale and prepare for market) recyclables. The contract includes a sliding scale tied to the fiber markets, which lower costs and even results revenue for localities as markets improve. In July 2020, jurisdictions were paying the maximum \$30/ton to process the material and now localities are receiving \$50/ton in rebates from the sale of recyclables, resulting in an \$80/ton savings, a program-wide average savings of approximately \$240,000 per month. In the first quarter of FY22, nearly \$540,000 has been provided back in rebates to jurisdictions participating in the Residential Recycling Program.

The contract for Residential Recycling expires June 30, 2023, with no options for renewal. CVWMA, in conjunction with members of the Technical Advisory Committee (TAC) issued a Request for Proposals (RFP) in November 2020. Proposals were received and a contract awarded to TFC Recycling to begin July 1, 2023 with a ten (10) year initial term. In addition, the large 95-gallon recycling carts will be provided to all eligible households in the region to be collected every-other-week. The CVWMA is considering procuring to purchase, assemble and deliver the initial carts in those localities where not currently provided to all eligible households. By CVWMA purchasing carts, we can amortize them over a longer period of time to reduce costs. In addition, carts would survive and remain in the program beyond contract terms and provide uniformity.

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. 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. A CPI increase of the Customer Service Assessment is included in the budget to cover increased personnel and overhead costs.

The public relations assessment is used to promote the program to increase participation and educate on recycling correctly. The assessment, which is increased by a CPI in this proposed budget, is used for publications, educational materials, postage in addition to staffing, office space, and overhead costs to promote the program. This budget includes funds for 2 full-time staff, Public Relations Coordinator and Recycling Education and Outreach Specialist. With the new contract starting at the end of FY23, CVWMA will be utilizing a portion of these funds on a robust communication plan for implementation, that may or may not include a collection schedule. CVWMA continues to focus on quality versus quantity to sustain recycling programs and continually looks for ways to utilize partnerships and sponsors for promotion of the recycling 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 2023 budget provides for \$25,000 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>2020-21 Actual</u>	<u>2021-22 Budget</u>	<u>2022-23 Budget</u> <i>Proposed</i>
REVENUES			
LOCAL GOVERNMENT ASSESSMENTS:			
Public Relations Assessment	\$ 224,148	\$ 253,000	\$ 255,250
Customer Service Assessment	237,602	276,000	283,500
CHARGES FOR SERVICES:			
Project Service Fees	8,262,803	9,100,000	9,330,000
Cart and Bin Purchases	284,483	238,800	220,800
Contract Administrative Assessments	29,000	-	-
USE OF MONEY AND PROPERTY:			
Interest on Investments	3,276	9,780	12,900
OTHER:			
Material Sales Rebates	62,752	-	-
Grants and Sponsorships	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
TOTAL REVENUES	<u>9,114,064</u>	<u>9,887,580</u>	<u>10,112,450</u>
EXPENSES			
PERSONNEL SERVICES:			
Regular Salaries & Wages	184,219	245,000	255,000
Part-time Salaries	9,163	13,325	11,960
Overtime	3,299	1,440	1,900
Incentive Base Pay	1,300	2,800	2,800
FRINGE BENEFITS:			
Payroll Taxes	14,759	19,750	20,500
Health Insurance	31,043	37,040	39,575
VRS Retirement	45,709	14,600	21,000
VRS Life Insurance	2,874	2,940	1,400
PROFESSIONAL SERVICES:			
Legal Services	7,333	6,925	6,670
Audit Fees	10,707	7,880	8,575
Financial Systems Services	3,418	1,880	1,810
Computer Support	12,600	12,170	13,200
REPAIRS AND MAINTENANCE:			
Vehicle Maintenance	220	500	500
Equipment Maintenance	1,860	1,250	1,250
PROMOTION AND EDUCATION:			
Promotion and Education	42,794	50,000	54,485
Printing and Publications	29,324	30,000	30,000
Outreach/Special Events	571	2,000	2,000
MATERIALS AND SUPPLIES:			
General Office Supplies	2,263	1,650	1,745
Gas, Oil & Lube	514	1,150	750
OTHER SERVICES AND CHARGES:			
Insurance	1,969	1,980	2,160
Telephone/Communications	11,342	9,800	10,270
Postage/Delivery	51,500	50,000	30,000
Travel - Mileage/Per Diem	-	500	500
Conference - Staff Development	-	-	-
Other/Miscellaneous	1,593	1,500	1,000
LEASES:			
Office Space Lease	35,041	36,000	39,000
Office Equipment Lease	1,804	2,000	2,200
CONTRACTUAL SERVICES:			
Project Payments	8,262,786	9,100,000	9,330,000
Project Rebates	62,752	-	-
Cart/Bin Purchase Expenses	281,769	228,000	215,000
DEPRECIATION:			
Depreciaton Expense	2,557	5,500	7,200
CONTINGENCIES:			
Contingencies and Reserve	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENSES	<u>\$ 9,117,083</u>	<u>\$ 9,887,580</u>	<u>\$ 10,112,450</u>
CAPITAL OUTLAY	<u>\$ -</u>	<u>\$ 5,500</u>	<u>\$ 25,000</u>

CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY

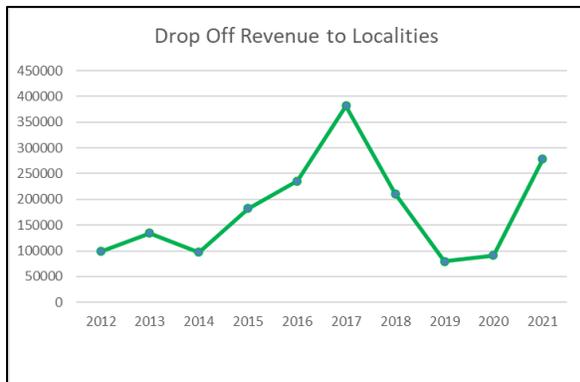
Drop Off Recycling Project Fund – Budget Summary

The Drop-Off Project Fund consists of \$1,797,000 in revenues and \$1,750,410 in expenses, about a 10% increase over 2022 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 Old Corrugated Containers (OCC) to recycling facilities through contracts with CVWMA. Nearly 10,000 tons of paper, cardboard, newspaper, aluminum, plastic, cartons and glass were collected and recycled in fiscal year 2021, an increase of 2,000 tons or 26% over the previous year.

The roll-off program consists of 40 containers located at 17 sites around the region. About 400 pulls are made per month and the material is going to TFC Recycling for processing and marketing. TFC now services about 177 FEL containers at 60 sites in the region, including schools and public buildings.

Per the Contracts, CVWMA receives revenue from the sale of mixed paper and comix collected in the roll-off containers and 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 and Henrico 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, Sonoco provides recycling of baled cardboard through a separate contract.

As mentioned herein recycling markets have improved significantly in the last 18 months. The demand for recycled fiber has increased 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. CVWMA keeps a portion of rebate in the Drop-Off Program and this budget reflects a conservative estimate of expected revenue generated through the roll-off and FEL Contracts. 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 nearly \$1.8 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 \$350,000 in revenue, an slight increased from 2022 estimates consistent with current year activity and trending market prices.

Net revenue estimated in the drop-off fund is \$46,590 and will be transferred out at the end of the fiscal year as deemed necessary to support operations and administration of the Authority.

CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY

Drop Off Recycling Project Fund – Budget Summary

	<u>2020-21 Actual</u>	<u>2021-22 Budget</u>	<u>2022-23 Budget</u> <i>Proposed</i>
REVENUES			
CHARGES FOR SERVICES:			
Project Service Fees	\$ 1,411,427	\$ 1,420,000	\$ 1,445,000
USE OF MONEY AND PROPERTY:			
Interest on Investments	629	3,000	2,000
OTHER:			
Material Sales Rebates	<u>277,782</u>	<u>195,000</u>	<u>350,000</u>
TOTAL REVENUES	<u>1,689,838</u>	<u>1,618,000</u>	<u>1,797,000</u>
EXPENSES			
PERSONNEL SERVICES:			
Regular Salaries & Wages	5,575	9,100	10,500
Part-time Salaries	41	2,000	5,230
Overtime	-	35	-
FRINGE BENEFITS:			
Payroll Taxes	362	875	1,225
Health Insurance	1,341	1,575	1,575
VRS Retirement	1,660	540	865
VRS Life Insurance	105	110	55
PROFESSIONAL SERVICES:			
Legal Services	630	995	1,240
Audit Fees	1,017	1,130	1,600
Financial Systems Services	385	270	340
REPAIRS AND MAINTENANCE:			
Equipment Maintenance	157	150	150
PROMOTION AND EDUCATION:			
Printing and Publications	290	-	-
MATERIALS AND SUPPLIES:			
General Office Supplies	209	235	325
OTHER SERVICES AND CHARGES:			
Insurance	180	285	400
Telephone/Communications	284	245	320
LEASES:			
Office Space Lease	1,232	1,500	1,500
Office Equipment Lease	84	75	85
CONTRACTUAL SERVICES:			
Project Payments	1,411,427	1,420,000	1,445,000
Project Rebates	237,448	156,000	280,000
CONTINGENCIES:			
Contingencies and Reserve	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENSES	<u>\$ 1,662,427</u>	<u>\$ 1,595,120</u>	<u>\$ 1,750,410</u>
TRANSFER OUT		<u>\$ (22,880)</u>	<u>\$ (46,590)</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 about 30,000 households. In addition, this fund includes the collection of trash from public buildings through Front-End Load (FEL) municipal solid waste collection program. The budget is balanced and anticipates revenues and expenses of \$4,211,435 an increase of 18%. Revenue and contracted costs are adjusted for inflation and increases in activity.

CVWMA conducted a procurement for Residential MSW Collection and Disposal Services. The current contract for the City of Colonial Heights expires June 30, 2022, and Waste Management has been selected as the new vendor. The negotiated costs for collection and disposal for the City are nearly double the current costs of the program. The contracts for Ashland, Hopewell and Petersburg do not expire until June 30, 2024, and increase in costs to those jurisdictions will not be reflected until the FY25 budget.

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 \$.10 per household per month. A portion of capital assets (\$5,000) 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

	<u>2020-21 Actual</u>	<u>2021-22 Budget</u>	<u>2022-23 Budget</u> <i>Proposed</i>
REVENUES			
LOCAL GOVERNMENT ASSESSMENTS:			
Customer Service Assessment	\$ 34,059	\$ 35,500	\$ 37,100
CHARGES FOR SERVICES:			
Project Service Fees	3,495,684	3,525,285	4,166,365
Contract Administrative Assessments	10,900	-	-
USE OF MONEY AND PROPERTY:			
Interest on Investments	965	6,350	7,970
TOTAL REVENUES	<u>3,541,608</u>	<u>3,567,135</u>	<u>4,211,435</u>
EXPENSES			
PERSONNEL SERVICES:			
Regular Salaries & Wages	17,583	20,100	20,500
Part-time Salaries	166	1,350	1,495
Overtime	-	140	100
FRINGE BENEFITS:			
Payroll Taxes	1,371	1,700	1,750
Health Insurance	3,033	3,150	3,350
VRS Retirement	4,373	1,200	1,700
VRS Life Insurance	263	240	110
PROFESSIONAL SERVICES:			
Legal Services	2,538	2,580	2,590
Audit Fees	3,773	2,940	3,325
Financial System Services	1,254	700	700
Computer Support	814	800	850
REPAIRS AND MAINTENANCE:			
Vehicle Maintenance	10	100	-
Equipment Maintenance	437	450	450
PROMOTION AND EDUCATION:			
Printing and Publications	-	-	1,000
MATERIALS AND SUPPLIES:			
General Office Supplies	776	615	680
Gas, Oil & Lube	29	-	-
OTHER SERVICES AND CHARGES:			
Insurance	678	735	840
Telephone/Communications	1,132	980	950
LEASES:			
Office Space Lease	3,724	3,000	3,200
Office Equipment Lease	184	170	180
CONTRACTUAL SERVICES:			
Project Payments	3,495,611	3,525,285	4,166,365
DEPRECIATION:			
Depreciaton Expense	609	900	1,300
CONTINGENCIES:			
Contingencies and Reserve	-	-	-
TOTAL EXPENSES	<u>\$ 3,538,358</u>	<u>\$ 3,567,135</u>	<u>\$ 4,211,435</u>
TRANSFER IN		<u>\$ -</u>	<u>\$ -</u>
CAPITAL OUTLAY	<u>\$ -</u>	<u>\$ 1,000</u>	<u>\$ 5,000</u>

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 grinding 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 \$4,062,000, an increase of 2% from 2022 projections. Revenues and expenses are projected based on current and anticipated activity and volumes, inflation and rates.

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 slight increase in material sales revenue as market prices have improved over last year in the Appliance and Scrap Metal and Used Oil programs. The revenue share from Used Oil was \$0 until January 2021, when oil and gas prices started to rise.

	<u>Waste Transfer & Disposal</u>	<u>Yard Waste Projects</u>	<u>CFC/HCFC Recovery Project</u>	<u>Appliance & Scrap Metal Recycling</u>	<u>Waste Tires</u>	<u>Special Waste Collections</u>	<u>2022-23 Budget Proposed</u>
REVENUES							
CHARGES FOR SERVICES:							
Project Service Fees	\$ 1,950,000	\$ 922,000	\$ 135,000	\$ -	\$ 65,000	\$ 190,000	\$ 3,262,000
USE OF MONEY AND PROPERTY:							
Interest on Investments	-	-	-	-	-	-	-
OTHER:							
Materials Sales Rebates	-	-	-	750,000	-	50,000	800,000
TOTAL REVENUES	<u>1,950,000</u>	<u>922,000</u>	<u>135,000</u>	<u>750,000</u>	<u>65,000</u>	<u>240,000</u>	<u>4,062,000</u>
EXPENSES							
ADVERTISING AND PROMOTIONS							
Promotional and Educati	-	-	-	-	-	-	-
CONTRACTUAL SERVICES:							
Project Payments	1,950,000	922,000	135,000	-	65,000	190,000	3,262,000
Project Rebates	-	-	-	750,000	-	50,000	800,000
TOTAL EXPENSES	<u>\$ 1,950,000</u>	<u>\$ 922,000</u>	<u>\$ 135,000</u>	<u>\$ 750,000</u>	<u>\$ 65,000</u>	<u>\$ 240,000</u>	<u>\$ 4,062,000</u>

OPERATING BUDGET – EXPLANATION OF LINE ITEMS

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 \$15,040 from FY2021.

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 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.

EXPENSES:

Personnel Services:

Regular Salaries & Wages - Funds are included for 11 full-time positions including Executive Director, Director of Operations, Accounting and Financial Manager, Public Relations Coordinator, Operations Analyst, Senior Customer Service Supervisor, Recycling Education and Outreach Specialist, three Customer Service Representatives and Administrative Assistant. 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 – Two part-time positions budgeted including Operations Assistant and Accounting Technician.

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

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 8.09% 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 FY2022.

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 2022.

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

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 2022 Proposed Budget provides for \$35,000 (\$5,000 in General Fund, \$25,000 in the Residential Recycling Fund and \$5,000 in the MSW Fund) for capital purchases, defined herein.

2022 - 2023 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	14	40,172	52,224	64,275
Administrative Assistant	13	38,258	49,735	61,213
Customer Service Representative	10	33,050	42,965	52,880

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.

Administrative Assistant

General Definition of Work

Performs skilled administrative support work assisting with a variety of administrative tasks, and related work as required. Work is performed under the regular supervision of the Executive Director and supports all staff members.

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.

- Greets public and other visitors to Authority offices; provides information verbally or via mail/email.
- Attends Board meetings; transcribes, drafts and proofreads meeting minutes; assembles and prepares agenda and Board package materials; posts appropriate public notices.
- Types a variety of documents including contact directory, correspondence, forms, reports, etc. where knowledge of presentation and format is necessary; researches, complies and interacts with locality and contractor staff to gather and keep current data and information for Authority personnel.
- Assists in the preparation of periodic special and other reports; collects information from a variety of sources and compiles data; makes recommendations to improve standard operating procedures including cost comparisons.
- Maintains procedural manuals to ensure consistent performance of duties during absences.
- Processes incoming and outgoing mail, distributes faxes to appropriate staff member, assists with the distribution of informational and educational materials throughout the organization and to the public.
- Maintains accurate cash receipt logs; prepares and makes bank deposits; maintains and distributes petty cash; maintains cash transaction records.
- Maintains, updates and distributes monthly staff calendars; schedules appointments; makes meeting accommodations and arranges refreshments.
- Sorts, indexes and maintains various files and records.
- Maintains supply room; monitors and orders supplies as needed; notifies appropriate parties regarding building and equipment maintenance problems and/or concerns.
- Performs the duties of a Customer Service Representative when required.
- Performs related tasks as required.

Knowledge, Skills and Abilities

General knowledge of standard office practices, procedures, equipment and office assistance techniques; general knowledge of business English, spelling, arithmetic; general knowledge of the organization and of general administrative policies and practices; ability to keep records and to prepare accurate reports from file sources; ability to perform and organize work independently; ability to establish and maintain effective working relationships with contractors, vendors, associates and the general public.

Education and Experience

High school diploma or GED and moderate experience in office assistance work including public contract work, or equivalent combination of education and experience.

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 22-07

A resolution adopting the General Operating Fund Budget for the fiscal year beginning July 1, 2022, and ending June 30, 2023, 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, 2022, and ending June 30, 2023, 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 2022-2023 approved Budget, and
2. That the General Operating Fund Budget includes anticipated revenues of \$626,360 and expenses of \$672,950. This budget anticipates a transfer from the Drop-Off Project Fund in the amount of \$46,590. 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 \$5,000 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 2022, and shall constitute the General Operating Fund Budget for the fiscal year commencing on that date.

Adopted this 10th day of December, 2021

Attest:

Patricia Paige, Chairman

RESOLUTION 22-08

A resolution adopting the Residential Recycling Project Fund Budget for the fiscal year beginning July 1, 2022, and ending June 30, 2023, 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, 2022, and ending June 30, 2023, 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 2022-2023 approved Budget, and
2. That the Residential Recycling Project Fund Budget includes anticipated revenues and expenses of \$10,112,450, and
3. That the Residential Recycling Project Fund Budget reflects the acquisition of Capital Outlay in the amount of \$25,000, 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 2022, and shall constitute the Residential Recycling Project Fund Budget for the fiscal year commencing on that date.

Adopted this 10th day of December, 2021

Attest:

Patricia Paige, Chairman

RESOLUTION 22-09

A resolution adopting the Drop-Off Project Fund Budget for the fiscal year beginning July 1, 2022, and ending June 30, 2023, 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, 2022, and ending June 30, 2023, 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 2022-2023 approved Budget, and
2. That the Drop-Off Project Fund Budget includes anticipated revenues of \$1,797,000 and expenses of \$1,750,410. This budget anticipates a transfer \$46,590 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 2022, and shall constitute the Drop-Off Project Fund Budget for the fiscal year commencing on that date.

Adopted this 10th day of December, 2021

Attest:

Patricia Paige, Chairman

RESOLUTION 22-10

A resolution adopting the Municipal Solid Waste Project Fund Budget for the fiscal year beginning July 1, 2022, and ending June 30, 2023, 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, 2022, and ending June 30, 2023, 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 2022-2023 approved Budget, and
2. That the Municipal Solid Waste Project Fund Budget includes anticipated revenues and expenses of \$4,211,435, 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 2022, and shall constitute the Municipal Solid Waste Project Fund Budget for the fiscal year commencing on that date.

Adopted this 10th day of December, 2021

Attest:

Patricia Paige, Chairman

RESOLUTION 22-11

A resolution adopting the Special Project Funds Budget for the fiscal year beginning July 1, 2022, and ending June 30, 2023, 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, 2022, and ending June 30, 2023, 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 2022-2023 approved Budget, and
2. That the Special Project Funds Budget includes anticipated revenues and expenses of \$4,062,000.
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 2022, and shall constitute the Special Project Funds Budget for the fiscal year commencing on that date.

Adopted this 10th day of December, 2021

Attest:

Patricia Paige, Chairman

RESOLUTION 22-12

A resolution adopting the Pay and Classification Plan for the fiscal year beginning July 1, 2022, and ending June 30, 2023.

THE CENTRAL VIRGINIA WASTE MANAGEMENT AUTHORITY RESOLVES:

1. That the Pay and Classification Plan for the fiscal year beginning July 1, 2022, and ending June 30, 2023, 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 2022-2023 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 2022, 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 2022-2023, and
5. That this resolution shall be in full force and effect on and after the first day of July 2022, and shall constitute the Pay and Classification Plan for the fiscal year commencing on that date.

Adopted this 10th day of December, 2021

Attest:

Patricia Paige, Chairman