

SOLID WASTE/GENERAL SERVICES

The Solid Waste Department and the General Support Services Department were merged in early 2002 to form the Solid Waste/General Services Department. The mission of this new department is to provide Solid Waste and Recycling services to the citizens of Clearwater and Building Maintenance, Fleet Maintenance, and Radio Service to City departments. Because the scope of the new department is so broad, the mission, descriptions and strategic objectives are separated into the basic programs of Solid Waste and General Services.

SOLID WASTE

Mission

To provide prompt, reliable solid waste and recycling services to the citizens of Clearwater within approved financial and staffing resources while maintaining the lowest feasible rates.

Department Description

Solid Waste/Recycling is an integrated municipal solid waste management organization consisting of 131 full-time equivalent personnel with responsibilities divided into eight cost centers: Solid Waste Administration, Residential Collection, Commercial Collection, Transfer Station, Container Maintenance, Residential Recycling, Multi-Family Recycling, and Commercial Recycling.

Solid Waste/Recycling provides solid waste collection, transfer, disposal, container maintenance, and recycling to approximately 26,800 single-family residences, approximately 27,000 multi-family living units and approximately 2,300 commercial establishments throughout the Clearwater area. In addition Solid Waste/Recycling manages Recovered Material Dealer registration and reporting.

All solid waste and recycling programs are mandated by law.

SOLID WASTE/GENERAL SERVICES

Department Summary

	<i>Actual</i> <i>2000/01</i>	<i>Actual</i> <i>2001/02</i>	<i>%</i>	<i>Budget</i> <i>2002/03</i>	<i>%</i>	<i>Budget</i> <i>2003/04</i>	<i>%</i>
Solid Waste Fund							
Administration	1,042,644	1,169,506	12.2%	988,010	-15.5%	990,240	0.2%
Collection	11,922,895	12,127,528	1.7%	12,975,600	7.0%	13,321,580	2.7%
Transfer	959,512	974,450	1.6%	1,193,280	22.5%	1,271,450	6.6%
Container Maintenance	489,702	513,055	4.8%	568,020	10.7%	601,380	5.9%
Subtotal	14,414,753	14,784,539	2.6%	15,724,910	6.4%	16,184,650	2.9%
Recycling Fund							
Residential	832,992	832,741	0.0%	1,026,710	23.3%	974,490	-5.1%
Multi-Family	414,532	408,879	-1.4%	499,770	22.2%	487,540	-2.4%
Commercial	749,773	712,777	-4.9%	818,360	14.8%	854,970	4.5%
Subtotal	1,997,297	1,954,397	-2.1%	2,344,840	20.0%	2,317,000	-1.2%
General Services Fund							
Administration	296,006	198,246	-33.0%	225,030	13.5%	444,130	97.4%
Building & Maint	2,455,875	2,568,092	4.6%	3,014,650	17.4%	3,000,590	-0.5%
Subtotal	2,751,881	2,766,338	0.5%	3,239,680	17.1%	3,444,720	6.3%
Garage Fund							
Fleet	7,461,210	7,635,844	2.3%	8,530,220	11.7%	9,062,250	6.2%
Radio Comm	386,970	324,234	-16.2%	427,010	31.7%	418,480	-2.0%
Subtotal	7,848,180	7,960,078	1.4%	8,957,230	12.5%	9,480,730	5.8%
TOTAL	27,012,111	27,465,352	1.7%	30,266,660	10.2%	31,427,100	3.8%

Department Full-Time Equivalent Positions

	<i>Actual</i> <i>2000/01</i>	<i>Actual</i> <i>2001/02</i>	<i>Budget</i> <i>2002/03</i>	<i>Budget</i> <i>2003/04</i>
Solid Waste Fund	108.5	109.5	106.0	107.5
Recycling Fund	24.5	24.5	23.5	23.5
General Svcs Fund	36.7	36.7	34.2	39.2
Garage Fund	43.5	43.5	44.0	41.0
Total	213.2	214.2	207.7	211.2

SOLID WASTE/Administration

Program Description

Solid Waste Administration exercises direct supervision of the Solid Waste/Recycling system that includes commercial and residential collection, roll-off sales and service, transfer station, container maintenance, and recycling. It provides planning, policy direction, operating guidance, personnel management, payroll services, budget development and enforcement, customer service and complaint resolution, code enforcement, equipment and supply procurement, training, safety supervision, and liaison with Pinellas County solid waste, fleet maintenance, and to other support agencies. The program consists of 7.5 full time equivalent positions: a Director (0.5), Assistant Director of Operations, Assistant Director of Finance and Administration, Senior Accountant, Senior Staff Assistant, Accounts Service Coordinator, Customer Service Representative, and an Accounting Technician. The administrative team represents over 100 years of combined experience in solid waste operation and solid waste support knowledge.

Program Summary							
	<i>Actual</i>	<i>Actual</i>		<i>Budget</i>		<i>Budget</i>	
	<i>2000/01</i>	<i>2001/02</i>	%	<i>2002/03</i>	%	<i>2003/04</i>	%
Personnel	516,677	452,377	-12.4%	431,140	-4.7%	453,010	5.1%
Operating	215,484	217,902	1.1%	231,110	6.1%	219,500	-5.0%
Internal Services	221,679	203,676	-8.1%	213,990	5.1%	205,350	-4.0%
Debt Service	50,204	28,863	-42.5%	71,980	149.4%	71,980	0.0%
Transfers	38,600	266,688	590.9%	39,790	-85.1%	40,400	1.5%
Total	1,042,644	1,169,506	12.2%	988,010	-15.5%	990,240	0.2%
Program Full-Time Equivalent Positions	9.0	9.0		7.5		7.5	

Program Highlights

- ❖ The Solid Waste Fund supports the Solid Waste Administration program. The Solid Waste Fund is a self-supporting enterprise operation established to fund all City-wide solid waste programs.
- ❖ The Solid Waste Administration program is supported by 7.5 full-time equivalent positions, the same as the prior year's adopted budget.
- ❖ The Solid Waste Fund is charged an administrative service charge by the General Fund reimbursing the General Fund for the Solid Waste Fund portion of City administrative functions, such as the City Manager, Legal, and City Clerk functions. In fiscal 2003/04, this expenditure is estimated to be approximately \$884,090, an increase of approximately 2% from the 2002/03 budget, and the Solid Waste Administration portion of this charge is \$146,450 and budgeted as an operating cost in the Solid Waste Administration program.

Program Highlights

- ❖ Per Commission policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of \$716,490 to support the General Fund. The computation is based upon a rate of 4.5% of prior year, fiscal 2001/02, gross revenues. The 2003/04 contribution represents a 2% increase over the 2002/03 year budget due to revenue growth. The Solid Waste Administration portion of this charge is \$40,400 and budgeted as an interfund transfer in the Solid Waste Administration program.
- ❖ The approved 2003/04 budget for this program has virtually no increase over approved expenditures in the prior year's budget.
- ❖ Total Solid Waste Fund contributions to the General Fund for the administrative reimbursement, payment in lieu of taxes, and charges for specific services are estimated at approximately \$1,602,550 in fiscal 2003/04, a net increase of 1% over the 2002/03 budget.

SOLID WASTE/Collection

Program Description

This program is responsible for the collection and disposal of commercial refuse, residential refuse, scrap metal, and yard waste. Commercial collection uses two-person crews, services approximately 2,300 customers and consists of seven routes, five days per week and one route on Saturday and Sunday. Roll-off service (151 open-top containers and 57 compactors) is provided five days per week with five trucks and drivers. Residential collection serves approximately 26,800 customers and consists of one manual route using a rear-end refuse loader and a three person crew four days per week and 11 automatic side-loader refuse routes four days per week. Yard waste and trash collection consists of four rear-end refuse loaders with three person crews four days per week and six rear-end refuse loaders with three person crews one day per week. Bulk yard waste, large piles of trash and junk (scrap metal, old appliances, etc.) are collected by four hydraulic fork (jaws) trucks with one-person crews, five days per week. A one-person operated four wheel drive articulating automated trash basket vehicle empties 140 trash containers on Clearwater beach and the main thoroughfares of Clearwater beach seven days a week. A manual, side loading refuse truck with a one-person crew services trash receptacles at 104 locations, mainly parks, in the city five days per week. There are 81.5 FTE's, 47.7 in Residential Collection and 33.8 in Commercial Collection.

Program Summary							
	<i>Actual</i>	<i>Actual</i>		<i>Budget</i>		<i>Budget</i>	
	<i>2000/01</i>	<i>2001/02</i>	<i>%</i>	<i>2002/03</i>	<i>%</i>	<i>2003/04</i>	<i>%</i>
Personnel	3,177,311	3,121,293	-1.8%	3,427,050	9.8%	3,617,410	5.6%
Operating	5,459,196	5,691,977	4.3%	5,741,020	0.9%	5,919,130	3.1%
Internal Services	2,759,888	2,769,977	0.4%	2,734,400	-1.3%	2,724,040	-0.4%
Capital	7,115	1,788	-74.9%	2,500	39.8%	-	-100.0%
Debt Service	60,285	47,583	-21.1%	171,010	259.4%	183,250	7.2%
Transfers	459,100	494,910	7.8%	899,620	81.8%	877,750	-2.4%
Total	11,922,895	12,127,528	1.7%	12,975,600	7.0%	13,321,580	2.7%
Program Full-Time Equivalent Positions	81.0	82.0		80.0		81.5	

Program Highlights

- ❖ The Collection program is supported by 81.5 full-time equivalent positions, **an increase of one Solid Waste Equipment Operator and half a custodial worker over the previous year's budget.**
- ❖ The Solid Waste Fund is charged an administrative service charge by the General Fund reimbursing the General Fund for the Recycling Fund portion of City administrative functions, such as the City Manager, Legal, and City Clerk functions, and is budgeted in this program. In fiscal 2003/04, this expenditure is estimated to be approximately \$884,090, an increase of approximately 2% from the previous budget, and the Collection portion of this charge is \$602,410 and budgeted as an operating cost in the Collection program.

Program Highlights

- ❖ Dump fees represent a significant portion of this program budget. In fiscal year 2003/04, dump fees are estimated to be over \$5.0 million and represent 38% of the Collection program budget.
- ❖ The cost of maintaining Solid Waste collection vehicles is a significant portion of the internal service charges for this program. Garage charges are estimated to decrease 1% and at \$2.2 million in fiscal 2003/04, represents 17% of the Collection program budget.
- ❖ The Solid Waste Fund is also charged for the services provided by Clearwater Customer Service, billing and administering solid waste customers. In fiscal 2003/04, this expenditure is estimated to be approximately \$404,280 and is budgeted as an internal service cost in the Collection program.
- ❖ Debt costs reflect all anticipated debt costs on currently approved contracts for Solid Waste Collection vehicles or equipment for fiscal 2003/04. Anticipated debt costs are approximately \$183,250 for this program and represent only 1% of the Collection program budget.
- ❖ Per Commission policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of \$716,490 to support the General Fund. The computation is based upon a rate of 4.5% of prior year, fiscal 2001/02, gross revenues. The 2002/03 contribution represents a 2% increase over the current year budget due to revenue growth. The Collection program portion of this charge is \$537,750 and budgeted as an interfund transfer in the Solid Waste Collection program.
- ❖ Budgeted transfers of \$877,750 include the payment in lieu of taxes in the amount of \$537,750 and a transfer of \$340,000 to the Capital Improvement program to support Solid Waste System projects.
- ❖ Aside from the addition of one and a half full time equivalent positions, there have been no significant changes in the Collection program in this fiscal year. The approved 2003/04 budget for this program reflects a modest 2.7% increase over the 2002/03 budget.

SOLID WASTE/Transfer Station

Program Description

The Solid Waste Transfer Station is a facility that accepts garbage from route collection vehicles and compacts it into tractor/trailer rigs for the long haul to the Pinellas County Resource Recovery (Waste-to-Energy) Plant. The Transfer Station operates two compaction pits and seven tractor-trailer rigs. The Transfer Station operates six days per week, and on a heavy workday transfers 650 tons of refuse to the County Resource Recovery Plant, a 27-mile roundtrip. The Transfer Station provides certified weights of all solid waste vehicles. The Transfer Station maximizes the efficiency of the route trucks by allowing them to dump quickly and return to route collection. Turn-around time to dump at the Waste-to-Energy Plant can take up to 1¾ hours. There are ten and one-half (10.5) FTE's in this program.

Program Summary							
	<i>Actual</i>	<i>Actual</i>		<i>Budget</i>		<i>Budget</i>	
	<i>2000/01</i>	<i>2001/02</i>	%	<i>2002/03</i>	%	<i>2003/04</i>	%
Personnel	436,933	442,712	1.3%	484,540	9.4%	524,990	8.3%
Operating	113,672	129,260	13.7%	131,920	2.1%	142,510	8.0%
Internal Services	340,265	328,118	-3.6%	368,300	12.2%	405,750	10.2%
Capital	-	1,000	100.0%	-	n/a	8,500	100.0%
Debt Service	1,932	1,450	-24.9%	2,000	37.9%	2,000	0.0%
Transfers	66,710	71,910	7.8%	206,520	187.2%	187,700	-9.1%
Total	959,512	974,450	1.6%	1,193,280	22.5%	1,271,450	6.6%
Program Full-Time	10.5	10.5		10.5		10.5	
Equivalent Positions							

Program Highlights

- ❖ The Transfer Station program is supported by 10.5 full-time equivalent positions, the same as the 2002/003 budget.
- ❖ The Solid Waste Fund is charged an administrative service charge by the General Fund reimbursing the General Fund for the Recycling Fund portion of City administrative functions, such as the City Manager, Legal, and City Clerk functions, and is budgeted in this program. In fiscal 2003/04, this expenditure is estimated to be approximately \$884,090, an increase of approximately 2% over the previous year's budget, and the Transfer Station portion of this charge is \$67,040 and budgeted as an operating cost in the Transfer Station program.
- ❖ The cost of maintaining Transfer Station vehicles is a significant portion of the internal service charges for this program. Garage charges are estimated at approximately \$377,620 in fiscal 2003/04, representing a 12% increase over the approved prior year's budget.

SOLID WASTE/Transfer Station

Program Highlights

- ❖ Per Commission policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of \$716,490 to support the General Fund. The computation is based upon a rate of 4.5% of prior year, fiscal 2001/02 gross revenues. The 2003/04 contribution represents a 2% increase over the 2002/03 year budget due to revenue growth. The Transfer Station program portion of this charge is \$77,700 and budgeted as an interfund transfer in the Solid Waste Transfer Station program.
- ❖ Budgeted transfers of \$187,700 include the payment in lieu of taxes in the amount of \$77,700 and a transfer of \$110,000 to the Capital Improvement program to support Solid Waste System projects.
- ❖ There have been no significant changes in the Transfer Station program in this fiscal year. General wage increases, medical insurance premiums, and increased garage service charges result in an approved 2003/04 budget for this program which reflects an increase of 6.6% over the 2002/03 budget.

SOLID WASTE/Container Maintenance

Program Description

Container Maintenance is responsible for the maintenance of approximately 3,600 commercial (dumpsters), 27,000 residential (black barrels), 1,200 multi-family recycling containers (carts), 27,800 curbside recycling bins, 147 open roll-off containers, and 53 compactors. This program maintains, repairs, and does minor refurbishment of containers to extend container use to the maximum cost effective life of the container before replacement. It also installs, maintains, and does contract repair on roll-off compactors. Container maintenance issues containers to new customers, picks up containers upon termination of service, and replaces or makes on-site repairs to damaged containers. There are eight (8) FTE's in this program.

	<i>Actual</i> 2000/01	<i>Actual</i> 2001/02	%	<i>Budget</i> 2002/03	%	<i>Budget</i> 2003/04	%
Personnel	267,857	276,977	3.4%	323,080	16.6%	347,570	7.6%
Operating	108,588	124,084	14.3%	124,390	0.2%	131,130	5.4%
Internal Services	55,521	52,431	-5.6%	53,830	2.7%	61,040	13.4%
Capital	4,789	2,719	-43.2%	6,000	120.7%	-	-100.0%
Debt Service	887	724	-18.4%	1,000	38.1%	1,000	0.0%
Transfers	52,060	56,120	7.8%	59,720	6.4%	60,640	1.5%
Total	489,702	513,055	4.8%	568,020	10.7%	601,380	5.9%
Program Full-Time Equivalent Positions	8.0	8.0		8.0		8.0	

Program Highlights

- ❖ The Container Maintenance program is supported by eight full-time equivalent positions, the same as the 2002/03 budget.
- ❖ The Solid Waste Fund is charged an administrative service charge by the General Fund reimbursing the General Fund for the Recycling Fund portion of City administrative functions, such as the City Manager, Legal, and City Clerk functions, and is budgeted in this program. In fiscal 2003/04, this expenditure is estimated to be approximately \$884,090, an increase of approximately 2% from the previous budget, and the Container Maintenance portion of this charge is \$68,190 and budgeted as an operating cost in the Container Maintenance program.
- ❖ Per Commission policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of \$716,490 to support the General Fund. The computation is based upon a rate of 4.5% of prior year, fiscal 2001/02, gross revenues. The 2003/04 contribution represents a 2% increase over the current year budget due to revenue growth. The Container Maintenance program portion of this charge is \$60,640 and budgeted as an interfund transfer in the Solid Waste Container Maintenance program.
- ❖ There have been no significant changes approved in the Container Maintenance program in this fiscal year. General wage adjustments and medical insurance premium increases result in an approved 2003/04 budget that reflects an increase of 5.9% over the 2002/03 budget.

SOLID WASTE/Recycling - Residential

Program Description

The Residential Recycling Program provides curbside/curbsort recycling to approximately 26,800 single-family residences in Clearwater, 1,427 single-family residences in Belleair, and 194 single-family residences in unincorporated Pinellas County. The Program operates 30 recycling routes divided into 6 routes, 5 days per week. The Residential Recycling Program collects newspapers, aluminum and steel cans, three colors of glass, and plastic milk and water jugs and soda bottles. Recyclables are processed and marketed through the Solid Waste Recovered Materials Processing Center, at the Solid Waste complex. The Residential Solid Waste Program Coordinator accomplishes Residential Recycling education and promotion. The Residential Recycling rate for 1995 through 1997 was \$2.05 per household. This rate decreased to \$1.99 on 1/1/98 and decreased again to \$1.95 on 4/1/99 in appreciation for customer support. This program has ten and a half (10.5) FTE's.

Program Summary							
	<i>Actual</i>	<i>Actual</i>		<i>Budget</i>		<i>Budget</i>	
	<i>2000/01</i>	<i>2001/02</i>	%	<i>2002/03</i>	%	<i>2003/04</i>	%
Personnel	353,453	375,810	6.3%	418,480	11.4%	418,190	-0.1%
Operating	239,686	232,632	-2.9%	248,070	6.6%	259,620	4.7%
Internal Services	239,853	226,925	-5.4%	242,160	6.7%	206,780	-14.6%
Debt Service	-	-	n/a	-	n/a	71,900	100.0%
Transfers	-	(2,626)	n/a	118,000	n/a	18,000	n/a
Total	832,992	832,741	0.0%	1,026,710	23.3%	974,490	-5.1%
Program Full-Time	10.5	10.5		10.5		10.5	
Equivalent Positions							

Program Highlights

- ❖ The Residential program is supported by 10.5 full-time equivalent positions, the same as the prior year's budget.
- ❖ The Recycling Fund is charged an administrative service charge by the General Fund reimbursing the General Fund for the Recycling Fund portion of City administrative functions, such as the City Manager, Legal, and City Clerk functions, and is budgeted in this program. In fiscal year 2003/04, this expenditure is estimated to be approximately \$132,110 and is totally budgeted as an operating cost in the Residential program.
- ❖ The Recycling Fund is also charged an administrative service charge by the Solid Waste Fund reimbursing the Solid Waste Fund for a portion of Solid Waste administrative functions, such as a portion of the salaries and operating expenditure of the Director and administrative staff which are budgeted in the Solid Waste Fund. In fiscal 2003/04, this expenditure is estimated to be approximately \$134,500 and the Residential portion of this charge is \$54,880 and budgeted as an operating cost in the Residential program.

SOLID WASTE/Recycling - Residential

Program Highlights

- ❖ The Recycling Fund is also charged for the services provided by Clearwater Customer Service, billing and administering recycling customers. In fiscal 2003/04, this expenditure is estimated to be approximately \$186,590 and the Residential portion of this charge is \$75,670 and budgeted as an operating cost in the Residential program
- ❖ Budgeted transfers of \$18,000 for the approved 2003/04 budget reflect the reduced cash transfer of funds to the Capital Improvement program to support Recycling Vehicle Replacement. This is a reduction of \$100,000 from the contribution level in the previous approved fiscal year and is replaced by lease-purchase (Debt Service) funding in the approved budget.
- ❖ The Garage Services charge is expected to decrease in the proposed budget by 26% and is the primary reason overall internal service charges are 15% lower than the current approved budget.
- ❖ There have been no significant changes in the Residential program in this fiscal year. Due to lower internal services costs and contributions to Capital Improvement projects the approved 2003/04 budget is 5.1% lower than the previous year's budget.

SOLID WASTE/Recycling – Multi-Family

Program Description

The Multi-Family Recycling Program provides recycling service to apartments and condominiums of five living units or larger. The Program operates 8 recycling routes divided into two routes per day, three days per week and one route, two days per week to serve approximately 27,000 units in Clearwater and 1,100 in Belleair. Recycling services are provided through the use of dumpsters, clusters of 90-gallon semi-automated carts, or a combination of both configured into mini-drop-off centers conveniently located for customer use. Complexes on the program before January 1, 1996 continue to be billed at the contract rate. Multi-Family complexes not already participating the program are billed \$1.45 per living unit per month for recycling services. The Multi-Family Program is designed to collect newspaper, aluminum and steel cans, three colors of glass and plastic milk and water jugs and soda bottles. There are five (5) FTE's in this program.

Program Summary							
	<i>Actual</i>	<i>Actual</i>		<i>Budget</i>		<i>Budget</i>	
	<i>2000/01</i>	<i>2001/02</i>	%	<i>2002/03</i>	%	<i>2003/04</i>	%
Personnel	208,994	182,441	-12.7%	212,030	16.2%	214,350	1.1%
Operating	73,586	70,223	-4.6%	76,710	9.2%	78,040	1.7%
Internal Services	86,051	98,465	14.4%	113,110	14.9%	106,300	-6.0%
Debt Service	481	-	-100.0%	-	0.0%	-	n/a
Transfers	45,420	57,750	27.1%	97,920	69.6%	88,850	-9.3%
Total	414,532	408,879	-1.4%	499,770	22.2%	487,540	-2.4%
Program Full-Time	6.0	6.0		5.0		5.0	
Equivalent Positions							

Program Highlights

- ❖ The Multi-Family program is supported by five full-time equivalent positions, the same as the previous year's budget.
- ❖ The Recycling Fund is charged an administrative service charge by the Solid Waste Fund reimbursing the Solid Waste Fund for a portion of Solid Waste administrative functions, such as a portion of the salaries and operating expenditure of the Director and administrative staff which are budgeted in the Solid Waste Fund. In fiscal 2003/04, this expenditure is estimated to be approximately \$134,500 and the Multi-Family portion of this charge is \$55,140 and budgeted as an operating cost in the Multi-Family program.
- ❖ The Recycling Fund is also charged for the services provided by Clearwater Customer Service, billing and administering recycling customers. In fiscal 2003/04, this expenditure is estimated to be approximately \$186,590 and the Multi-Family portion of this charge is \$70,620 and budgeted as an operating cost in the Multi-Family program.

SOLID WASTE/Recycling – Multi-Family

Program Highlights

- ❖ Per Commission policy, the Recycling Fund makes a payment in lieu of taxes representing 4.5% of prior year gross revenues. In fiscal 2003/04, this expenditure is estimated to be approximately \$97,700 and the Multi-Family portion of this charge is \$48,850 and budgeted as an interfund transfer in the Multi-Family program.
- ❖ Budgeted transfers of \$88,850 include the payment in lieu of taxes in the amount of \$48,850 and a transfer of \$40,000 to the Capital Improvement program to support Recycling System projects.
- ❖ There have been no other significant changes the Multi-Family program in this fiscal year. The approved 2003/04 budget for this program reflects a decrease of 2.4% from the prior year's budget.

SOLID WASTE/Recycling - Commercial

Program Description

The Commercial Recycling Program is designed to provide a balanced Solid Waste program consisting of collection and disposal of garbage and trash as well as a recycling program. This program operates 5 recycling routes divided into 1 route per day five days per week to serve approximately 453 business establishments. The Commercial Solid Waste Program Coordinator calls on each business and tailors the program to the needs of the establishment. The program is designed to provide an appropriate array of services adequate to meet the customer's needs while saving the customer money. Service contracts are obtained for services rendered. The Commercial Recycling Program collects old corrugated cardboard, newspapers, aluminum and steel cans, and office paper. Service for the program is provided with dumpsters, semi-automated carts, or a combination of both. The program uses flexible rates tailored to be competitive with private recycling companies competing in commercial recycling. Innovative cooperative marketing agreements with the cities of Dunedin, Largo, Safety Harbor, Gulfport, Indian Rocks Beach, and Belleair as well as the Pinellas County Solid Waste Department are in place. This has allowed the program to fully utilize its processing center, attract volume markets, and enhance pricing for commodities. The Recycling processing facility has averaged approximately 1,115 tons per month of processed and shipped recyclables. There are eight (8) FTE's in this program.

Program Summary							
	<i>Actual</i>	<i>Budget</i>		<i>Budget</i>		<i>Budget</i>	
	2000/01	2001/02	%	2002/03	%	2003/04	%
Personnel	254,220	247,823	-2.5%	293,520	18.4%	309,150	5.3%
Operating	268,756	254,988	-5.1%	259,230	1.7%	289,200	11.6%
Internal Services	181,185	149,106	-17.7%	147,540	-1.1%	143,680	-2.6%
Debt Service	202	3,120	1444.6%	4,160	33.3%	32,090	n/a
Transfers	45,410	57,740	27.2%	113,910	97.3%	80,850	-29.0%
Total	749,773	712,777	-4.9%	818,360	14.8%	854,970	4.5%
Program Full-Time	8.0	8.0		8.0		8.0	
Equivalent Positions							

Program Highlights

- ❖ The Commercial program is supported by eight full-time equivalent positions, the same as the 2002/03 budget.
- ❖ The Recycling Fund is charged an administrative service charge by the Solid Waste Fund reimbursing the Solid Waste Fund for a portion of Solid Waste administrative functions, such as a portion of the salaries and operating expenditure of the Director and administrative staff which are budgeted in the Solid Waste Fund. In fiscal 2003/04, this expenditure is estimated to be approximately \$134,500 and the Commercial portion of this charge is \$24,480 and budgeted as an operating cost in the Commercial program.

SOLID WASTE/Recycling - Commercial

Program Highlights

- ❖ The Recycling Fund is also charged for the services provided by Clearwater Customer Service, billing and administering recycling customers. In fiscal 2003/04, this expenditure is estimated to be approximately \$186,590 and the Commercial portion of this charge is \$40,300 and budgeted as an operating cost in the Commercial program.
- ❖ Per Commission policy, the Recycling Fund makes a payment in lieu of taxes representing 4.5% of prior year gross revenues. In fiscal 2003/04, this expenditure is estimated to be approximately \$97,700 and the Commercial portion of this charge is \$48,850 and budgeted as an interfund transfer in the Commercial program.
- ❖ Debt Service costs increase from \$4,160 in the current budget to \$32,090 in this budget and include lease-purchase funding for recycling vehicle/replacements.
- ❖ Proposed budget transfers of \$80,850 are 29% lower than costs in the current approved budget as a result of decreased contributions to Capital Improvement projects. The transfers of \$80,850 include the payment in lieu of taxes in the amount of \$48,850 and a transfer of \$32,000 to the Capital Improvement program to support Recycling System projects.
- ❖ There have been no other significant changes in the Commercial program in this fiscal year. The approved 2003/04 budget for this program reflects an increase of 4.5% over the previous year's budget.

GENERAL SERVICES/Administration

Mission

The mission of General Services is to provide quality service to all departments and divisions of the City of Clearwater. General Services focuses on efficiency so that users of building & maintenance services, fleet maintenance services, and radio communications can cost effectively serve the citizens of Clearwater.

Description of Services

General Services consists of 80.2 employees divided into four divisions: Administration, Building and Maintenance, Fleet Maintenance, and Radio Communications. Its main goal is to provide high quality service to all departments and divisions of the City in a timely, efficient and economical manner, so that those departments may in turn effectively serve the citizens of Clearwater.

Program Description

Provides assistance and support for programs in the Building & Maintenance, Fleet Operations, Fleet Replacement, and Radio Communications. Support is provided in areas concerning planning, personnel, management, finance, and budget. Administration also calculates and produces all pass-through charges for these internal services.

Program Summary							
	<i>Actual</i>	<i>Actual</i>		<i>Budget</i>		<i>Budget</i>	
	<i>2000/01</i>	<i>2001/02</i>	<i>%</i>	<i>2002/03</i>	<i>%</i>	<i>2003/04</i>	<i>%</i>
Personnel	253,072	149,970	-40.7%	180,110	20.1%	401,070	122.7%
Operating	7,376	14,664	98.8%	9,800	-33.2%	10,630	8.5%
Internal Services	32,490	26,964	-17.0%	35,120	30.2%	32,430	-7.7%
Capital	3,068	6,648	100.0%	-	-100.0%	-	0.0%
Total	296,006	198,246	-33.0%	225,030	13.5%	444,130	97.4%
Program Full-Time Equivalent Positions	4.0	4.0		2.5		7.5	

Program Highlights

- ❖ The General Services Administration program is supported by 7.5 full-time equivalent positions, an increase of 5 positions from the 2002/03 budget. The increase is a result of transferring administrative positions from other General Services programs into this program. The consolidation of this function will centralize all administrative functions across all General Services divisions.
- ❖ There have been no other significant changes to the General Services Administration program in this fiscal year.

GENERAL SERVICES/Administration

Program Highlights

- ❖ The total full-time equivalent positions for the entire General Services operations are 80.2, **an increase of two full time positions over the 2002/03 adopted budget**. The additional trades worker positions are included in the Building and Maintenance program to maintain new and expanded city facilities, including fire stations, recreation facilities, and libraries.

GENERAL SERVICES/Building & Maintenance

Program Description

This program ensures that City facilities, both interior and exterior, are maintained in a clean, safe, and efficient manner for use by City employees and the general public. The services provided include major remodeling projects, building additions, emergency repairs, new building design and construction, maintenance of facilities, ADA compliance, and analyzing and processing the City's electric bills for payment. This program also prepares and issues contracts for janitorial service, elevator maintenance, termite and pest control, window cleaning, and overhead door maintenance at all fire stations. There are many repairs and maintenance programs that are handled on a daily basis in areas such as plumbing, electrical, roofing, air conditioning, refrigeration, and carpentry. This program also administers Capital Improvement projects for roof repairs and replacement, air conditioner replacements, and painting and flooring of facilities.

Program Summary							
	<i>Actual</i>	<i>Actual</i>		<i>Budget</i>		<i>Budget</i>	
	<i>2000/01</i>	<i>2001/02</i>	%	<i>2002/03</i>	%	<i>2003/04</i>	%
Personnel	1,152,005	1,228,546	6.6%	1,360,760	10.8%	1,400,450	2.9%
Operating	1,160,862	1,157,015	-0.3%	1,213,660	4.9%	1,348,750	11.1%
Internal Services	138,294	156,848	13.4%	141,500	-9.8%	183,170	29.4%
Capital	4,714	25,683	444.8%	43,000	67.4%	-	-100.0%
Debt Service	-	-	n/a	5,730	n/a	12,220	113.3%
Transfers	-	-	n/a	250,000	n/a	56,000	-77.6%
Total	2,455,875	2,568,092	4.6%	3,014,650	17.4%	3,000,590	-0.5%
Program Full-Time Equivalent Positions	32.7	32.7		31.7		31.7	

Program Highlights

- ❖ The Building and Maintenance program is an internal service function. All costs of operation are passed back to user departments based upon services provided and facilities occupied.
- ❖ The Building and Maintenance program is supported by 31.7 full-time equivalent positions, the same as the 2002/03 budget. **This budget includes two additional tradesworker positions to maintain new and expanded City facilities including fire stations, recreation facilities, and libraries.** Two administrative positions are also being transferred to the General Services Administrative program to consolidate administration functions.
- ❖ Personnel costs, which include salaries, benefits, and worker's compensation, represent 47% of this program's total budget. Personnel costs are budgeted to increase 3% primarily due to salary and medical insurance premium increases.
- ❖ Approximately \$373,000, or 12% of the Building and Maintenance program budget represents anticipated utility costs for City facilities. This cost is passed back to the appropriate department budgets through the building service charge.

GENERAL SERVICES/Building & Maintenance

Program Highlights

- ❖ Other Operating costs of \$1,348,750 represent an increase of 11% over the 2002/2003 approved budget. This increase is due to additional costs of maintaining new and expanded facilities. These costs are passed back to the appropriate department budgets through the building service charge.
- ❖ A 29% increase in Internal Service costs is mainly a result of higher Garage Services charges in this budget. These Garage Charges are for the replacement of old, worn out vehicles, and the addition of two vehicles to support the new trades worker positions being requested.
- ❖ Building and Maintenance proposes to use \$56,000 of retained earnings to fund a Capital Improvement project to purchase asset management software. The cost of this one-time purchase will not be passed back to user departments.
- ❖ A decreased need for capital spending and contributions to capital improvement projects during this fiscal year is used to offset all other operating expense increases. The result is a program budget that is virtually the same as the previous year's approved budget.

GENERAL SERVICES/Fleet Maintenance

Program Description

This program performs all necessary functions involved in maintaining heavy equipment, automobiles, light trucks, small equipment and construction equipment owned and operated by the City. This service includes a preventive maintenance program designed to provide the safest possible equipment for the best useful life of the equipment, and a repair program designed to absorb non-scheduled repairs on equipment. In addition to mechanical maintenance, Fleet Maintenance also provides critical support services such as fuel, welding & fabrication, custom equipment set-up, quick-line repair service, safety inspections, operator training, tire maintenance, and other associated services, including maintaining all associated compliance to Federal, State, and Local Laws.

This program also provides services to ensure the longest serviceable life of equipment at the lowest possible cost. This service includes equipment evaluation, specification and bid preparation and equipment requisition. This program also analyzes equipment usage and provides help to other departments in reducing their fleet costs through consolidation of equipment, pooling, and replacing equipment in a cost efficient manner.

Program Summary							
	<i>Actual</i>	<i>Actual</i>		<i>Budget</i>		<i>Budget</i>	
	<i>2000/01</i>	<i>2001/02</i>	%	<i>2002/03</i>	%	<i>2003/02</i>	%
Personnel	1,766,804	1,711,153	-3.1%	1,963,290	14.7%	1,985,170	1.1%
Operating	3,233,472	3,153,935	-2.5%	3,201,390	1.5%	3,287,450	2.7%
Internal Services	273,033	295,829	8.3%	291,330	-1.5%	285,240	-2.1%
Capital	4,431	12,121	173.5%	43,100	255.6%	-	-100.0%
Debt Service	2,183,470	2,462,806	12.8%	2,957,110	20.1%	3,289,690	11.2%
Transfers	-	-	n/a	74,000	100.0%	214,700	190.1%
Total	7,461,210	7,635,844	2.3%	8,530,220	11.7%	9,062,250	6.2%
Program Full-Time	40.5	42.5		42.0		39.0	
Equivalent Positions							

Program Highlights

- ❖ The Fleet Maintenance program is an internal service function. All costs of operation are passed back to user departments based upon services provided
- ❖ The Fleet Maintenance program is supported by 39 full-time equivalent positions, a decrease of three positions from the 2002/03 budget. The 2003/04 budget reflects the transfer of positions to the General Services Administration program to consolidate administrative responsibilities
- ❖ Approximately \$1,180,000, or 13% of the Fleet Maintenance program budget represents anticipated fuel costs for City vehicles. This cost is passed back to the appropriate department budgets through the garage service charge.

GENERAL SERVICES/Fleet Maintenance

Program Highlights

- ❖ Approximately \$3,289,690, or 36% of the Fleet Maintenance program budget represents anticipated debt costs on the City fleet. This cost is passed back to the appropriate department budgets through the garage service charge.
- ❖ In an effort to maintain costs to departments at a consistent level with the prior year's budget, the Garage Fund reflects the planned use of \$535,000 in retained earnings of the Garage Fund to balance the Garage Fund budget. This represents a \$400,00 refund to users of savings from prior years and not passing back the one-time purchase of asset management software for \$135,000.
- ❖ There are no other significant changes in the Fleet Maintenance program in this fiscal year. The approved budget for this office reflects a net increase of 6% over the previous year's budget.

GENERAL SERVICES/Radio Communications

Program Description

This program provides highly technical radio communication services for departments throughout the City by utilizing an 800 MHz system, one of the most sophisticated radio systems available. The technicians must address a multitude of applications and installations. Radio repairs and maintenance are provided when needed. Radio Communications ensures that the City is in compliance with the laws applicable to radio communications. This program also provides for collections of funds for the repayment of lease purchase debt.

Program Summary							
	<i>Actual</i>	<i>Actual</i>		<i>Budget</i>		<i>Budget</i>	
	<i>2000/01</i>	<i>2001/02</i>	%	<i>2002/03</i>	%	<i>2003/04</i>	%
Personnel	46,486	45,379	-2.4%	77,670	71.2%	85,220	9.7%
Operating	244,052	183,141	-25.0%	238,120	30.0%	277,820	16.7%
Internal Services	12,715	11,997	-5.6%	12,500	4.2%	12,430	-0.6%
Capital	-	-	n/a	15,000	n/a	-	-100.0%
Debt Service	83,717	83,717	0.0%	83,720	0.0%	43,010	-48.6%
Total	386,970	324,234	-16.2%	427,010	31.7%	418,480	-2.0%
Program Full-Time Equivalent Positions	3.0	1.0		2.0		2.0	

Program Highlights

- ❖ The Radio Communications program is an internal service function. All costs of operation are passed back to user departments based upon services provided.
- ❖ The Radio Communications program is supported by two full-time equivalent positions, the same as the 2002/03 approved budget.
- ❖ Budgeted operating expenditures are 16.7% higher than the previous approved budget due to increased radio repair and parts costs and contractual costs for inspections and maintenance of the system. This is a result of the City returning to the radio system as the primary communication tool for all City Departments last year.
- ❖ Lower capital and debt service needs more than offset these increases and the 2003/04 budget is 2% less than the previous year's approved budget.