

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 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 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 135 full-time equivalent personnel with responsibilities divided into nine cost centers: Solid Waste Administration, Residential Collection, Commercial Collection, Roll-Off 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>2002/03</i>	<i>Actual</i> <i>2003/04</i>	<i>Budget</i> <i>2004/05</i>	<i>Budget</i> <i>2005/06</i>	<i>%</i> <i>Change</i>
Solid Waste Fund					
Administration	915,563	925,103	1,004,450	1,011,920	0.7%
Collection	12,406,908	12,904,902	13,342,720	14,227,190	6.6%
Transfer	974,025	1,206,754	1,246,610	1,352,940	8.5%
Container Maintenance	<u>558,186</u>	<u>610,050</u>	<u>657,410</u>	<u>706,090</u>	<u>7.4%</u>
Subtotal	14,854,682	15,646,807	16,251,190	17,298,140	6.4%
Recycling Fund					
Residential	820,550	857,303	931,040	918,440	-1.4%
Multi-Family	428,090	424,084	482,740	473,430	-1.9%
Commercial	<u>836,844</u>	<u>955,415</u>	<u>922,160</u>	<u>1,165,150</u>	<u>26.4%</u>
Subtotal	2,085,484	2,236,802	2,335,940	2,557,020	9.5%
General Services Fund					
Administration	216,094	449,036	477,420	500,820	4.9%
Building & Maint	<u>3,020,685</u>	<u>2,932,858</u>	<u>3,014,540</u>	<u>3,603,300</u>	<u>19.5%</u>
Subtotal	3,236,779	3,381,894	3,491,960	4,104,120	17.5%
Garage Fund					
Fleet	7,934,456	8,887,895	9,012,010	10,813,080	20.0%
Radio Comm	<u>645,366</u>	<u>561,244</u>	<u>463,350</u>	<u>517,810</u>	<u>11.8%</u>
Subtotal	8,579,822	9,449,139	9,475,360	11,330,890	19.6%
TOTAL	28,756,767	30,714,642	31,554,450	35,290,170	11.8%

Department Full-Time Equivalent Positions				
	<i>Actual</i> <i>2002/03</i>	<i>Actual</i> <i>2003/04</i>	<i>Budget</i> <i>2004/05</i>	<i>Budget</i> <i>2005/06</i>
Solid Waste Fund	106.0	107.5	109.5	112.0
Recycling Fund	23.5	23.5	23.5	23.0
General Svcs Fund	34.2	39.2	39.2	43.2
Garage Fund	<u>44.0</u>	<u>41.0</u>	<u>41.0</u>	<u>42.0</u>
Total	207.7	211.2	213.2	220.2

SOLID WASTE/Administration

Performance Measures

Measure	2003	2004	2005
Recycling customers report service to be good or excellent	96%	94%	96%
Solid Waste customers report service to be good or excellent	95%	95%	95%
Tons of Recyclable commodities collected and sold	13,057	14,068	14,443
Collection routes completed on schedule	100%	100%	100%

Program Description

Solid Waste Administration exercises direct supervision of the Solid Waste/Recycling system that includes commercial and residential collection, roll-off sales, collection 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, 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 support knowledge.

Program Summary					
	<i>Actual</i> 2002/03	<i>Actual</i> 2003/04	<i>Budget</i> 2004/05	<i>Budget</i> 2005/06	%
					<i>Change</i>
Personnel	416,398	458,737	487,510	488,090	0.1%
Operating	228,878	205,734	217,080	203,700	-6.2%
Internal Services	209,834	204,730	195,670	209,420	7.0%
Debt Service	20,662	15,502	65,480	64,480	-1.5%
Transfers	39,790	40,400	38,710	46,230	19.4%
Total	915,562	925,103	1,004,450	1,011,920	0.7%
Program Full-Time Equivalent Positions	7.5	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 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 2005/06, this reimbursement is estimated to be approximately \$837,250, a decrease of approximately 7% from the 2004/05 budget, and the Solid Waste Administration portion of this charge is \$129,250, 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 \$891,230 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2003/04, gross revenues. The proposed percentage rate to be charged for the payment in lieu of taxes is 1% higher than the rate charged in previous years. The 2005/06 contribution of \$891,230 represents a \$180,520, or 25%, increase from the 2004/05 budget. The Solid Waste Administration portion of this charge is \$46,230 and budgeted as an interfund transfer in the Solid Waste Administration program.
- ❖ The 2005/06 budget for this program has less than a 1% increase over the approved expenditures in the prior year's budget.
- ❖ In fiscal year 2005/06 the 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 \$1,728,480, which is \$121,130, or 7.5%, more than the previous budget.

SOLID WASTE/Collection

Program Description

This program is responsible for the collection and disposal of commercial refuse, residential refuse, roll-off 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 six days per week with six trucks and drivers. Residential collection serves approximately 26,800 customers and consists of 11 automatic side-loader refuse routes and one manual route. Yard waste and trash collection consists of four rear-end refuse loaders five days per week. Bulk yard waste, old appliances, etc. are collected by four hydraulic fork (jaws) trucks 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, rear loading refuse truck with a one-person crew services trash receptacles at 104 park locations as well as sidewalk containers on the beach and in the downtown area five days per week. There are 84.0 FTE's, 47.0 in Residential Collection, 29.0 in Commercial Collection, and 8.0 in Roll-Off Collection.

	<i>Actual</i> <i>2002/03</i>	<i>Actual</i> <i>2003/04</i>	<i>Budget</i> <i>2004/05</i>	<i>Budget</i> <i>2005/06</i>	<i>%</i> <i>Change</i>
Personnel	3,224,322	3,577,112	3,806,240	4,066,640	6.8%
Operating	5,876,786	6,172,070	6,017,540	6,142,020	2.1%
Internal Services	2,744,509	2,593,302	2,522,980	3,080,970	22.1%
Debt Service	31,671	24,668	145,960	198,560	36.0%
Transfers	529,620	537,750	850,000	739,000	-13.1%
Total	12,406,908	12,904,902	13,342,720	14,227,190	6.6%
Program Full-Time Equivalent Positions	80.0	81.5	82.5	84.0	

Program Highlights

- ❖ The Collection program is supported by 84 full-time equivalent (FTE) positions, an increase of one and a half FTEs. A Supervisor is added and half of a Solid Waste Equipment Operator is transferred into this program from the Recycling program to support the expansion of solid waste roll-off operations.
- ❖ The Solid Waste Fund is charged an administrative service charge 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 2005/06, this expenditure is estimated to be approximately \$837,250, a decrease of approximately 7% from the previous budget, and the Collection portion of this charge is \$576,000 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 2005/06, dump fees are estimated to be \$5.3 million and represent 37% 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 increase 26% in this budget. At \$2.6 million in fiscal 2005/06, they represent 18% of the Collection program budget. The higher cost of fuel, maintenance and repair parts are major factors in this increase. The acquisition of new fuel-efficient vehicles, along with route consolidation, and other garage expense reduction options are being reviewed to provide future savings.
- ❖ The Solid Waste Fund is also charged for the services provided by Clearwater Customer Service, billing and administering solid waste customers accounts. In fiscal 2005/06, this expenditure is estimated to be approximately \$404,450 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 2005/06. Anticipated debt costs are approximately \$198,560, an increase of 36% in this program, primarily for lease purchases of roll-off vehicle additions and replacements. This represents only 1% of the Collection program budget.
- ❖ Per City Council policy, the Solid Waste Fund makes a payment in lieu of taxes (PILOT) in the amount of \$891,230 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2003/04, gross revenues. The proposed percentage rate to be charged for the payment in lieu of taxes is 1% higher than the rate charged in previous years. The 2005/06 contribution represents a 25% increase from the 2004/05 budget. The Collection program portion of this charge is \$679,000 and is budgeted as an interfund transfer in the Solid Waste Collection program.
- ❖ In an effort to hold Solid Waste rates at current levels, contributions to the Capital Improvement Program decrease 81%, or \$255,00, in this budget from the previous year. Despite higher transfer costs for PILOT, the lower CIP funding results in an overall decrease of Interfund Transfer costs of 13% from the previous year.

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. Since the Transfer Station's volume of garbage has increased from the roll-off operation, transfer trailers are filled faster and this has resulted in increased "wait times" for collection vehicles. With the addition of one tractor-trailer and one FTE, wait times should be reduced to previous levels. The Transfer Station provides certified weights for all in-bound collection vehicles.

	<i>Actual</i> <i>2002/03</i>	<i>Actual</i> <i>2003/04</i>	<i>Budget</i> <i>2004/05</i>	<i>Budget</i> <i>2005/06</i>	<i>%</i> <i>Change</i>
Personnel	463,807	523,434	553,960	611,270	10.3%
Operating	129,044	199,566	144,370	146,620	1.6%
Internal Services	303,423	395,823	359,680	463,000	28.7%
Capital	-	8,724	-	-	0.0%
Debt Service	1,231	1,507	1,600	39,050	2340.6%
Transfers	<u>76,520</u>	<u>77,700</u>	<u>187,000</u>	<u>93,000</u>	<u>-50.3%</u>
Total	974,025	1,206,754	1,246,610	1,352,940	8.5%
Program Full-Time Equivalent Positions	10.5	10.5	10.5	11.5	

Program Highlights

- ❖ The Transfer Station program is supported by 11.5 full-time equivalent positions, an increase of one Solid Waste Equipment Operator over the 2004/05 budget to support increased business levels.
- ❖ The Solid Waste Fund is charged an administrative service charge 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 2005/06, this expenditure is estimated to be approximately \$837,250, a decrease of approximately 7% over the previous year's budget. The Transfer Station portion of this charge is \$66,000 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 \$399,990 in fiscal 2005/06, representing a 21% increase over the 2004/05 budget. Increased prices for fuel and repair parts account for the bulk of this increase.

SOLID WASTE/Transfer Station

Program Highlights

- ❖ Debt Service costs reflect the increase of a lease purchase for one additional tractor-trailer rig to support increased business levels.
- ❖ Per City Council policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of \$891,230 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2003/04 gross revenues. The proposed percentage rate to be charged for the payment in lieu of taxes is 1% higher than the rate charged in previous years. The 2005/06 contribution represents a 25% increase from the 2004/05 year budget. The Transfer Station program portion of this charge is \$93,000 and budgeted as an interfund transfer in the Solid Waste Transfer Station program.
- ❖ General wage and pension contribution increases, an additional FTE, increased garage charges including the costs to operate two additional vehicles are the main reasons costs in this program increase 9% over the previous year.

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 carts, 27,800 curbside recycling bins, 158 open roll-off containers, and 47 compactors. This program maintains, repairs, and does major refurbishment of containers to extend 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.

Program Summary					
	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Budget</i>	<i>%</i>
	<i>2002/03</i>	<i>2003/04</i>	<i>2004/05</i>	<i>2005/06</i>	<i>Change</i>
Personnel	309,352	348,617	400,290	417,760	4.4%
Operating	125,112	127,793	132,410	133,340	0.7%
Internal Services	63,387	72,246	63,910	81,290	27.2%
Debt Service	615	754	800	700	-12.5%
Transfers	<u>59,720</u>	<u>60,640</u>	<u>60,000</u>	<u>73,000</u>	<u>21.7%</u>
Total	558,186	610,050	657,410	706,090	7.4%
Program Full-Time	8.0	8.0	9.0	9.0	
Equivalent Positions					

Program Highlights

- ❖ The Container Maintenance program is supported by nine full-time equivalent positions, the same as the 2004/05 budget.
- ❖ The Solid Waste Fund is charged an administrative service charge 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 2005/06, this expenditure is estimated to be approximately \$837,250, a decrease of approximately 7% over the previous budget. The Container Maintenance portion of this charge is \$66,000 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 (PILOT) in the amount of \$891,230 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2003/04, gross revenues. The proposed percentage rate to be charged for the payment in lieu of taxes is 1% higher than the rate charged in previous years. The 2005/06 contribution represents a 25% increase over the current year budget. The Container Maintenance program portion of this charge is \$73,000 and budgeted as an interfund transfer in the Solid Waste Container Maintenance program. The increase in this rate results in the 21.7% increase in the Transfers expenditure category.
- ❖ Garage charges account for 90% of all internal service costs in this program. Increased prices for fuel and repair parts results in a budget for 2005/06 that is 27% higher for these charges than the 2004/05 budget, and a subsequent increase of 27.2% for all internal service costs.
- ❖ The 2005/06 budget for this program reflects a 7.4% increase over the 2004/05 budget due to higher fuel costs to operate Container Maintenance vehicles and increased transfers for PILOT fees.

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 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.

	<i>Actual</i> 2002/03	<i>Actual</i> 2003/04	<i>Budget</i> 2004/05	<i>Budget</i> 2005/06	<i>%</i> Change
Personnel	361,891	403,447	434,960	417,540	-4.0%
Operating	245,611	265,730	243,450	219,480	-9.8%
Internal Services	216,684	183,702	158,950	189,740	19.4%
Debt Service	(3,636)	4,424	71,680	71,680	0.0%
Transfers	-	-	22,000	20,000	-9.1%
Total	820,550	857,303	931,040	918,440	-1.4%
Program Full-Time Equivalent Positions	10.5	10.5	10.5	9.7	

Program Highlights

- ❖ The Residential program is supported by 9.7 full-time equivalent positions, a decrease of .8 positions from last year to reflect a reallocation of staff to other Solid Waste/Recycling programs and more accurately reflect staff utilization in this program.
- ❖ The Recycling Fund is charged an administrative service charge 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 2005/06, this expenditure is estimated to be approximately \$119,990, a 7% decrease from the current budget. Previously, the Residential program bore this cost for all recycling programs. This year the charge will be allocated across all three Recycling programs that benefit from the service and the Residential portion is \$96,000.
- ❖ The Recycling Fund is also charged an administrative service charge reimbursing the Solid Waste Fund for a portion of 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 2005/06, this expenditure is estimated to be approximately \$142,000 and the Residential portion of this charge is \$56,900 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 accounts. In fiscal 2005/06, this expenditure is estimated to be approximately \$186,670 and the Residential portion of this charge is \$74,830 and budgeted as an internal service cost in the Residential program
- ❖ Per City Council policy, the Recycling Fund makes a payment in lieu of taxes representing 5.5% of prior year gross revenues. The proposed percentage rate to be charged for the payment in lieu of taxes is 1% higher than the rate charged in previous years. The 2005/06 contribution represents a \$36,490, or 33% increase over the current year budget. In fiscal 2005/06, this expenditure is estimated to be approximately \$145,710 and the Residential portion of this charge is \$10,000 and budgeted as an interfund transfer in this program.
- ❖ Overall internal service charges are 19% higher than the 2004/05 budget. Garage service charges reflect an estimated increase of \$26,630 and are primarily due to higher costs for fuel, repair parts, and maintenance. This increase in garage service charges is the primary reason for the increase in the Internal Service expenditure category.
- ❖ There have been no other significant changes in the Residential program in this fiscal year. The 2005/06 budget for this program reflects a decrease of 1.4 % from the prior 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 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. 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 bottles.

Program Summary					
	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Budget</i>	<i>%</i>
	<i>2002/03</i>	<i>2003/04</i>	<i>2004/05</i>	<i>2005/06</i>	<i>Change</i>
Personnel	196,655	189,603	210,220	174,700	-16.9%
Operating	77,920	81,393	78,400	93,890	19.8%
Internal Services	103,595	104,238	91,780	105,380	14.8%
Debt Service	-	-	28,730	29,460	2.5%
Transfers	<u>49,920</u>	<u>48,850</u>	<u>73,610</u>	<u>70,000</u>	<u>-4.9%</u>
Total	428,090	424,084	482,740	473,430	-1.9%
Program Full-Time	5.0	5.0	5.0	4.1	
Equivalent Positions					

Program Highlights

- ❖ The Multi-Family program is supported by 4.1 full-time equivalent positions, a decrease of .9 positions from last year to reflect a reallocation of staff to other Solid Waste/Recycling programs and more accurately reflect staff utilization in this program.
- ❖ The Recycling Fund is charged an administrative service charge 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 2005/06, this expenditure is estimated to be approximately \$119,990, a 7% decrease from the current budget. Previously, the Residential program bore this cost for all recycling programs. This year the charge will be allocated across all three Recycling programs that benefit from the service and the Multi-Family program's portion is \$11,990. This reallocated charge accounts for the overall increase of 19.8% in Operating costs.
- ❖ The Recycling Fund is charged an administrative service charge reimbursing the Solid Waste Fund for a portion of 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 2005/06, this expenditure is estimated to be approximately \$142,000 and the Multi-Family portion of this charge is \$58,220 and budgeted as an operating cost in the Multi-Family program.

SOLID WASTE/Recycling – Multi-Family

Program Highlights

- ❖ The Recycling Fund is also charged for the services provided by Clearwater Customer Service, billing and administering recycling customers accounts. In fiscal 2005/06, this expenditure is estimated to be approximately \$186,670 and the Multi-Family portion of this charge is \$71,160 and budgeted as an internal service cost in the Multi-Family program.
- ❖ Per City Council policy, the Recycling Fund makes a payment in lieu of taxes representing 5.5% of prior year gross revenues. The proposed percentage rate to be charged for the payment in lieu of taxes is 1% higher than the rate charged in previous years. The 2005/06 contribution represents a \$36,490, or 33% increase over the current year budget. In fiscal 2005/06, this expenditure is estimated to be approximately \$145,710 and the Multi-Family portion of this charge is \$60,000 and budgeted as an interfund transfer in the Multi-Family program.
- ❖ Overall internal service charges are 14.8% higher than the 2004/05 budget. Garage service charges reflect an estimated increase of \$11,170, or 53%, and are primarily due to higher costs for fuel, repair parts, and maintenance. This increase in garage service charges is the primary reason for the increase in the Internal Service expenditure category.
- ❖ In an effort to hold recycling rates at current levels, Interfund Transfer costs were reduced 5% from the current budget year due to a decrease in funding of Capital Improvement projects for the 2005/06 budget year.
- ❖ There have been no other significant changes in the Multi-Family program in this fiscal year. The 2005/06 budget for this program reflects a decrease of 1.9 % from the prior year's budget.

SOLID WASTE/Recycling - Commercial

Program Description

The Commercial Recycling Program is designed to provide our commercial customers with a balance between the Solid Waste services (consisting of collection and disposal of garbage and trash) and the recycling services while saving the customer money. To achieve this, the Commercial Solid Waste Program Coordinator calls on each business and tailors a program to the needs of the establishment. Service contracts are obtained for services rendered. The program uses flexible rates tailored to be competitive with private recycling companies. The Commercial Recycling Program operates five recycling routes five days per week to serve approximately 396 business establishments. 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. 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 1,200 tons per month of processed and shipped recyclables this past year.

Program Summary					
	<i>Actual</i> 2002/03	<i>Actual</i> 2003/04	<i>Budget</i> 2004/05	<i>Budget</i> 2005/06	<i>%</i> <i>Change</i>
Personnel	270,245	292,484	314,260	374,570	19.2%
Operating	353,165	438,969	332,090	407,080	22.6%
Internal Services	159,365	170,953	136,590	229,400	67.9%
Debt Service	4,160	4,159	35,610	68,390	92.1%
Transfers	49,910	48,850	103,610	85,710	-17.3%
Total	836,845	955,414	922,160	1,165,150	26.4%
Program Full-Time	8.0	8.0	8.0	9.2	
Equivalent Positions					

Program Highlights

- ❖ The Commercial program is supported by 9.2 full-time equivalent positions, an increase of 1.2 FTEs to reflect a reallocation of staff from other Solid Waste/Recycling programs and more accurately reflect staff utilized in this program. This change, as well as general wage increases and higher contributions to the pension fund results in personnel costs that are 19.2% higher in this budget for this program.
- ❖ The Recycling Fund is charged an administrative service charge reimbursing the Solid Waste Fund for a portion of 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 2005/06, this expenditure is estimated to be approximately \$142,000 and the Commercial portion of this charge is \$26,880 and budgeted as an operating cost in the Commercial program.

SOLID WASTE/Recycling - Commercial

Program Highlights

- ❖ Purchases of recyclable commodities from adjacent municipalities and the County are increasing by \$55,300 or 24% to include additional volumes and improved market prices expected in 2005/06. This is the primary reason for the 23% increase in operating costs for this program.
- ❖ The Recycling Fund is also charged for the services provided by Clearwater Customer Service, billing and administering recycling customers accounts. In fiscal 2005/06, this expenditure is estimated to be approximately \$186,670 and the Commercial portion of this charge is \$40,680 and budgeted as an internal service cost in the Commercial program.
- ❖ Overall internal service charges are 67.9% higher than the 2004/05 budget. Garage service charges reflect an estimated increase of \$91,220, or 100%, over the prior year, and are primarily due to higher costs for fuel, repair parts, and maintenance. This increase in garage service charges is the primary reason for the increase in the Internal Service expenditure category.
- ❖ Per City Council policy, the Recycling Fund makes a payment in lieu of taxes representing 5.5% of prior year gross revenues. The proposed percentage rate to be charged for the payment in lieu of taxes is 1% higher than the rate charged in previous years. The 2005/06 contribution represents a \$36,490, or 33% increase over the current year budget. In fiscal 2005/06, this expenditure is estimated to be approximately \$145,710 and the Commercial portion of this charge is \$75,710 and budgeted as an interfund transfer in the Commercial program.
- ❖ Debt Service costs increase from \$35,650 in the current budget to \$68,390 in this budget to include a full year's lease-purchase funding instead of a partial year's funding for the 2004/05 recycling vehicle replacements.
- ❖ Budget transfers of \$85,710 are 17% lower than costs in the 2004/05 budget as a result of decreased contributions to Capital Improvement projects.
- ❖ There have been no other significant changes in the Commercial program in this fiscal year. The 2005/06 budget for this program reflects an increase of 26.4% 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 85.2 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.

Performance Measures

<u>Measure</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>
Repairs returned for additional work	6%	4%	2%
Maintenance expenditures per square foot of space	\$1.95	\$2.03	\$2.09
Scheduled maintenance versus unscheduled repairs	28%	28%	41%

Program Description

The Administrative Division 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>2002/03</i>	<i>Actual</i> <i>2003/04</i>	<i>Budget</i> <i>2004/05</i>	<i>Budget</i> <i>2005/06</i>	<i>%</i> <i>Change</i>
Personnel	174,674	407,030	424,040	440,070	3.8%
Operating	9,203	9,548	14,350	17,850	24.4%
Internal Services	<u>32,217</u>	<u>32,458</u>	<u>39,030</u>	<u>42,900</u>	<u>9.9%</u>
Total	216,094	449,036	477,420	500,820	4.9%
Program Full-Time	2.5	7.5	7.5	7.5	
Equivalent Positions					

Program Highlights

- ❖ The General Services Administration program budget increased a total of \$23,400 or 4.9% over the 2004/2005 budget. This increase is primarily from personnel costs of \$16,030 for general wage increases, and increases in internal service costs, particularly for information technology and telephone charges totaling \$3,870.
- ❖ 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>2002/03</i>	<i>Actual</i> <i>2003/04</i>	<i>Budget</i> <i>2004/05</i>	<i>Budget</i> <i>2005/06</i>	<i>%</i> <i>Change</i>
Personnel	1,285,985	1,382,208	1,470,300	1,690,420	15.0%
Operating	1,538,523	1,292,505	1,351,620	1,539,200	13.9%
Internal Services	157,671	192,924	178,100	234,230	31.5%
Capital	33,360	56,958	-	84,000	-100.0%
Debt Service	5,146	8,263	14,520	35,450	144.1%
Transfers	-	-	-	20,000	n/a
Total	3,020,685	2,932,858	3,014,540	3,603,300	19.5%
Program Full-Time Equivalent Positions	31.7	31.7	31.7	35.7	

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 35.7 full-time equivalent positions, an increase of four positions from the previous budget. A Maintenance Supervisor, Air Conditioning Technician, Plumber, and General Maintenance Technician are needed to maintain the increased number of city facilities and expanded square footage. New maintenance facilities include the Long Center (75,000 Sq. Ft.), Fire Station 51 (7,500 Sq. Ft.), N. Greenwood Aquatics Center (28,200 Sq. Ft.), and the North Greenwood Library (7,490 Sq. Ft.). Larger replacement facilities include Main Library (90,000 Sq. Ft.), Ross Norton Recreation Center (25,000 Sq. Ft.) and Fire Station 49 (13,600 Sq. Ft.).
- ❖ Personnel costs, which include salaries, benefits, and worker's compensation, represent 47% of this program's total budget. Personnel costs are budgeted to increase 15% primarily due to the new positions, pension, and general wage increases.

GENERAL SERVICES/Building & Maintenance

- ❖ Approximately \$411,300, or 11% of the Building and Maintenance program budget represents anticipated utility costs for City facilities. This cost is projected to increase \$44,850, or 12%, in this budget and this cost is passed back to the appropriate department budgets through the building service charge.
- ❖ Other Operating expenditures are expected to increase 13.9% in this budget to provide enhanced cleaning services at city facilities, primarily fire stations which are in use around the clock, and for elevator and air conditioning maintenance at Bright House Networks Field, as well as provide utility costs mentioned above.
- ❖ Internal Services expenditures are expected to increase 32% in this budget primarily due to higher garage charges. These increases are due to higher prices for fuel, maintenance and repair parts, as well as increased usage of vehicles and additional vehicles for new employees. Charges from Information Technology and support for the new Asset Management System are also included.
- ❖ This budget includes small capital purchases totaling \$84,000 for the purchase of a sewer jet machine, a power analyzer, and a Computer Aided Drafting (CAD) plotter, storage equipment, a fork lift, and the replacement of a utility trailer.
- ❖ Debt Service is increased in this budget by \$20,930 to provide vehicles for the new maintenance and technical employees. A new capital improvement project, "Building and Maintenance vehicles", is proposed in the amount of \$111,000 for the total cost of these vehicles.

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>2002/03</i>	<i>Actual</i> <i>2003/04</i>	<i>Budget</i> <i>2004/05</i>	<i>Budget</i> <i>2005/06</i>	<i>%</i> <i>Change</i>
Personnel	1,676,736	1,983,039	2,125,060	2,309,770	8.7%
Operating	3,350,234	3,704,094	3,166,980	4,346,830	37.3%
Internal Services	295,631	294,289	262,600	299,740	14.1%
Capital	51,843	69,175	-		n/a
Debt Service	2,566,012	2,837,298	3,447,370	3,679,640	6.7%
Transfers	<u>(6,000)</u>		<u>10,000</u>	<u>177,100</u>	<u>1671.0%</u>
Total	7,934,456	8,887,895	9,012,010	10,813,080	20.0%
Program Full-Time Equivalent Positions	42.0	39.0	39.0	40.0	

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 40 full-time equivalent positions, an increase of one Fleet Mechanic over the previous budget. The additional mechanic will provide maintenance and repair service for all citywide emergency generators to insure their availability in times of need. The new position and general wage increases account for the 8.7% increase in personnel costs over the previous budget.

GENERAL SERVICES/Fleet Maintenance

Program Highlights

- ❖ Approximately \$2,088,500, or 19% of the Fleet Maintenance program budget represents anticipated fuel costs for City vehicles. This is a 73% increase over the previous budget and is a result of higher anticipated costs for unleaded and diesel fuel, as well as additional fuel consumption due to larger and additional vehicles. Diesel fuel has increased at a much faster rate than unleaded fuel. Costs for tires and vehicle parts are also higher in this budget due to price increases and the additional usage of vehicles. These are the primary reasons Other Operating costs are 37% higher in this budget. These costs are passed back to the appropriate department budgets through the garage service charge.
- ❖ Approximately \$3,679,640 or 34% 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 \$380,390 in retained earnings of the Garage Fund to balance the Garage Fund budget. This represents a refund to users of savings from prior years.
- ❖ Interfund Transfers increase \$167,100 in this budget to fund contributions to CIP for replacement of small equipment and maintenance of Fleet facilities.
- ❖ These changes in the Fleet Maintenance program result in an increase of 20% 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>2002/03</i>	<i>Actual</i> <i>2003/04</i>	<i>Budget</i> <i>2004/05</i>	<i>Budget</i> <i>2005/06</i>	<i>%</i> <i>Change</i>
Personnel	78,227	82,729	87,860	91,540	4.2%
Operating	446,161	460,584	286,720	293,320	2.3%
Internal Services	12,347	13,306	13,030	13,750	5.5%
Capital	18,914	-	-	-	n/a
Debt Service	83,717	4,625	75,740	119,200	57.4%
Transfers	6,000	-	-	-	n/a
Total	645,366	561,243	463,350	517,810	11.8%
Program Full-Time Equivalent Positions	2.0	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 2004/05 approved budget.
- ❖ Budgeted operating expenditures are 11.8% 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 \$43,460 in this budget.