

# *How to Design, Implement & Measure Your Successful Litter Program*

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Compiled by a sub-committee composed of members of the  
Virginia Council on Litter Prevention and Recycling



# Table of Contents

## A. Introduction

## B. Jurisdiction Steps to Creating a Litter Program

## C. Litter Prevention Program Benchmarking Lists

1. Beginning (1 – 2 Years)
2. Intermediate (2 – 5 Years)
3. Advanced (6+ years)

## D. Job Descriptions and Titles

1. Non Profit “A” – Executive Director
2. County Government “A” - Solid Waste Manager
3. City Government “A” – Clean City Coordinator
4. County Government “B” – Management Specialist I
5. Non-Profit “B” – Coordinator Job Description
6. City Government “B” – Executive Director/Recycling Coordinator
7. County Government “C” – Environmental Coordinator

## E. Litter Program Samples

1. Clean Valley Council
2. County of Frederick
3. Keep Henrico Beautiful
4. Citizens for a Clean Lynchburg
5. Keep Norfolk Beautiful
6. County of Spotsylvania
7. City of Virginia Beach Clean Community Programs

## F. Department of Environmental Quality Litter and Recycling Grants

1. Non-Competitive Litter and Recycling Grant

## G. Helpful Resources

1. Litter Programs in Virginia
2. Virginia Department of Environmental Quality Litter Prevention Program
  - a. Assign-a-Highway
  - b. Adopt-a-Highway
  - c. Adopt-a-Stream
  - d. Clean Virginia Waterways

- e. Virginia Department of Conservation and Recreation
  - f. Virginia Naturally
3. Miscellaneous Links of Interest
- a. Cigarette Butts
  - b. Covered Loads
  - c. Keep America Beautiful
  - d. National Center for Environmental Decision Making Research
  - e. Volunteer Recruitment and Retention

#### H. Special Thanks to the Team Members

- 1. Clara Mills, Spotsylvania County
- 2. Debbie Blanton, Hampton Clean City Commission
- 3. Megan Brown, Keep Henrico Beautiful
- 4. Ann Masters, Clean Valley Council
- 5. Gloria Puffinburger, Frederick County
- 6. Sheila Barnett, Committee Coordinator, Department of Environmental Quality

## A. Introduction

### *What elements does a good litter program possess?*

How can a litter manager know whether or not his/her locality has a good litter program and what can be done to improve it? Litter Managers throughout the Commonwealth have asked these questions.

In December 2006, a checklist of possible elements that a litter program should possess was presented to the Council on Litter Prevention and Recycling for their consideration in defining what a model litter program should look like. The suggested elements were derived from the original *Virginia Plan* and are elements that the Virginia Department of Environmental Quality (DEQ) asks for information about on the application for the Non-Competitive Litter Prevention and Recycling Grant. Originally, a program had to have the following to qualify for a non-competitive litter prevention and recycling grant:

- ✓ Planning and Organization
- ✓ Recycling
- ✓ Youth Education
- ✓ Cleanups
- ✓ Law Enforcement
- ✓ Public Communication
- ✓ Adopt-a-Programs

### *Formation and Purpose of the Litter Team:*

In January 2007, a Litter Team was formed to help identify what defines a model litter program. Clara Mills, Spotsylvania County, Debbie Blanton of Hampton's Clean Community Commission, Megan Brown of Keep Henrico Beautiful, Ann Masters of the Clean Valley Council, and Gloria Puffinburger of Frederick County determined that individual programs that work well for their respective jurisdictions are unique and can't necessarily be replicated in other parts of Virginia. Instead, they chose to identify benchmarking steps that litter managers can use as a guide for measuring the effectiveness of their program, and use to improve their programs.

Although the Litter Team defined beginning, intermediate and advanced benchmarking steps for litter managers, the Team acknowledged that a Litter Program may not fit neatly into just one category as it may have elements from all three benchmarking lists.

### *Use of the Benchmarking Steps:*

The Litter Team intends for these steps to be a tool for litter managers. The Litter Team believes that continuing education and work experience are important elements in developing individualized litter programs. Presently the Litter Team is investigating if Litter Manager Certification is possible, and what would be included in the curriculum. The benchmarking steps are also a guide for the Council on what types of training might be needed for Litter Managers.

### *Sample Litter Manager Job Descriptions:*

The job descriptions for Litter Program Managers can vary greatly. Ideally, they should include responsibilities that relate to the benchmarking steps as identified by The Team. Some Litter Managers have multiple responsibilities that pertain to more than managing just a litter program for the jurisdiction. The position descriptions are provided in order to assist local governments in the creation and updates of the responsibilities of their litter managers.

### *Examples of Litter Programs:*

Some litter managers have provided information on their litter programs as samples of programs that are operating in their jurisdictions. Litter programs vary in scope and size. All litter managers are encouraged to provide information about their programs so that ideas can be shared. Information about litter programs is helpful to other litter managers so that they can see what is being done in other localities and how programs can be modified for their jurisdictions. Litter managers are encouraged to borrow, share and exchange ideas on what can be done to address litter issues throughout the Commonwealth.

### *Information about the Non-Competitive Litter and Recycling Grant and Special Project Funding from the Virginia Department of Environmental Quality:*

Every County, City, and incorporated town is eligible to apply for the annual non-competitive litter and recycling grant. Grant funding for each locality is based upon how much has been collected in litter taxes from businesses during the previous cycle. The money is distributed to each locality that applies and meets the criteria to receive funding, with the grant allocation based upon their population and road miles. Every locality is encouraged to apply for the non-competitive litter and recycling grant.

If an entity is interested in receiving funds for a special litter or recycling project, they are encouraged to apply for special funding. Their application and request will go before the Virginia Litter Control and Recycling Fund Advisory Board (Fund Board) for consideration. There is no deadline for applying for special funding, although the Board will not know how much is available until after August when the litter taxes for the previous year have been collected.

## **B. Local Government Steps to Establishing a Litter Program**

### *Hire a Litter Manager*

A litter program must have a person that is identified as the litter manager for the jurisdiction. Samples of job descriptions and employee titles are provided in the section IV.

*Local Government should apply for the annual grant for litter prevention and recycling.*

See Section VI – Department of Environmental Quality Litter and Recycling Grants

## C. Litter Prevention Program Benchmarking Lists

### 1. Beginning (1 - 2 years)

#### *Litter Website*

If there is a government website, there should be a page with local litter information.

#### *Market the Litter Program*

The marketing segment should produce outreach materials to market and advertise the litter program.

#### *Community Outreach*

The litter manager should plan to attend community events and set up a booth and have litter information available.

#### *Volunteer Recruitment and Management*

Establish a plan to recruit volunteers and recognize them for the work that they do for your program. Reach out to community service groups such as the Kiwanis Club, Boy/Girl Scouts, etc.

#### *Coordinate a Litter Pick up*

The litter manager should plan one community-wide clean-up per year.

#### *Training*

The litter manager should seek personal growth training opportunities to assist you in managing and developing your litter programs.

## 2. Intermediate (2 - 5 years)

### *Create an Interested Parties Mailing List*

Establish a database with contact information so that you can communicate with groups of interested parties.

### *Have resources available for public use to teach about litter*

Create a display that can be borrowed. Compile lesson plans, books, and other resources and make them available to local leaders. Send the schools, group leaders, and other interested parties an email, letter, or postcard to let them know what you have available to them.

### *Establish an in-school program*

Partnership with the schools and prepare to go into schools to do presentations about litter. Let the schools know that you would like to come by sending them emails, letters or postcards with what you are offering and follow up with phone calls.

### *Establish relationships with environmental groups in your jurisdiction that share similar missions*

Meet the local master gardeners, soil and water conservation district representative, agricultural extension agent, etc. Establish liaisons between their organizations and your litter program. Work with them to provide support, promote and advertise each other's programs.

### *Investigate "Adopt-a" Programs*

Partnership with the local Adopt-a-Highway and Adopt-a-Stream program managers. Meet them and establish ways that you can work together to promote and support each other's programs. Establish other Adopt-a- programs in your community such as Adopt-a-School, Park, Spot, etc.

### *Retention of Volunteers*

Develop a plan to retain your volunteers. Plan recognition events such as picnics and award ceremonies. Make participation in litter cleanup events fun and give your volunteers motivation to continue their participation. Examples include providing prizes for the strangest object found on a cleanup. Make it a scavenger hunt. Plant fun things in the area to be cleaned such as money or gift certificates. (Note: keep track of where you place the "fun litter" so that you can retrieve it if it isn't found).

### 3. Advanced (6+ years)

*Apply for Special Project Funding, Competitive Grants, Solicit Donations and Sponsorships to Expand the Litter Program*

Every litter program within the Commonwealth is different. Look at other effective litter programs within the state and throughout the nation and decide how you would like to expand your litter program. Be a pioneer and be willing to “think outside of the box.”

*Partnership or Sponsor an Educational Environmental Stewardship Event like an Earth Day Event*

Invite the organizations in your community with similar environmental missions to the Earth Day or other environmental awareness events.

*Establish Relationships with the Courts, Judges and Correctional Facilities*

Meet with court officials and establish a plan for using people who are given community service to be assigned to your litter program. Establish procedures for tracking and reporting community service hours worked to the court appointed officials.

*Investigate the Implementation of an Assign-a-Highway Program for your Jurisdiction*

Prepare a report about the benefits of the Assign-a-Highway program and make a presentation to the local government officials. Solicit the support of the local government and judges. Hire a litter officer.

*Develop a Teacher and School Outreach Program*

Selling your program to the local school administrators is crucial. Contact the local school board office, or county administrator’s office to get a copy of the Virginia Standards of Learning (SOLs). You can also download the SOLs from the web by going to: [http://www.doe.virginia.gov/testing/sol/standards\\_docs/science/index.shtml](http://www.doe.virginia.gov/testing/sol/standards_docs/science/index.shtml). Designing your program so that it meets the SOLs will help you to sell your program to the schools. List the targeted SOLs on the lessons/presentations that you would like to make to the school. Write to the school administrators, and follow up with a phone call. Encourage the use of an environmental curriculum, develop lesson plans that make use of an integrated curriculum (can be used to teach all the subjects, math, science, reading, social studies, etc) and list the SOLs on each plan that will be met by teaching your lesson.

*Program Development and Maintenance*

Evaluate your program and work on making it stronger. Each litter program will have some volunteers that are interested in doing more for their community and may be interested in becoming more involved in your program. These are your key volunteers. They can assist you like a staff member could. Train them in volunteer management and community outreach.

Consider establishing intern positions in your litter program. Maximize your opportunities to seek out volunteers. Advertise on your website or Volunteer Match, local high schools and nearby colleges.

### *A Litter Program Addresses more than just Waste out of Place*

Litter is more than just an unsightly problem. It affects human health and is a hazard to wildlife. The more that people recycle, the less trash will be created and the longer our natural resources will last. Here are some suggestions:

- Implement a Save our Streams program to educate interested groups about the harmful effects of litter in our waterways. DEQ regional staff can help the litter manager to locate streams that have been affected by litter and can do presentations to groups about the harmful effects of the runoff into streams.

### *Storm Drain Marking Program*

Work with the Department of Conservation and Recreation to get volunteers to mark storm drains.

### *Implement a Recycling Element to Cleanups*

Give a team that is going to conduct a pick up colored bags and clear bags. The colored bags are to contain trash while the clear bags are used for recyclables.

### *Consider Beautification Projects*

Littered spots attract more litter. When people see an area that is nicely landscaped, they are less likely to drop their trash there.

## D. Job Descriptions and Titles

*Litter managers have many different titles and wear many different hats. These are some examples of actual job descriptions and their titles. This information is provided to give County Administrators, City Managers, Mayors, etc. ideas for how they might want to structure a job description to hire a litter manager.*

### 1. Non-Profit "A"

#### *Job Description: Executive Director*

1. Responsible for maintenance/supervision of Council office and personnel. Provides supervision and direction for staff.
2. Responsible for serving as a representative/spokesperson for the Council to include:
  - (a) Fulfilling majority of adult speaking engagements
  - (b) Serving on related committees as litter representative (Blue Ridge Environmental Network, Regional Recycling Roundtable, special project planning committees, advisory committees, etc.)
3. Responsible for serving as contact point/information clearinghouse in the community to include:
  - (a) media releases ---public service announcements and articles
  - (b) filling requests for information from citizens, media and other agencies
  - (c) radio, TV and newspaper interviews
  - (d) preparation of newsletter/website
  - (e) public displays
  - (f) development and/or review of new program materials
4. Responsible for preparation of the operating budget with input with the Finance Committee, Personnel Committee and staff and with the approval of the Board of Directors. Exercises budget control with assistance from the Treasurer. Assists treasurer with monthly financial report to the Board. Authorizes expenditures. Reviews expenses and notes budget categories for reimbursement by the RVRA grant, HHW program, etc. Reviews and signs all checks for co-signing by an authorized Board officer.
5. Responsible for preparation/review of reports and summaries to the Board of Directors, local governments, Department of Environmental Quality (DEQ), Roanoke Valley Resource Authority (RVRA), and other appropriate agencies.

e.g.: Annual performance/accounting report to DEQ Executive Director (cont.)  
(Other personnel are expected to keep accurate accounting of their programs to facilitate preparation of these items.)

6. Responsible for preparation/review of grant applications with input from staff and Board.

For example: (1) Annual and supplemental grants to DEQ  
(2) Other grants as appropriate

7. Responsible for scheduling and working with Board and litter non-profit committee meetings.

8. Responsible for promoting/publicizing local recycling and waste minimization programs: community recycling Station and other drop-off programs; curbside/residential recycling programs; backyard composting programs; HHW Collection program; business recycling programs; serve as source of information, both locally and to other communities. Development of new relevant programs.

9. Responsible for Clean Valley Day, Fairs and other special events.

10. Responsible for annual Awards program.

11. Primary fundraiser from staff.

The Executive Director reports directly to the Board of Directors.

### 3. County Government "A"

#### *Public Works Solid Waste Manager*

##### **General Definition of Work**

Performs professional management of the solid waste programs for \_\_\_\_\_ County including contract administration, recycling, litter control and related environmental issues. Assists with the environmental programs at the \_\_\_\_\_ County Landfill and coordinates educational programs related to solid waste issues. May exercise direct supervision over subordinate personnel. Performs related duties as assigned.

Work is performed under minimal supervision of the Department Director or his/her designee.

##### **Typical Tasks:**

Supervises the recycling program in \_\_\_\_\_ County including monitoring recycling markets, educating the general public and contacting local industries regarding waste reduction and recycling ideas;

Negotiates contracts with solid waste collection companies;

Prepares annual fiscal year budgets for litter control, solid waste collection and waste disposal;

Develops, promotes and manages the various solid waste and recycling collection programs in \_\_\_\_\_ County, including curbside trash collection.

Assists with the implementation and monitoring of environmental programs at the \_\_\_\_\_ County Landfill;

Interacts with the citizens concerning solid waste collection complaints;

Educates the citizens of the county through public speaking engagements, presentations to schools, developing brochures and newsletters and providing displays for the library or other public places. Develops and maintains a recycling/solid waste web site.

Supervises the preparation of monthly recycling and solid waste tonnage reports; tracks overall recycling tonnages; tracks and develops markets for recyclable materials; prepares other reports as required;

Tracks tonnages from individual container sites; works with landfill staff, as required, to reduce hauling costs;

Works with landfill staff to understand the overall operation and improve information generated on daily reports; assists staff with improving citizen convenience areas/recycling drop-off sites;

Supervises the preparation of monthly container invoices for Clarke County and the City of Winchester;

Supervises the preparation of the appropriate documentation for the distribution of recycling funds to the appropriate municipalities;

Applies for grants to fund recycling programs in the county;

Continues education through visits to solid waste and recycling-related facilities (both public and private) in other localities. Attends related conferences, seminars and workshops;

Attends Landfill Oversight Committee and Public Works Committee and Board of Supervisor meetings, as required. Represents the county on Winchester-Frederick County Chamber of Commerce's Industries Committee;

**Knowledge, Skills & Abilities:**

Comprehensive knowledge and use of solid waste collection/recycling policies, procedures and regulations. Comprehensive knowledge of environmental standards governing landfill/recycling programs. Thorough knowledge of the occupational hazards and safety precautions of the refuse and recycling operation. Ability to prepare and manage budget. Possess excellent organizational skills. Thorough knowledge and use of standard office practices and procedures. Ability to compose and generate difficult correspondence reports and data independently with attention to detail and quality. Possess proficient computer skills. Ability to present ideas effectively both orally and in writing. Proficient in the use of standard office equipment. Ability to establish and maintain professional and effective working relationships with co-workers, businesses and the general public and possess professional telephone etiquette.

**Education & Experience:**

Any combination of education and experience equivalent to graduation from an accredited four-year college or university and at least four (4) years of experience directly related to solid waste issues. A major in resource management, environmental studies, public or business administration preferred.

## 4. City Government "A"

*Job title: Clean City Coordinator*

### **Function:**

Plans, coordinates and administers a Clean City Program for the city under the direction of the Clean City Commission and the City Parks & Recreation Department and in conjunction with Keep Virginia Beautiful and the Virginia Department of Environmental Quality. Supervises a clerical and volunteer staff.

### **Examples of Work:**

1. Plans and coordinates activities, proposes strategies, and writes programs for the Clean City Commission in accordance with the guidelines established by Keep America Beautiful, Incorporated, the Clean City Commission (CCC), and Parks Director. Contacts schools, businesses and industry, municipal departments, Federal agencies, and community organizations to gather and coordinate information and/or programs in accordance with the above stated guidelines. Writes program descriptions, methods of implementation, and action plans. Reports to the CCC on the progress of programs and evaluates success of programs. Maintains contact with and works on joint programs with coordinators in other localities, particularly Newport News, Poquoson, and York County.
2. Performs a variety of daily administrative duties. Monitors incoming calls and complaints and refers problems to the appropriate department for attention. Is responsible for all general correspondence and for maintaining adequate files of correspondence, reports, materials, etc. Distributes relevant materials and keeps records of amounts of materials distributed. Prepares and updates calendar of events and mailing lists. Prepares purchase orders for supplies and equipment as recommended or needed. Gives monthly reports to the CCC Executive Board on purchase orders and petty cash requests. Serves as a resource person for the community on environmental topics.
3. Prepares a wide variety of monthly, annual, and special reports as required by the CCC, Keep Virginia Beautiful and Virginia Department of Environmental Quality. Prepares with the assistance of the CCC Chair, agendas for monthly Commission meetings and is responsible for the preparation and distribution of the minutes of these meetings. Maintains pertinent resource materials. Maintains qualitative and quantitative statistics on the success of the programs of the CCC. Prepares reports from statistics as required by the CCC and Parks Director.
4. Recruits, hires, trains, and supervises volunteers for the Clean City Program. Monitors work of CCC subcommittee chairs and their subcommittee members. Supports and advises subcommittee chairs. Recommends appointment or resignation of subcommittee members to the CCC Executive Board.
5. Implements plans and programs according to the goals and objectives of the CCC. Makes presentations at local schools, businesses, military installations, city agencies, and community

organizations. Prepares news releases, maintains contacts, and holds news conferences with local newspapers, radio and television stations. Serves as the contact person for citizens and organizations seeking information about environmental topics and the CCC and its programs. Recruits volunteers for programs and activities and trains them about the procedures of the HCC. Participates in various workshops and seminars and organizes workshops and seminars on a local level.

6. Prepares grant proposals and supplemental grant applications. Prepares the Clean City Commission's annual budget. Monitors Commission expenditures. Makes recommendations and assists the Commission in preparing and updating its goals and objectives.
7. Attends staff meetings and conferences. Represents the Commission at local, State, and national meetings. Coordinates activities such as setting up displays at public events, ordering and distributing promotional materials, and writing and designing brochures.
8. Administers an Adopt-A-Spot litter abatement program. Continually recruits groups, schools, and organizations as participants. Ensures adequate quantity and type of supplies are on hand for distribution. Coordinates distribution of materials and ensures group activities are monitored.
9. Works closely with city schools' staff and students to carry out programs and projects of the School Pride In Action Subcommittee.
10. Supervises the work of one clerk typist. Initiates and recommends to Director of Parks & Recreation for approval of personnel actions such as hiring, training, employee discipline, and evaluation of employee performance.
11. Performs other duties that are needed to implement the goals and objectives of the CCC and/or as directed by the Director of Parks & Recreation.

**Features:**

Receives administrative supervision from the Director of Parks & Recreation. Receives operational supervision and policy interpretation from the CCC Chair and Executive Board. Requires considerable judgement in carrying out responsibilities within established guidelines. Requires extensive contact with the general public and a variety of related agencies and department heads. Requires working a flexible schedule that includes many nights and weekends and attending some overnight conferences and seminars. Requires having own transportation for activities, functions, meetings, etc.

**Qualifications:**

Graduation from an accredited college or university with a Bachelor's degree in Business Administration, Business Management, Public Administration, Journalism, English, or related field; some experience in coordinating a clean city program or related environmental/ecology program preferred; ability to plan and implement simultaneously a number of programs/activities and organize schedules, materials, etc.; knowledge of current environmental topics such as community/city beautification, solid waste, and coastal awareness; must possess a sincere interest in the environment and ecology; ability to foster effective public relations and working effectively with a variety of people; ability to direct and supervise clerical activities; ability to

coordinate and manage volunteers; skill in basic computer operations and willingness to learn new word processing, graphics, and database management skills; ability to prepare and present both oral and written reports; knowledge of local geography and governmental structure preferred. Experience may substitute for education on the basis of one year of appropriate experience for each year of education.

## 5. County Government "B"

### *Job Title: Management Specialist I*

#### **General Statement of Duties:**

Plans, organizes and conducts professional management work for use in planning and carrying out agency programs; does related work as required.

#### **Distinguishing Features of the Class:**

The incumbent in this class is responsible for program planning, management, and evaluation. Constructs and tests methods of data collection; analyzes and evaluates data and writes reports containing descriptive, analytical and evaluative content. Incumbent demonstrates a good understanding of agency regulations, policies and procedures, particularly as they affect program planning and attaining plan objectives in compliance with program budget and may interpret data in public sessions. The employee may counsel or work with program clients/participants. Works with a minimum of direct supervision and demonstrates leadership skills.

#### **Examples of work (illustrative only):**

- Plans, manages and researches unique, innovative and/or effective program designs applicable and beneficial for use within the agency;
- Organizes and updates available resources and listings that may be helpful in delivering services of the agency;
- Compiles and interprets multiple types of statistical data;
- May develop and/or monitor program, unit, section or division budget;
- Counsels or works with program clients/participants, providing programmatic supervision and leadership;
- Provides necessary planning activities on area employment trends, area population trends, characteristics of target groups within the agency boundaries, etc., for agency grant applications;
- Establishes, implements and interprets policies, procedures and programs;
- Monitors and evaluates the effectiveness of agency procedures, policies and programs and recommends and implements changes as needed and as directed;
- Assists supervisors in grant preparation, program evaluation and monitoring activities, and transmittal of federal, State and local policy and procedures to program operation's staff;
- May screen, interview and recommend applicants for employment or promotion;
- Coordinates and supervises the activities of program volunteers;
- Prepares the monitoring and evaluation results data on agency programs in the form of corrective action in conjunction with the agency head and appropriate program supervisors;
- Organizes and updates available resource documents through development of an agency staff-reference library;
- Organizes materials for brochures, publicity, etc., for entire agency operation;

- Assists section supervisor in special projects such as seminars, using special grant monies, program development for
- emergency service needs, etc.;
- May administer/coordinate agency's tuition reimbursement program;
- Designs, coordinates and/or disseminates information relevant to training needs of agency staff;
- Provides needed updated materials that interrelate and are useful in program service development;
- Performs related work as assigned.

**Required Knowledge, Skills & Abilities:**

Knowledge of basic techniques in planning and statistical work; ability to develop quantitative and qualitative data-collection instruments; ability to express ideas clearly and concisely, especially in written form; ability to assist with the management of department programs; ability to perform independent research and development activities; ability to interpret budget and activity reports to measure performance against goals and objectives; ability to systematically compile data, interpret and report monitoring and evaluation findings; ability to work effectively with other employees and with the public; leadership skills.

**Minimum Education & Experience:**

Possession of a bachelor's degree with courses in statistics, report preparation, research and/or planning; OR, a bachelor's degree relevant to the program or service area to which assigned; OR, any equivalent combination of experience and training which provides the required knowledge, skills and abilities.

Job Activity/Duty Performed	Goal/ Objective	Essential	Pct of Time Must add up to 100%
<p><b>Program and Budget Management</b></p> <p>Job Duty: Independently develop, plan, coordinate, maintain, organize, administer, supervise, evaluate and carry through to completion a variety of special events, programs, projects and activities on a Countywide basis that relate to litter control, environmental stewardship and recycling. Establish and maintain effective and cooperative working relationships with other employees, representatives from County departments, private and public agencies, businesses, civic and volunteer groups and the general public in both the development and administration of programs. Reviews and revises programs to meet current trends (mandates), changing clientele, continuing county growth and population and changing public needs. Effectively coordinate activities with multiple agencies. Conduct program registrations. Order, inventory and distribute all program resources and supplies. Schedule facilities in response to program needs. Secure and schedule equipment, program participants, instructors, performers, catering, vendors and volunteers for programs, special events, training workshops, meetings, holiday social and conferences. Proposes, administers and monitors a limited budget relative to program needs and responsibilities. Acts as a resource and contact in area of expertise for outside agencies and private citizens requesting information and assistance.</p>		Yes	30
<p><b>Public Relations/Customer Service</b></p> <p>Job Duty: Projects a polished and professional public image and performs a vital public relations and customer service function for the County. Manages and performs duties of program office. Screens all visitors, phone calls, e-mails and incoming mail, personally answering those inquires which in the employees judgment do not require the Director of Public Utilities attention. Handles confidential assignments. Provides educational and public awareness materials/resources upon request. Provides external and/or internal customer service to all inquiries. Prepares replies to e-mail and written correspondence. Type correspondence, reports, papers and minutes using personal computer. Proofreads documents to insure accuracy. Signs reports, letters and minutes. Keeps program event calendar updated, both written and networked. Assembles background materials and participates in the preparation of the agenda for meetings. Attends meetings, takes minutes, types minutes and distributes. Prepares Board packets, Reading file materials. Reserves meeting rooms and event locations, notifies participants and mails agenda. Receive, transport, count and stock all program supplies and inventory. Counts, packages and distributes all educational materials. Keep daily log on phone calls, inquires and resources requested/distributed and meetings. Files. Conducts special projects as requested. Acts as a resource and contact in area of expertise for outside agencies and private citizens requesting information and assistance.</p>		Yes	25
<p><b>Public Presentations/Written and Verbal Expression</b></p> <p>Job Duty: Attends and makes presentations in a variety of settings. Coordinates and oversees programming and implementation of special events and programs for diverse audiences. Facilitates meetings, training workshops and orientation for program participants and volunteers. Provides presentations and/or workshops at statewide meetings and conferences for peers and key officials. Coordinates arrangements for public presentations, training programs/workshops. Secures outside speakers, locating facilities, needed equipment, preparing and distributing publicity for event and preparing handouts and setting up room for special meetings and events. Write cover letters, speeches, progress reports, proclamations and presentations for County officials, Director of Public Utilities and Keep _____ Beautiful Committee Chairperson and Subcommittee spokespersons. Prepares and submits award applications and grant funding on behalf of the County. Prepares and distributes program annual report. Prepares and comprehensive and special reports as mandated and requested. Maintain pictorial history of program. Acts as a resource and contact in area of expertise for outside agencies and private citizens requesting information and assistance.</p>		Yes	15
<p><b>Research, Investigation, Analysis (Interpretation)</b></p> <p>Job Duty: Work independently; researches critical issues and develops countywide special program needs relevant to litter control, environmental stewardship and recycling. Research, investigate, writes and/or edit materials and publications for distribution to the general public, citizens, employees and the media. Research new products. Designs, develops, implements and evaluates survey questionnaires to elicit factual and perceptual data from targeted sources. Maintains proper documentation and appropriate reports for all program, projects and activities offered. Complies and interprets multiple types of statistical data. Establish and maintain cross-reference files. Develop and maintain checkout and evaluation system on all educational kit materials on a two-week loan basis. Develop and maintain system to track distribution of all print materials and program statistics on a</p>		Yes	10

daily basis. Maintains multiple databases. Enters data into computer using appropriate software. Retrieves data as needed and compiles it into a variety of reports. Interprets budget and activity reports to measure performances and level of services against goals and objectives. Prepares comprehensive and special reports as mandated and requested. Acts as a resource and contact in area of expertise for outside agencies and private citizens requesting information and assistance.

**Marketing (Implementation)**

Job Duty: Researches, writes, and edits publications for distribution to the general public, program staff and participants, and volunteers. Creates brochures, bulletin boards, Cable TV Channel slides, power point presentations, fliers, posters and public information displays relevant to program. Supervises the design, production and distribution of various publications. Coordinates the program publicity. Write news releases, public service announcements, meeting notices, special events and activities for media notification and other materials. Researches and purchases all resource/public awareness/incentive materials essential to the visibility of the program and its services. Coordinates and oversees the purchase of materials for diverse audiences. Photographs special program events. Consults with other County departments and staff on successful marketing tools and venues. Proficient in handling all phases of public relations campaign, the communication of a new service, program, resource or policy. Acts as a resource and contact in area of expertise for outside agencies and private citizens requesting information and assistance. Conducts special projects as requested. Counts, packages and coordinates the distribution of resource materials upon request. Negotiates best price for purchase of materials with vendors. Purchases large volume of resource materials.

Yes 10

**Web Page Design, Development and Maintenance (Program/Public Information)**

Job Duty: Works independently; acts as Webmaster, making daily updates and occasional redesigns of all Keep \_\_\_\_\_ Beautiful web pages and downloads. Coordinates the ongoing development and maintenance of the Internet and Intranet web sites for Keep \_\_\_\_\_ Beautiful. Posts public information and news releases relevant to litter control, environmental stewardship, recycling and volunteer needs and/or services.

Yes 5

**Leadership and Supervision**

Job Duty: Encourages and promotes the active participation and support from public agencies, private business, industry, civic groups, scouts and volunteers in the implementation of Countywide special programs, projects and activities. Acts as a resource and contact in area of expertise for outside agencies and private citizens requesting information and assistance. Supervises the program's implementation of state requirements and regulations. Schedules and presents program participant and volunteer training for several countywide programs. Coordinates and supervises program personnel, participants and volunteers. Provides various means of recognition for program participants and volunteers. Maintains records of all program volunteers and volunteer hours. Assists Probation and Community Corrections Program (CCP) staff with supervision of client community service hours per court order. Coordinates special projects as assigned with Community Corrections and Drug Court clientele. Attends Drug Court hearings.

## 6. Non-Profit "B"

### *Coordinator Job Description*

1. Prepare and distribute \_\_\_\_\_ minutes from the Executive Committee Meetings and General Board Meetings.
2. Prepare an agenda for all meetings. Consult with Chairman, Vice-Chairman, Treasurer beforehand.
3. Prepare Quarterly Newsletter. Solicit articles from \_\_\_\_\_ members, city staff, and citizens.
4. Develop and maintain a list of clean-up sites and coordinate with city staff.
5. Maintain the City Walker and Adopt-a-Street listings. Communicate regularly with City Walkers and create opportunities to generate enthusiasm and education. Provide City Walkers with all necessary supplies such as trash grabbers, tags, hats, and bags.
6. Create opportunities for and give presentations to area educational institutions, civic and religious groups.
7. Prepare publicity releases for the media and work on placement.
8. Closely coordinate activities with city staff.
9. Organize and implement periodic clean-ups and annual community projects.
10. Review financial reports, balance vouchers to city generated budget reports, prepare bills. Provide balanced financial reports and copies of all vouchers to Treasurer one week prior to general board meetings.
11. Prepare annual grant requests with the assistance of city staff. Assist in preparation of annual budget and business plan for \_\_\_\_\_.
12. Answer questions and complaints from citizens and city staff. Check voice-mail daily and return calls within 24 hours.
13. Retrieve mail from post office box at least 3 times per week.

## 7. City Government "B"

*Class Title: Recycling Coordinator*

### **Brief description of the classification:**

Develops, plans, and leads public service programs and activities. Guides lower level coordinators. Serves on various committees to function as a city liaison.

### **Essential functions:**

*This information is intended to be descriptive of the key responsibilities of the classification. The following examples do not identify all duties performed by any single incumbent. Specific requirements of individual positions are described in the Job Description.*

### **Physical Strength Code: essential function**

1. Manages programs, commissions, and services by planning and leading meetings, creating and writing plans and proposals, developing exhibits, leading programs, making presentations, evaluating results, recording and analyzing data, training, and preparing reports and budgets.
2. Supervises staff and volunteers by conducting staff meetings, orientation, and training, providing direction and plans, and evaluating performance.
3. Manages the Environmental Action Center by procuring supplies and equipment, planning and implementing improvements to the building, managing and performing maintenance and developing and maintaining educational exhibits and programs.
4. Acts as City liaison to committees by attending various meetings and serving on various councils.

### **Formal education / knowledge:**

Work requires broad knowledge in a general professional or technical field. Knowledge is normally acquired through four years of college resulting in a Bachelor's degree or equivalent.

### **Experience:**

Three years experience public relations, advertising, promotional or related field.

### **Certifications and other requirements:**

- Valid Driver's License
- Reading Work requires the ability to read various reports, articles, research papers, trade journals, survey results and various laws.
- Math Work requires the ability to perform general math calculations such as addition, subtraction, multiplication and division as well as prepare budget proposals.
- Writing Work requires the ability to write briefs, updates, grants and letters.
- Managerial responsibilities include creation, planning, implementation and evaluation of projects.

**Budget responsibility:**

Researches documents, compiles data for computer entry, and/or enters or oversees data entry and has responsibility for fundraising to support environmental programs and monitoring budget expenditures (typically non-discretionary expenditures) for a work unit of less than bureau size.

**Supervisory / organizational control:**

Work requires the occasional direction of helpers, assistants, seasonal employees, interns, or temporary employees and citizen volunteers. Complexity Work is governed by broad instructions, objectives and policies. Work requires the exercise of considerable initiative and independent analytical and evaluative judgment.

**Interpersonal / human relations skills:**

Contacts others within the organization. These contacts may involve similar work units or departments within the City which may be involved in decision making or providing approval or decision making authority for purchases or projects. Works with individuals outside the City who may belong to professional or peer organizations including non-profit organizations. Working with various state and federal agencies may also be required. Vendors and suppliers may also be called upon for information on purchases, supplies or products. Meetings and discussions may be conducted with customers, vendors and sales representatives.

<b>Executive Director / Recycling Coordinator</b>
Team Leadership – Leadership Liaison to Waste Mgt. Division & Public Works
Budget & Financial Mgt.
Norfolk Environmental Commission Liaison
Friends of Norfolk’s Environment Liaison
Strategic Planning
Recycling Program Mgt. & Planning
Employee Supervision & Performance Appraisal
Risk Management
EAC Building Management
EAC Expansion
SPSA Liaison
Great American Cleanup
Green Building
HR Clean Liaison
KAB Liaison
VCLPR/VRA Liaison
Neighborhood Partnerships- Safe Streets

## 8. County Government "C"

*Job title: Environmental Coordinator, General Services*

### **General statement of job:**

Under general supervision, is responsible for marketing and sales of the County's new compost product, "Livingston's Blend, Spotsylvania County's Bio-solid Compost product. In addition, coordinates and oversees the Litter and Recycling Education Program through the school system, community and various special events. Facilitates the Juvenile Service Program and provides assistance to the Office of Youth. Maintains records and documentation of litter and recycling efforts, state grant funding, compost sales data and other program/event information. Responsible for increasing public awareness about Litter and Recycling and its impact on our environment. Oversees grant writing. Reports to the General Operations Manager.

### **Essential job functions:**

Responsible for all areas of compost marketing and sales; responsibilities include, but are not limited to: establishing and maintaining commercial and residential markets, tracking sales, scheduling promotional events and managing transportation outlets for compost customers.

Develops and presents litter control and recycling educational programs for County schools, local summer camps, educators, community organizations, and state and regional Litter and Recycling Coordinators.

Supervises Juvenile Service Supervisors; schedules and assigns work; evaluates performance; processes payroll.

Plans and oversees litter clean up efforts. Coordinates, schedules and assigns volunteers and juveniles from Juvenile Justice Services; screens volunteers and ensures they are appropriate for the program and will work effectively with juveniles assigned community service work by the courts.

Keeps court intake officers and court services informed of each juvenile's progress and attendance. Attends court for non-compliant participants in the Juvenile Services Program.

Coordinates Adopt-A-Highway and other litter pick up programs and events.

Maintains records of clean up efforts, to include Adopt A Highway records, juvenile work records, program records and related documentation; produces reports related to litter control and programs.

Establishes and maintains effective working relationships with businesses, volunteers, community groups etc. to gain support and recognition for the litter control and recycling efforts. Responds to citizen litter complaints and inquiries.

Plans and participates in the promotion and presentation of a variety of special events and programs such as Earth Day, Litter-Thon, Virginia Litter Council activities, Virginia State Fair, Riverfest, Arbor Day Family Festival, Stars and Stripes Spectacular, Film Festival, etc., for the purpose of promoting, developing, and gaining support for litter control, recycling, and related health and environmental issues and programs.

Solicits, administers and monitors Department of Environmental Quality competitive and non-competitive environmental education grants; manages the litter control program budget; codes invoices; reviews monthly expenditures.

Serves as Liaison to the Virginia Department of Transportation; serves on Virginia Council for Litter Prevention and Recycling as Planning District Representative for the region; serves on State and Federal Environmental Commission

**Additional job functions:**

Participates in litter pick up activities as needed.

Performs other work as assigned.

**Minimum training & qualifications:**

Requires graduation from high school or equivalent with additional course work in environmental science, public relations/public administration/marketing, or a related field. Requires 1-2 years of experience participating and implementing litter control and recycling program along with experience interacting with the business community; or any equivalent combination of training and experience that provides the required knowledge, skills, and abilities.

**Minimum qualifications or standards required to perform essential job functions:**

**Physical requirements:**

Must be able to operate a variety of office machines to include computers, calculators, copier, and facsimile. Must be able to exert up to 25 pounds of force occasionally, up to 10 pounds of force frequently and/or a negligible amount of force frequently or constantly to lift, carry, push, pull, or otherwise move objects. Physical requirements are for light work. While participating in litter clean up activities, work involves significant walking, stooping, and lifting.

**Data conception:**

Requires the ability to compare and/or judge the readily observable functional, structural, or compositional characteristics (whether similar to or divergent from obvious standards) of data, people, or things.

**Interpersonal communication:**

Requires the ability of speaking and/or signaling people to convey or exchange information. Includes receiving instructions from immediate supervisor as well as giving guidance and instructions to subordinates.

**Language ability:**

Requires the ability to read policy manuals, reports, forms, procedures, and correspondence. Requires the ability to prepare reports, records, correspondence, and other program documents using prescribed formats.

**Intelligence:**

Requires the ability to apply rational systems to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists; to interpret a variety of instructions furnished in written, oral diagrammatic or schedule form.

**Verbal aptitude:**

Requires the ability to record and deliver information, to explain procedures, and to follow oral and written instructions. Must be able to communicate effectively using standard English.

**Numerical aptitude:**

Requires the ability to utilize mathematical formulas. Must be able to add, subtract, multiply, and divide.

**Form/spatial aptitude:**

Requires the ability to inspect items for proper length, width, and shape.

**Motor coordination**

Requires the ability to coordinate hands and eyes rapidly and accurately in using office equipment.

**Manual dexterity:**

Requires the ability to handle a variety of office equipment such as computers, telephones, copiers, etc. Must have minimal levels of eye/hand coordination.

**Color discrimination:**

Requires the ability to differentiate between colors and shades of color.

**Interpersonal temperament:**

Requires the ability to deal with people beyond giving and receiving instructions. Must be adaptable to performing under minimal levels of stress.

**Physical communication:**

Requires the ability to talk and/or hear (Talking: expressing or exchanging ideas by means of spoken words. Hearing: perceiving nature of sounds by ear). Must be able to communicate via telephone.

**Performance Indicators****Knowledge of job:**

Has general knowledge of the purpose, policies, procedures and issues of litter control, the Department's litter control/pick up program and the new compost program. Has general knowledge of principles and practices of scheduling, assigning, and overseeing the work of volunteers and is skilled in the use of common office equipment. Is able to plan, coordinate, and supervise litter control activities and work performed by volunteers and juveniles. Is able to prepare, maintain, and report on program records and documentation; is able to develop and conduct educational presentations on litter/compost control related topics. Is able to prepare a variety of reports and records; is able to follow instructions. Is able to effectively express ideas orally and in writing. Is able to exercise tact, courtesy, and firmness in contact with County

officials, administration, and the general public. Is able to establish and maintain effective working relationships as necessitated by work assignments.

**Quality of work:**

Maintains high standards of accuracy in exercising duties and responsibilities. Exercises immediate remedial action to correct any quality deficiencies that occur in areas of responsibility. Maintains high quality communication and interacts within department, and with co-workers and the general public.

**Quantity of work:**

Maintains effective and efficient output of all duties and responsibilities as described under "Specific Duties and Responsibilities."

**Dependability:**

Assumes responsibility for doing assigned work and meeting deadlines. Completes assigned work on or before deadlines in accordance with directives, County policy, standards, and prescribed procedures. Accepts accountability for meeting assigned responsibilities in the technical, human, and conceptual areas.

**Attendance:**

Attends work regularly and adheres to County policies and procedures regarding absences and tardiness. Provides adequate notice to management with respect to vacation time and time-off requests.

**Initiative and enthusiasm:**

Exhibits an enthusiastic, self-reliant, and self-starting approach to meet job responsibilities and accountabilities. Strives to anticipate work to be done, and initiates proper and acceptable direction for the completion of work with a minimum of supervision and instruction.

**Judgment:**

Exercises analytical judgment in areas of responsibility. Identifies problems or situations as they occur and specifies decision objectives. Identifies or assists in identifying alternative solutions to problems or situations. Implements decisions in accordance with prescribed and effective policies and procedures and with a minimum of errors. Seeks expert or experienced advice and researches problems, situations, and alternatives before exercising judgment.

**Cooperation:**

Accepts supervisory instruction and direction, and strives to meet the goals and objectives of same. Questions such instruction and direction when clarification of results or consequences are justified, i.e., poor communications, variance with County policy or procedures, etc. Offers suggestions and recommendations to encourage and improve cooperation between all staff persons within the department.

**Relationships with Others:**

Shares knowledge with supervisors and staff for mutual and departmental benefit. Contributes to maintaining high morale among all department employees. Develops and maintains cooperative and courteous relationships with department employees and managers in other departments, representatives from organizations, and the general public so as to maintain good will toward the

department and project a good departmental image. Tactfully and effectively handles requests, suggestions, and complaints from other departments and persons in order to maintain good will within the County. Interacts effectively with fellow employees, supervisor, professionals, and the general public.

**Coordination of Work:**

Plans and organizes daily work routine. Establishes priorities for the completion of work in accordance with sound time-management methodology. Avoids duplication of effort. Estimates expected time of completion of elements of work, and establishes a personal schedule accordingly. Attends meetings, planning sessions and discussions on time. Implements work activity in accordance with priorities and estimated schedules. Maintains a calendar for meetings, deadlines, and events.

**Safety and Housekeeping:**

Adheres to all established safety and housekeeping standards established by the County and various regulatory agencies. Sees that the standards are not violated. Maintains a clean and orderly workplace.