

SOLID WASTE/GENERAL SERVICES

The mission of the Solid Waste/General Services 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 134.5 full time equivalent (FTE) personnel with responsibilities divided into 9 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 | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 | % Change |
| Solid Waste Fund | | | | | |
| Administration | 925,103 | 1,009,038 | 1,011,920 | 1,028,760 | 1.7% |
| Collection | 12,904,902 | 13,400,601 | 14,227,190 | 15,201,730 | 6.8% |
| Transfer | 1,206,754 | 1,171,251 | 1,352,940 | 1,493,720 | 10.4% |
| Container Maintenance | 610,050 | 641,596 | 706,090 | 751,000 | 6.4% |
| Subtotal | 15,646,809 | 16,222,486 | 17,298,140 | 18,475,210 | 6.8% |
| Recycling Fund | | | | | |
| Residential | 857,303 | 874,299 | 918,440 | 991,130 | 7.9% |
| Multi-Family | 424,084 | 451,932 | 473,430 | 469,040 | -0.9% |
| Commercial | 955,415 | 1,068,447 | 1,165,150 | 1,217,280 | 4.5% |
| Subtotal | 2,236,802 | 2,394,678 | 2,557,020 | 2,677,450 | 4.7% |
| General Services Fund | | | | | |
| Administration | 449,036 | 494,867 | 500,820 | 508,930 | 1.6% |
| Building & Maintenance | 2,932,858 | 3,280,232 | 3,603,300 | 3,693,580 | 2.5% |
| Subtotal | 3,381,894 | 3,775,099 | 4,104,120 | 4,202,510 | 2.4% |
| Garage Fund | | | | | |
| Fleet | 8,978,265 | 10,049,768 | 10,813,080 | 11,705,680 | 8.3% |
| Radio Comm | 561,244 | 435,649 | 517,810 | 599,480 | 15.8% |
| Subtotal | 9,539,509 | 10,485,417 | 11,330,890 | 12,305,160 | 8.6% |
| Total Solid Waste/General Services | 30,805,014 | 32,877,680 | 35,290,170 | 37,660,330 | 6.7% |

| DEPARTMENT FULL TIME EQUIVALENT POSITIONS | | | | |
|---|-------------------|-------------------|-------------------|-------------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 |
| Solid Waste | 107.5 | 109.5 | 112.0 | 112.0 |
| Recycling | 23.5 | 23.5 | 23.0 | 22.5 |
| General Services | 39.2 | 39.2 | 43.2 | 43.2 |
| Garage | 41.0 | 41.0 | 42.0 | 42.0 |
| Total Solid Waste/General Services | 211.2 | 213.2 | 220.2 | 219.7 |

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, 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 (FTE) positions: a Director (0.5), Assistant Director, Controller, Senior Accountant, Senior Staff Assistant, Account Services 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 | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 | % Change |
| Personnel | 458,737 | 515,634 | 488,090 | 502,460 | 2.9% |
| Operating | 205,734 | 211,148 | 203,700 | 195,870 | -3.8% |
| Internal Services | 204,730 | 199,303 | 209,420 | 220,950 | 5.5% |
| Debt Service | 15,502 | 24,243 | 64,480 | 62,480 | -3.1% |
| Transfers | 40,400 | 58,710 | 46,230 | 47,000 | 1.7% |
| Total Solid Waste Administration | 925,103 | 1,009,038 | 1,011,920 | 1,028,760 | 1.7% |

| PROGRAM FULL TIME EQUIVALENT POSITIONS | | | | |
|---|-------------------|-------------------|-------------------|-------------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 |
| Administration | 7.5 | 7.5 | 7.5 | 7.5 |
| Total Solid Waste Administration | 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 citywide solid waste programs.
- ❖ The Solid Waste Administration program is supported by 7.5 full time equivalent (FTE) 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 2006/07, this reimbursement is estimated to be approximately \$863,830, an increase of approximately 3% over the 2005/06 budget, and the Solid Waste Administration portion of this charge is \$129,000, budgeted as an operating cost in the Solid Waste Administration program.
- ❖ Per City Council policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of \$900,130 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2004/05, gross revenues. The 2006/07 contribution represents a 1% increase over the 2005/06 budget. The Solid Waste Administration portion of this charge is \$47,000 and budgeted as an Interfund transfer in the Solid Waste Administration program.
- ❖ In fiscal year 2006/07 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 \$1,763,960, which is \$35,480, or 2.1% more than the previous budget.
- ❖ The 2006/07 budget for this program has less than a 2% increase over the approved expenditures in the prior year's 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 a week and one route on Saturday and Sunday. Roll-off service (201 open-top containers and 80 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.

| PROGRAM SUMMARY | | | | | |
|-------------------------|-------------------|-------------------|-------------------|-------------------|-------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 | % Change |
| Personnel | 3,577,112 | 3,880,836 | 4,066,640 | 4,318,670 | 6.2% |
| Operating | 6,172,070 | 6,388,176 | 6,142,020 | 6,279,330 | 2.2% |
| Internal Services | 2,593,302 | 2,464,828 | 3,080,970 | 3,423,780 | 11.1% |
| Capital | - | 103,160 | - | - | 0.0% |
| Debt Service | 24,668 | 28,601 | 198,560 | 247,820 | 24.8% |
| Transfers | 537,750 | 535,000 | 739,000 | 932,130 | 26.1% |
| Total Collection | 12,904,902 | 13,400,601 | 14,227,190 | 15,201,730 | 6.8% |

| PROGRAM FULL TIME EQUIVALENT POSITIONS | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 |
| Collection | 81.5 | 82.5 | 84.0 | 84.0 |
| Total Collection | 81.5 | 82.5 | 84.0 | 84.0 |

Program Highlights

- ❖ The Collection program is supported by 84 full time equivalent (FTE) positions, the same level as the previous year's approved 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 2006/07, this reimbursement is estimated to be approximately \$863,830, an increase of approximately 3% over the 2005/06 budget, and the Collection portion of this charge is \$602,830 and is an operating cost in the Collection program.
- ❖ Dump fees represent a significant portion of this program budget. In fiscal year 2006/07, dump fees are estimated to be \$5.4 Million and represent 35% of the Collection program budget.
- ❖ The cost of maintaining Solid Waste collection vehicles is a significant portion of the Internal Services charges for this program. Garage charges are estimated to increase 13% in this budget. At \$2.9 million in fiscal 2006/07, they represent 19% 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 2006/07, this expenditure is estimated to be approximately \$414,690 and is budgeted as an Internal Services 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 2006/07. Anticipated debt costs are approximately \$247,820, an increase of 24.8% in this program, primarily for lease purchases of roll-off vehicle additions and replacements. This represents only 1.6% 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 \$900,130 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2004/05, gross revenues. The 2006/07 contribution represents a 1% increase over the 2005/06 budget. The Collection program portion of this charge is \$687,130 and is budgeted as an Interfund transfer in the Solid Waste Collection program.
- ❖ Contributions to Capital Improvement program projects increase \$185,000, or 308%, to fund the purchase of collection containers in this budget 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 in bound 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 1-¾ hours. Since the Transfer Station's volume of garbage has increased from the collection vehicles. The addition of one tractor/trailer and one FTE last fiscal year reduced wait times to previous levels.

| PROGRAM SUMMARY | | | | | |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 | % Change |
| Personnel | 523,434 | 555,240 | 611,270 | 637,630 | 4.3% |
| Operating | 199,566 | 227,408 | 146,620 | 151,840 | 3.6% |
| Internal Services | 395,823 | 308,546 | 463,000 | 534,370 | 15.4% |
| Capital | 8,724 | 2,154 | - | - | 0.0% |
| Debt Service | 1,507 | 903 | 39,050 | 51,880 | 32.9% |
| Transfers | 77,700 | 77,000 | 93,000 | 118,000 | 26.9% |
| Total Transfer Station | 1,206,754 | 1,171,251 | 1,352,940 | 1,493,720 | 10.4% |

| PROGRAM FULL TIME EQUIVALENT POSITIONS | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 |
| Transfer Station | 10.5 | 10.5 | 11.5 | 11.5 |
| Total Transfer Station | 10.5 | 10.5 | 11.5 | 11.5 |

SOLID WASTE/Transfer Station

Program Highlights

- ❖ The Transfer Station program is supported by 11.5 full time equivalent (FTE) positions, the same level as the previous year's approved 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 2006/07, this expenditure is estimated to be approximately \$863,830, an increase of 3% 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 Services charges for this program. Garage charges are estimated at approximately \$468,840 in fiscal 2006/07, representing a 17% increase over the 2005/06 budget. Increased prices for fuel and repair parts account for the bulk of this increase and results in a 15.4% increase in Internal Services costs.
- ❖ Debt Service costs reflect a 32.9% increase for the first full year of lease purchase payments on a tractor/trailer rig purchased during FY 2005/06 to support increased business levels.
- ❖ Per City Council policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of \$900,130 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2004/05, gross revenues. The 2006/07 contribution represents a 1% increase over the 2005/06 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.
- ❖ Interfund Transfers increase 27%, or \$25,000, for a contribution to the Capital Improvement Program project Facility R&R to fund renovation of the Transfer Station.
- ❖ Increased garage charges, Debt on program vehicles, and facility renovations are the main reasons costs in this program increase 10.4% 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, 201 open roll-off containers, and 58 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 | | | | | |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 | % Change |
| Personnel | 348,617 | 384,544 | 417,760 | 443,800 | 6.2% |
| Operating | 127,793 | 132,777 | 133,340 | 134,120 | 0.6% |
| Internal Services | 72,246 | 63,824 | 81,290 | 99,380 | 22.3% |
| Debt Service | 754 | 451 | 700 | 700 | 0.0% |
| Transfers | 60,640 | 60,000 | 73,000 | 73,000 | 0.0% |
| Total Container Maintenance | 610,050 | 641,596 | 706,090 | 751,000 | 6.4% |

| PROGRAM FULL TIME EQUIVALENT POSITIONS | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 |
| Container Maintenance | 8.0 | 9.0 | 9.0 | 9.0 |
| Total Container Maintenance | 8.0 | 9.0 | 9.0 | 9.0 |

SOLID WASTE/Container Maintenance

Program Highlights

- ❖ The Container Maintenance program is supported by 9 full time equivalent (FTE) 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 2006/07, this expenditure is estimated to be approximately \$863,830, an increase of 3% 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 \$900,130 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2004/05, gross revenues. The Container Maintenance program portion of this charge is \$73,000 and budgeted as an Interfund transfer in the Solid Waste Container Maintenance program.
- ❖ Garage charges account for 91% of all Internal Services costs in this program. Increased prices for fuel and repair parts result in a budget for 2006/07 that is 24% higher for these charges than the 2005/06 budget, and results in a subsequent increase of 22.3% for all Internal Services costs.
- ❖ The 2006/07 budget for this program reflects a 6.4% increase over the 2005/06 budget due to higher fuel costs to operate Container Maintenance vehicles and routine personnel increases for merit increases and pension contributions.

SOLID WASTE/RECYCLING - Residential

Program Description

The Residential Recycling program provides curbside/curb sort recycling to approximately 26,800 single-family residences in Clearwater, 1,427 single-family residences in Belleair, and 215 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 the current rate of \$1.95 on 4/1/99.

| PROGRAM SUMMARY | | | | | |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 | % Change |
| Personnel | 403,447 | 444,712 | 417,540 | 429,180 | 2.8% |
| Operating | 265,730 | 250,332 | 219,480 | 216,380 | -1.4% |
| Internal Services | 183,702 | 175,904 | 189,740 | 238,900 | 25.9% |
| Debt Service | 4,424 | 3,351 | 71,680 | 76,170 | 6.3% |
| Transfers | - | - | 20,000 | 30,500 | 52.5% |
| Total Recycling - Residential | 857,303 | 874,299 | 918,440 | 991,130 | 7.9% |

| PROGRAM FULL TIME EQUIVALENT POSITIONS | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 |
| Recycling - Residential | 10.5 | 10.5 | 9.7 | 9.7 |
| Total Recycling - Residential | 10.5 | 10.5 | 9.7 | 9.7 |

SOLID WASTE/RECYCLING - Residential

Program Highlights

- ❖ The Residential program is supported by 9.7 full time equivalent (FTE) positions, the same level as the previous year's approved budget.
- ❖ 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 2006/07, this expenditure is estimated to be approximately \$127,180, a 6% increase over the previous budget. The Residential portion of this charge is \$100,000 in this budget.
- ❖ 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 2006/07, this expenditure is estimated to be approximately \$147,000 and the Residential program portion of this charge is \$58,900 and budgeted as an operating cost in the Residential program.
- ❖ The Recycling Fund is also charged for the services provided by Clearwater Customer Service, billing and administering recycling customers accounts. In fiscal 2006/07, this expenditure is estimated to be approximately \$191,400 and the Residential portion of this charge is \$76,730 and budgeted as an Internal Services 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 2006/07 contribution represents a \$7,390, or 5% increase over the previous year budget. In fiscal 2006/07, this expenditure is estimated to be approximately \$153,100 and the Residential portion of this charge is \$10,500 and budgeted as an Interfund transfer in this program.
- ❖ Overall Internal Services charges are 25.9% higher than the 2005/06 budget. Garage services charges reflect an estimated increase of \$44,260, or 55%, and are primarily due to higher costs for fuel, repair parts, and maintenance. This increase in Garage Services charges is the primary reason for the increase in the Internal Services expenditure category.
- ❖ Interfund Transfers across all recycling programs increase 67% in this budget for contributions to the Capital Improvement Program to support recycling container acquisitions, participation and renewal/replacements projects. The Residential portion of this contribution results in a 52.5% increase in Interfund Transfers.

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 | | | | | |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 | % Change |
| Personnel | 189,603 | 217,791 | 174,700 | 171,800 | -1.7% |
| Operating | 81,393 | 80,364 | 93,890 | 97,180 | 3.5% |
| Internal Services | 104,238 | 99,167 | 105,380 | 105,790 | 0.4% |
| Debt Service | - | - | 29,460 | 23,270 | -21.0% |
| Transfers | 48,850 | 54,610 | 70,000 | 71,000 | 1.4% |
| Total Recycling - Multi-Family | 424,084 | 451,932 | 473,430 | 469,040 | -0.9% |

| PROGRAM FULL TIME EQUIVALENT POSITIONS | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 |
| Recycling - Multi-Family | 5.0 | 5.0 | 4.1 | 3.6 |
| Total Recycling - Multi-Family | 5.0 | 5.0 | 4.1 | 3.6 |

SOLID WASTE/RECYCLING – Multi-Family

Program Highlights

- ❖ The Multi-Family program is supported by 3.6 full time equivalent (FTE) positions, a decrease of 0.5 positions from last year to reflect a decrease due to the elimination of a part time Solid Waste Worker.
- ❖ 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 2006/07, this expenditure is estimated to be approximately \$127,180, a 6% increase over the previous budget. The Multi-Family portion of this program is \$14,180 in this budget.
- ❖ 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 2006/07, this expenditure is estimated to be approximately \$147,000 and the Multi-Family portion of this charge is \$60,270 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 customer accounts. In fiscal 2006/07, this expenditure is estimated to be approximately \$191,400 and the Multi-Family portion of this charge is \$72,960 and budgeted as an Internal Services 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. In fiscal 2006/07, this expenditure is estimated to be approximately \$153,100 and the Multi-Family portion of this charge is \$63,000 and budgeted as an Interfund transfer in the Multi-Family program.
- ❖ Debt Service for lease-purchase payments on program vehicles decrease 21% in this budget after acquiring a vehicle in FY 2005/06 at a better price than originally estimated.
- ❖ There have been no other significant changes in the Multi-Family program in this fiscal year. The 2006/07 budget for this program reflects a decrease of almost 1% 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 385 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 commodities. The Recycling processing facility has averaged approximately 1,200 tons per month of processed and shipped recyclables this past year.

| PROGRAM SUMMARY | | | | | |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 | % Change |
| Personnel | 292,484 | 305,424 | 374,570 | 386,750 | 3.3% |
| Operating | 438,969 | 541,491 | 407,080 | 430,880 | 5.8% |
| Internal Services | 170,953 | 158,497 | 229,400 | 225,360 | -1.8% |
| Debt Service | 4,159 | 8,425 | 68,390 | 72,690 | 6.3% |
| Transfers | 48,850 | 54,610 | 85,710 | 101,600 | 18.5% |
| Total Recycling - Commercial | 955,415 | 1,068,447 | 1,165,150 | 1,217,280 | 4.5% |

| PROGRAM FULL TIME EQUIVALENT POSITIONS | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 |
| Recycling - Commercial | 8.0 | 8.0 | 9.2 | 9.2 |
| Total Recycling - Commercial | 8.0 | 8.0 | 9.2 | 9.2 |

SOLID WASTE/RECYCLING - Commercial

Program Highlights

- ❖ The Commercial program is supported by 9.2 full time equivalent (FTE) positions, the same staffing level as in the previous year's approved budget. Despite general wage increases and higher contributions to the pension fund, personnel costs increase only 3.3% 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 2006/07, this expenditure is estimated to be approximately \$147,000 and the Commercial portion of this charge is \$27,830 and budgeted as an operating cost in the Commercial program.
- ❖ Purchases of recyclable commodities from adjacent municipalities and the County make up 70% of Operating costs and are increasing by 4% due to additional volumes and improved market prices expected in 2006/07. This, and a 42% increase in property and casualty insurance premiums on Recycling facilities are the primary reason for the 5.8% 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 2006/07, this expenditure is estimated to be approximately \$191,400 and the Commercial portion of this charge is \$41,710 and budgeted as an Internal Service cost in the Commercial program.
- ❖ Internal Services charges for the Commercial Program are 1.8% lower than last year since garage charges on newer collection and processing equipment are expected to be lower than previously experienced.
- ❖ Per City Council policy, the Recycling Fund makes a payment in lieu of taxes representing 5.5% of prior year gross revenues. In fiscal 2006/07, this expenditure is estimated to be approximately \$153,100 and the Commercial portion of this charge is \$79,600 and budgeted as an Interfund transfer in the Commercial program.
- ❖ Debt service costs increase 6.3% to provide this year's lease purchase payments on program vehicles.
- ❖ Interfund Transfers across all recycling programs increase 67% in this budget for contributions to the Capital Improvement Program to support recycling projects. The Commercial portion of this contribution results in an 18.5% increase in Interfund Transfers.
- ❖ There have been no other significant changes in the Commercial program in this fiscal year. The 2006/07 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 and 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.

Program Description

The Administrative Division provides assistance and support for programs in the Building and 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 | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 | % Change |
| Personnel | 407,030 | 440,074 | 440,070 | 445,780 | 1.3% |
| Operating | 9,548 | 14,248 | 17,850 | 20,500 | 14.8% |
| Internal Services | 32,458 | 40,545 | 42,900 | 42,650 | -0.6% |
| Total General Services/Administration | 449,036 | 494,867 | 500,820 | 508,930 | 1.6% |

| PROGRAM FULL TIME EQUIVALENT POSITIONS | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 |
| General Services/Administration | 7.5 | 7.5 | 7.5 | 7.5 |
| Total General Services/Administration | 7.5 | 7.5 | 7.5 | 7.5 |

GENERAL SERVICES/Administration

Program Highlights

- ❖ The General Services Administration program budget increased a total of only \$8,110 or 1.6% over the 2005/06 budget. This increase is primarily general wage increases and travel and training related to new computer software.
- ❖ There have been no other significant changes to the General Services Administration program in this fiscal year.

GENERAL SERVICES/Building and 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 processing the City's electric bills for payment. This program also prepares and issues contracts for janitorial service, elevator maintenance, termite and pest control, and 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 conditioning replacements, painting, and flooring facilities.

| PROGRAM SUMMARY | | | | | |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 | % Change |
| Personnel | 1,382,208 | 1,496,675 | 1,690,420 | 1,717,770 | 1.6% |
| Operating | 1,292,505 | 1,526,600 | 1,539,200 | 1,668,980 | 8.4% |
| Internal Services | 192,924 | 224,342 | 234,230 | 240,000 | 2.5% |
| Capital | 56,958 | 15,462 | 84,000 | 20,000 | -76.2% |
| Debt Service | 8,263 | 17,153 | 35,450 | 46,830 | 32.1% |
| Transfers | - | - | 20,000 | - | -100.0% |
| Total Bldg & Maintenance | 2,932,858 | 3,280,232 | 3,603,300 | 3,693,580 | 2.5% |

| PROGRAM FULL TIME EQUIVALENT POSITIONS | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 |
| Bldg & Maintenance | 31.7 | 31.7 | 35.7 | 35.7 |
| Total Bldg & Maintenance | 31.7 | 31.7 | 35.7 | 35.7 |

GENERAL SERVICES/Building and Maintenance

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 (FTE) positions, the same as the previous year's staffing level.
- ❖ Personnel costs, which include salaries, benefits, and workers' compensation, represent 47% of this program's total budget. Personnel costs are budgeted to increase 2% with decreased workers compensation charges offsetting routine salary increases and higher contributions to the pension fund.
- ❖ Approximately \$450,500, or 12% of the Building and Maintenance program budget represents anticipated utility costs for City facilities. This includes City Hall, Municipal Services Building (MSB), and all Building & Maintenance buildings. This cost is projected to increase \$39,200, or 9.5%, in this budget and this cost passed back to the appropriate department budgets through the building service charge.
- ❖ Other operating expenditures are expected to increase 8.4% in this budget to provide cleaning services at City facilities, primarily two library branches and a water plant, as well as, provide utility costs mentioned above. These costs were previously budgeted in the related departments but will now be monitored by General Services.
- ❖ Purchases of small capital equipment items decreases 76.2% in this budget after acquiring several pieces during FY 2005/06.
- ❖ Debt service is increased in this budget by \$11,380 to cover full year lease-purchase payments on vehicles purchased during FY 2005/06.

GENERAL SERVICES/Fleet Maintenance

Program Description

This program performs all necessary functions involved in maintaining heavy equipment, automobiles, light trucks, small equipment, emergency generators, 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 and fabrication, custom equipment set-up, quick line repair service, safety inspections, operator training, tire maintenance, and other 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 | | | | | |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 | % Change |
| Personnel | 2,073,409 | 2,228,677 | 2,309,770 | 2,408,340 | 4.3% |
| Operating | 3,704,094 | 4,223,206 | 4,346,830 | 5,313,540 | 22.2% |
| Internal Services | 294,289 | 265,193 | 299,740 | 272,800 | -9.0% |
| Capital | 69,175 | 57,451 | - | 10,000 | n/a |
| Debt Service | 2,837,298 | 3,275,241 | 3,679,640 | 3,454,300 | -6.1% |
| Transfers | - | | 177,100 | 246,700 | 39.3% |
| Total Fleet Maintenance | 8,978,265 | 10,049,768 | 10,813,080 | 11,705,680 | 8.3% |

| PROGRAM FULL TIME EQUIVALENT POSITIONS | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 |
| Fleet Maintenance | 39.0 | 39.0 | 40.0 | 40.0 |
| Total Fleet Maintenance | 39.0 | 39.0 | 40.0 | 40.0 |

GENERAL SERVICES/Fleet Maintenance

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 (FTE) positions, the same as the previous year's approved budget.
- ❖ Approximately \$2,791,000, or 24% of the Fleet Maintenance program budget represents anticipated fuel costs for City vehicles. This is a 34% 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 22.2% higher in this budget. These costs are passed back to the appropriate department budgets through garage service charges.
- ❖ Internal Services costs decrease 9% in this budget due to lower Information Technology and telephone charges.
- ❖ A \$10,000 budget for small capital equipment is included in this program to purchase a truck brake lathe to allow in-house work on larger vehicles.
- ❖ Approximately \$3,454,300 or 29.5% 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. Lease/purchase expenditures are 6.1% lower than the previous approved budget.
- ❖ Interfund transfers increase 39% to \$246,700 in this budget to fund contributions to Capital Improvement Program (CIP) projects primarily for repair and replacement of roofs for Fleet facilities and replacement of small equipment and maintenance of Fleet facilities.
- ❖ These changes in the Fleet Maintenance program result in an increase of 8.3% 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 maintenance of the Radio Communication towers and replacement of radios that are obsolete and/or uneconomical to repair.

| PROGRAM SUMMARY | | | | | |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 | % Change |
| Personnel | 82,729 | 83,865 | 91,540 | 95,540 | 4.4% |
| Operating | 460,584 | 295,082 | 293,320 | 326,120 | 11.2% |
| Internal Services | 13,306 | 13,747 | 13,750 | 13,960 | 1.5% |
| Debt Service | 4,625 | 42,955 | 119,200 | 163,860 | 37.5% |
| Total Radio Communications | 561,244 | 435,649 | 517,810 | 599,480 | 15.8% |

| PROGRAM FULL TIME EQUIVALENT POSITIONS | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| | Actual 2003/04 | Actual 2004/05 | Budget 2005/06 | Budget 2006/07 |
| Radio Communications | 2.0 | 2.0 | 2.0 | 2.0 |
| Total Radio Communications | 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.
- ❖ Operating costs increase 11.2% due to purchases of radio repair and replacement parts to service city radios.
- ❖ The Radio Communications program is supported by two full time equivalent (FTE) positions, the same as the 2005/06 approved budget.
- ❖ Budgeted expenditures are 15.8% higher than the previous approved budget due to increased debt cost. This budget continues debt payments on the replacement of the older City radio equipment and results is an increase in debt costs of 37.5%.