

SOLID WASTE/Administration

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 133 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/Administration

Department Summary					
	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Budget</i>	<i>%</i>
	<i>2001/02</i>	<i>2002/03</i>	<i>2003/04</i>	<i>2004/05</i>	<i>Change</i>
Solid Waste Fund					
Administration	1,169,506	915,562	990,240	1,004,450	1.4%
Collection	12,127,528	12,406,909	13,321,580	13,342,720	0.2%
Transfer	974,450	974,025	1,271,450	1,246,610	-2.0%
Container Maintenance	<u>513,055</u>	<u>558,186</u>	<u>601,380</u>	<u>657,410</u>	<u>9.3%</u>
Subtotal	14,784,539	14,854,682	16,184,650	16,251,190	0.4%
Recycling Fund					
Residential	832,741	820,547	974,490	931,040	-4.5%
Multi-Family	408,879	428,089	487,540	482,740	-1.0%
Commercial	<u>712,777</u>	<u>836,844</u>	<u>854,970</u>	<u>922,160</u>	<u>7.9%</u>
Subtotal	1,954,397	2,085,480	2,317,000	2,335,940	0.8%
General Services Fund					
Administration	198,246	216,094	444,130	477,420	7.5%
Building & Maint	<u>2,568,092</u>	<u>3,020,685</u>	<u>3,000,590</u>	<u>3,014,540</u>	<u>0.5%</u>
Subtotal	2,766,338	3,236,779	3,444,720	3,491,960	1.4%
Garage Fund					
Fleet	7,635,844	7,934,456	9,062,250	9,012,010	-0.6%
Radio Comm	<u>324,234</u>	<u>645,366</u>	<u>418,480</u>	<u>463,350</u>	<u>10.7%</u>
Subtotal	7,960,078	8,579,822	9,480,730	9,475,360	-0.1%
TOTAL	27,465,352	28,756,763	31,427,100	31,554,450	0.4%

Department Full-Time Equivalent Positions				
	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Budget</i>
	<i>2001/02</i>	<i>2002/03</i>	<i>2003/04</i>	<i>2004/05</i>
Solid Waste Fund	109.5	106.0	107.5	109.5
Recycling Fund	24.5	23.5	23.5	23.5
General Svcs Fund	36.7	34.2	39.2	39.2
Garage Fund	<u>43.5</u>	<u>44.0</u>	<u>41.0</u>	<u>41.0</u>
Total	214.2	207.7	211.2	213.2

Strategic Objectives/Measures/and Targets

Strategic Priority	Objective	Measure
Quality of Life	To serve Clearwater customers with prompt, reliable, and efficient service while maintaining reasonable rates.	Independent satisfaction and awareness surveys. <u>Performance 2003/04:</u> 94% of residential recycling customers reported service to be excellent or good and 95% of solid waste customers reported service to be excellent or good.
Economic Development	To increase volume of recyclable commodities sold in Pinellas County.	Cooperative marketing of recyclable commodities. <u>Performance:</u> Tons sold FY 01: 13,713 Tons sold FY 02: 13,057 Tons sold FY 03: 14,068 Tons sold FY 04: 14,750 (Annualized YTD total)
Public Safety	To collect all materials placed curbside within twenty-four hours of scheduled collection.	Quarterly log of routes not completed. <u>Performance:</u> All routes were completed as scheduled for FY 03, and through first 9 months of FY 04.

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, Controller, 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.

	<i>Actual</i> 2001/02	<i>Actual</i> 2002/03	<i>Budget</i> 2003/04	<i>Budget</i> 2004/05	<i>%</i> <i>Change</i>
Personnel	452,377	416,398	453,010	487,510	7.6%
Operating	217,902	228,878	219,500	217,080	-1.1%
Internal Services	203,676	209,834	205,350	195,670	-4.7%
Debt Service	28,863	20,662	71,980	65,480	-9.0%
Transfers	<u>266,688</u>	<u>39,790</u>	<u>40,400</u>	<u>38,710</u>	<u>-4.2%</u>
Total	1,169,506	915,562	990,240	1,004,450	1.4%
Program Full-Time Equivalent Positions	9.0	7.5	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 2004/05, this expenditure is estimated to be approximately \$896,640, an increase of approximately 1% from the 2003/04 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 City Council policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of \$710,710 to support the General Fund. The computation is based upon a rate of 4.5% of prior year, fiscal 2002/03, gross revenues. The 2004/05 contribution represents a 1% decrease from the 2003/04 budget. The Solid Waste Administration portion of this charge is \$38,710 and budgeted as an interfund transfer in the Solid Waste Administration program.
- ❖ The 2004/05 budget for this program has only a 1% increase over the 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 \$1,607,450 in fiscal 2004/05, basically the same as the 2003/04 budget.

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 (158 open-top containers and 67 compactors) is provided five days per week with six 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 with one-person crews 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 82.5 FTE's, 47.7 in Residential Collection and 34.8 in Commercial Collection.

	<i>Actual</i> 2001/02	<i>Actual</i> 2002/03	<i>Budget</i> 2003/04	<i>Budget</i> 2004/05	<i>%</i> Change
Personnel	3,121,293	3,224,322	3,617,410	3,806,240	5.2%
Operating	5,691,977	5,876,786	5,919,130	6,017,540	1.7%
Internal Services	2,769,977	2,744,509	2,724,040	2,522,980	-7.4%
Capital	1,788	-	-	-	n/a
Debt Service	47,583	31,671	183,250	145,960	-20.3%
Transfers	<u>494,910</u>	<u>529,620</u>	<u>877,750</u>	<u>850,000</u>	-3.2%
Total	12,127,528	12,406,909	13,321,580	13,342,720	0.2%
Program Full-Time Equivalent Positions	82.0	80.0	81.5	82.5	

Program Highlights

- ❖ The Collection program is supported by 82.5 full-time equivalent positions, an increase of one Solid Waste Equipment Operator over the previous year's budget for the expansion of solid waste roll-off operations.
- ❖ 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 2004/05, this expenditure is estimated to be approximately \$896,640, an increase of approximately 1% from the previous budget, and the Collection portion of this charge is \$612,950 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 2004/05, dump fees are estimated to be over \$5.1 million and represent 39% 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 8% and at \$2.1 million in fiscal 2004/05, represent 16% 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 2004/05, this expenditure is estimated to be approximately \$392,760 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 buildings, collection vehicles, and equipment for fiscal 2004/05. Anticipated debt costs are approximately \$145,960 for this program and represent only 1% of the Collection program budget.
- ❖ Per City Council policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of \$710,710 to support the General Fund. The computation is based upon a rate of 4.5% of prior year, fiscal 2002/03, gross revenues. The 2004/05 contribution represents a 1% decrease from the current year budget. The Collection program portion of this charge is \$535,000 and budgeted as an interfund transfer in the Solid Waste Collection program.
- ❖ Budgeted transfers of \$850,000 decreased 3% and include the payment in lieu of taxes in the amount of \$535,000 and a transfer of \$315,000 to the Capital Improvement program to support Solid Waste System projects.
- ❖ Aside from the addition of one full time equivalent position, there have been no significant changes in the Collection program in this fiscal year. The 2004/05 budget for this program reflects basically no increase over the 2003/04 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 1¼ hours. There are ten and one-half (10.5) FTE's in this program.

	<i>Actual</i> 2001/02	<i>Actual</i> 2002/03	<i>Budget</i> 2003/04	<i>Budget</i> 2004/05	% Change
Personnel	442,712	463,808	524,990	553,960	5.5%
Operating	129,260	129,043	142,510	144,370	1.3%
Internal Services	328,118	303,423	405,750	359,680	-11.4%
Capital	1,000	-	8,500	-	-100.0%
Debt Service	1,450	1,231	2,000	1,600	-20.0%
Transfers	<u>71,910</u>	<u>76,520</u>	<u>187,700</u>	<u>187,000</u>	-0.4%
Total	974,450	974,025	1,271,450	1,246,610	-2.0%
Program Full-Time Equivalent Positions	10.5	10.5	10.5	10.5	

Program Highlights

- ❖ The Transfer Station program is supported by 10.5 full-time equivalent positions, the same as the 2003/04 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 2004/05, this expenditure is estimated to be approximately \$896,640, an increase of approximately 1% over the previous year's budget. The Transfer Station portion of this charge is \$69,050 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 \$337,100 in fiscal 2004/05, representing a 12% decrease from the approved prior year's budget. Replacement vehicles purchased in 2004 and 2005 will require less maintenance and repair and ultimately result in the large decrease in budgeted internal service costs.
- ❖ Vehicle replacements are funded in this budget through transfers to the Capital Improvement program at the same level of funding as in the previous budget.

SOLID WASTE/Transfer Station

Program Highlights

- ❖ Per City Council policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of \$710,710 to support the General Fund. The computation is based upon a rate of 4.5% of prior year, fiscal 2002/03 gross revenues. The 2004/05 contribution represents a 1% decrease from the 2003/04 year budget. The Transfer Station program portion of this charge is \$77,000 and budgeted as an interfund transfer in the Solid Waste Transfer Station program.
- ❖ There have been no significant changes in the Transfer Station program in this fiscal year. General wage increases and medical insurance premiums result in increased personnel costs; however, this program reflects an overall decrease in expenditures of approximately 2% from the 2003/2004 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, 158 open roll-off containers, and 47 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 nine (9) FTE's in this program.

Program Summary					
	<i>Actual</i> 2001/02	<i>Actual</i> 2002/03	<i>Budget</i> 2003/04	<i>Budget</i> 2004/05	<i>%</i> <i>Change</i>
Personnel	276,977	309,352	347,570	400,290	15.2%
Operating	124,084	125,112	131,130	132,410	1.0%
Internal Services	52,431	63,386	61,040	63,910	4.7%
Capital	2,719	-	-	-	n/a
Debt Service	724	615	1,000	800	-20.0%
Transfers	56,120	59,720	60,640	60,000	-1.1%
Total	513,055	558,186	601,380	657,410	9.3%
Program Full-Time Equivalent Positions	8.0	8.0	8.0	9.0	

Program Highlights

- ❖ The Container Maintenance program is supported by nine full-time equivalent positions, an increase of one Container Maintenance Worker over the previous year's budget. The additional position is needed to service the increased number of trash compactors and open top containers, and to perform repair projects related to Solid Waste and Recycling operations.
- ❖ 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 2004/05, this expenditure is estimated to be approximately \$896,640, an increase of approximately 1% over the previous budget. The Container Maintenance portion of this charge is \$68,190 and budgeted as an operating cost in the Container Maintenance program.
- ❖ Per City Council policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of \$710,710 to support the General Fund. The computation is based upon a rate of 4.5% of prior year, fiscal 2002/03, gross revenues. The 2004/05 contribution represents a 1% decrease from the current year budget. The Container Maintenance portion of this charge is \$60,000 and budgeted as an interfund transfer in the Solid Waste Container Maintenance program.
- ❖ The only significant change in the Container Maintenance program is the addition of one full time equivalent position plus the general wage adjustments and medical insurance premium increases. The 2004/05 budget for this program reflects a 9.3% increase over the 2003/04 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, mixed paper, 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 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.

	<i>Actual</i> <i>2001/02</i>	<i>Actual</i> <i>2002/03</i>	<i>Budget</i> <i>2003/04</i>	<i>Budget</i> <i>2004/05</i>	<i>%</i> <i>Change</i>
Personnel	375,810	361,890	418,190	434,960	4.0%
Operating	232,632	245,610	259,620	243,450	-6.2%
Internal Services	226,925	216,683	206,780	158,950	-23.1%
Debt Service	(2,626)	(3,636)	71,900	71,680	-0.3%
Transfers	-	-	18,000	22,000	22.2%
Total	832,741	820,547	974,490	931,040	-4.5%
Program Full-Time Equivalent Positions	10.5	10.5	10.5	10.5	

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. In fiscal year 2004/05, this expenditure is estimated to be approximately \$128,340 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 expenditures of the Director and administrative staff which are budgeted in the Solid Waste Fund. In fiscal 2004/05, this expenditure is estimated to be approximately \$138,000 and the Residential portion of this charge is \$55,300 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 2004/05, this expenditure is estimated to be approximately \$181,270 and the Residential portion of this charge is \$72,670 and budgeted as an operating cost in the Residential program
- ❖ Budgeted transfers of \$22,000 for the approved 2004/05 budget reflect the increased cash transfer of funds to the Capital Improvement program to support Recycling Container Acquisition, Expansion, R & R and Participation.
- ❖ The Garage Services charge is expected to decrease by 42% in this budget and is the primary reason overall internal service charges are 23% lower than the 2003/04 budget. Garage service charges decreased as a result of the replacement of Recycling vehicles over the past two years, which require less maintenance than the vehicles they replaced.
- ❖ The reduced Garage Service charge is the most significant change in the Residential program in this fiscal year. Due to lower internal services costs and other operating expenses, this 2004/05 budget is 4.5% 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 in 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, mixed paper, 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>%</i>
	<i>2001/02</i>	<i>2002/03</i>	<i>2003/04</i>	<i>2004/05</i>	<i>Change</i>
Personnel	182,441	196,654	214,350	210,220	-1.9%
Operating	70,223	77,920	78,040	78,400	0.5%
Internal Services	98,465	103,595	106,300	91,780	-13.7%
Debt Service	-	-	-	28,730	100.0%
Transfers	57,750	49,920	88,850	73,610	-17.2%
Total	408,879	428,089	487,540	482,740	-1.0%
Program Full-Time	6.0	5.0	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 expenditures of the Director and administrative staff which are budgeted in the Solid Waste Fund. In fiscal 2004/05, this expenditure is estimated to be approximately \$138,000 and the Multi-Family portion of this charge is \$56,580 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 2004/05, this expenditure is estimated to be approximately \$181,270 and the Multi-Family portion of this charge is \$69,100 and budgeted as an operating cost in the Multi-Family program.

SOLID WASTE/Recycling – Multi-Family

Program Highlights

- ❖ Per City Council policy, the Recycling Fund makes a payment in lieu of taxes representing 4.5% of prior year gross revenues. In fiscal 2004/05, this expenditure is estimated to be approximately \$109,220 and the Multi-Family portion of this charge is \$54,610 and budgeted as an interfund transfer in the Multi-Family program.
- ❖ Debt Service has been budgeted to cover the lease purchase cost (\$135,000) for the replacement of a multi-family collection vehicle. Part of this increase is offset by the reduced cash transfer (contribution) to the Capital Improvement program for vehicle replacements.
- ❖ There have been no other significant changes in the Multi-Family program in this fiscal year. The 2004/05 budget for this program reflects a decrease of 1% 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 396 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 mixed 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 1,170 tons per month of processed and shipped recyclables this past year. There are eight (8) FTE's in this program.

Program Summary					
	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	<i>%</i>
	<i>2001/02</i>	<i>2002/03</i>	<i>2003/04</i>	<i>2004/05</i>	<i>Change</i>
Personnel	247,823	270,246	309,150	314,260	1.7%
Operating	254,988	353,163	289,200	332,090	14.8%
Internal Services	149,106	159,365	143,680	136,590	-4.9%
Debt Service	3,120	4,160	32,090	35,610	11.0%
Transfers	57,740	49,910	80,850	103,610	28.2%
Total	712,777	836,844	854,970	922,160	7.9%
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 2003/04 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 expenditures of the Director and administrative staff which are budgeted in the Solid Waste Fund. In fiscal 2004/05, this expenditure is estimated to be approximately \$138,000 and the Commercial portion of this charge is \$26,120 and budgeted as an operating cost in the Commercial program.

SOLID WASTE/Recycling - Commercial

Program Highlights

- ❖ Purchases of recyclable commodities from adjacent municipalities, the County, and some private companies are increasing by \$47,700 or 26% to include additional volumes and improved market prices expected in 2004/05. This charge is budgeted as an operating cost.
- ❖ The Recycling Fund is also charged for the services provided by Clearwater Customer Service, billing and administering recycling customers. In fiscal 2004/05, this expenditure is estimated to be approximately \$181,270 and the Commercial portion of this charge is \$39,500 and budgeted as an operating cost in the Commercial program.
- ❖ Per City Council policy, the Recycling Fund makes a payment in lieu of taxes representing 4.5% of prior year gross revenues. In fiscal 2004/05, this expenditure is estimated to be approximately \$109,220 and the Commercial portion of this charge is \$54,610 and budgeted as an interfund transfer in the Commercial program.
- ❖ Debt Service costs increase from \$32,090 in the current budget to \$35,610 in this budget to include a full year's lease-purchase funding instead of a partial year's funding for the 2003/04 recycling vehicle replacements.
- ❖ Budget transfers of \$103,610 are 28% higher than costs in the 2003/04 budget as a result of increased contributions to Capital Improvement projects. A transfer of \$22,000, or \$19,000 more than last year's funding will enable the Capital Improvement program to replace processing equipment.
- ❖ There have been no other significant changes in the Commercial program in this fiscal year. The 2004/05 budget for this program reflects an increase of 7.9% 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.

Strategic Objectives/Measures/and Targets

Strategic Priority	Objective	Measure
Infrastructure Maintenance & Improvements	To increase the percentage of scheduled work orders.	Minimize downtime through improved maintenance and timely repair service. <u>Performance 2001/02:</u> Unscheduled 72% Scheduled 28% <u>Performance 2002/03:</u> Unscheduled 72% Scheduled 28% <u>Performance 2003/04:</u> Figures not yet available
Infrastructure Maintenance & Improvements	To improve quality of services and repairs on Fleet vehicles and equipment	Conduct comprehensive training in diagnosis and repair to eliminate repeat repairs <u>Performance:</u> FY 02 over 6% of repairs returned FY 03 4% of repairs returned FY 04 Figures not yet available
Infrastructure Maintenance & Improvements	To extend useful lives of city buildings through a combination of maintenance and capital improvement projects.	Maintain a slightly positive trend in maintenance expenditures per square foot of building. <u>Performance 2001/02:</u> \$1.95 in building expenditures per square foot. <u>Performance 2002/03:</u> \$2.03 in building expenditures per square foot. <u>Performance Goal 2003/04:</u> Figures not yet available

GENERAL SERVICES/Administration

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.

	<i>Actual</i> 2001/02	<i>Actual</i> 2002/03	<i>Budget</i> 2003/04	<i>Budget</i> 2004/05	<i>%</i> Change
Personnel	149,970	174,674	401,070	424,040	5.7%
Operating	14,664	9,202	10,630	14,350	35.0%
Internal Services	26,964	32,217	32,430	39,030	20.4%
Capital	<u>6,648</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Total	198,246	216,094	444,130	477,420	7.5%
Program Full-Time Equivalent Positions	4.0	2.5	7.5	7.5	

Program Highlights

- ❖ The General Services Administration program budget increased a total of \$33,290 or 7.5% over the 2003/2004 budget. This increase is primarily from personnel costs of \$22,970, and information technology charges of \$6,200.
- ❖ There have been no other significant changes to the General Services Administration program in this fiscal year.

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, Americans with Disabilities Act (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>2001/02</i>	<i>Actual</i> <i>2002/03</i>	<i>Budget</i> <i>2003/04</i>	<i>Budget</i> <i>2004/05</i>	<i>%</i> <i>Change</i>
Personnel	1,228,546	1,285,985	1,400,450	1,470,300	5.0%
Operating	1,157,015	1,538,523	1,348,750	1,351,620	0.2%
Internal Services	156,848	157,672	183,170	178,100	-2.8%
Capital	25,683	33,360	-	-	-100.0%
Debt Service	-	5,146	12,220	14,520	18.8%
Transfers	-	-	56,000	-	-100.0%
Total	2,568,092	3,020,685	3,000,590	3,014,540	0.5%
Program Full-Time Equivalent Positions	32.7	31.7	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 2003/04 budget.
- ❖ Personnel costs, which include salaries, benefits, and worker's compensation, represent 49% of this program's total budget. Personnel costs are budgeted to increase 5% primarily due to salary and medical insurance premium increases.
- ❖ Approximately \$366,450, 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.
- ❖ A decrease in Transfers (\$56,000 in 2003/04 was to fund the General Services portion of the City Asset Management System) has offset most other operating expense increases resulting in a 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>2001/02</i>	<i>Actual</i> <i>2002/03</i>	<i>Budget</i> <i>2003/04</i>	<i>Budget</i> <i>2004/05</i>	<i>%</i> <i>Change</i>
Personnel	1,711,153	1,676,737	1,985,170	2,125,060	7.0%
Operating	3,153,935	3,350,234	3,287,450	3,166,980	-3.7%
Internal Services	295,829	295,631	285,240	262,600	-7.9%
Capital	12,121	51,843	-	-	n/a
Debt Service	2,462,806	2,566,012	3,289,690	3,447,370	4.8%
Transfers	-	(6,000)	214,700	10,000	-95.3%
Total	7,635,844	7,934,456	9,062,250	9,012,010	-0.6%
Program Full-Time Equivalent Positions	42.5	42.0	39.0	39.0	

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, the same staffing level as the 2003/2004 budget.
- ❖ Approximately \$1,210,000, 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 \$3,447,370, or 38% 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 \$400,000 in retained earnings of the Garage Fund to balance the Garage Fund budget. This represents a refund to users of savings from prior years.
- ❖ There are no other significant changes in the Fleet Maintenance program in this fiscal year. The approved budget for this office reflects a net decrease of almost 1% from 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>2001/02</i>	<i>Actual</i> <i>2002/03</i>	<i>Budget</i> <i>2003/04</i>	<i>Budget</i> <i>2004/05</i>	<i>%</i> <i>Change</i>
Personnel	45,379	78,228	85,220	87,860	3.1%
Operating	183,141	446,161	277,820	286,720	3.2%
Internal Services	11,997	12,347	12,430	13,030	4.8%
Capital	-	18,914	-	-	n/a
Debt Service	83,717	83,717	43,010	75,740	76.1%
Transfers	-	6,000	-	-	n/a
Total	324,234	645,366	418,480	463,350	10.7%
Program Full-Time Equivalent Positions	1.0	2.0	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 2003/04 approved budget.
- ❖ Budgeted operating expenditures are 10.7% higher than the previous approved budget due to increased debt cost. The older City radio equipment is being replaced with new equipment. The result is an increase in debt cost of \$32,730 in this budget.