

# **SOLID WASTE/GENERAL SERVICES**

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*The mission of the Solid Waste/General Services department is two-fold: 1) to provide solid waste and recycling services to the citizens of Clearwater, and 2) to provide 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 134.3 full time equivalent (FTE) 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 30,000 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 private roll-off hauler service registration.

All solid waste and recycling programs are mandated by law.

# SOLID WASTE/GENERAL SERVICES

DEPARTMENT SUMMARY					
	Actual 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09	% Change
<b>Solid Waste Fund</b>					
Administration	1,044,596	1,018,841	1,022,220	1,017,090	-1%
Collection	13,936,800	14,016,998	14,786,480	15,590,210	5%
Transfer	1,340,116	1,366,586	1,503,430	1,381,380	-8%
Container Maintenance	710,022	689,985	756,190	747,070	-1%
<b>Subtotal</b>	<b>17,031,534</b>	<b>17,092,410</b>	<b>18,068,320</b>	<b>18,735,750</b>	<b>4%</b>
<b>Recycling Fund</b>					
Residential	892,342	923,370	1,042,540	1,022,480	-2%
Multi-Family	451,877	501,262	530,110	506,580	-4%
Commercial	1,178,228	1,377,251	1,262,280	1,681,880	33%
<b>Subtotal</b>	<b>2,522,447</b>	<b>2,801,883</b>	<b>2,834,930</b>	<b>3,210,940</b>	<b>13%</b>
<b>General Services Fund</b>					
Administration	533,378	519,459	332,410	316,010	-5%
Building & Maintenance	3,720,691	3,656,180	4,903,180	4,931,900	1%
<b>Subtotal</b>	<b>4,254,069</b>	<b>4,175,639</b>	<b>5,235,590</b>	<b>5,247,910</b>	<b>0%</b>
<b>Garage Fund</b>					
Fleet	11,069,542	11,264,971	12,656,050	13,202,070	4%
Radio Comm	727,384	493,407	637,720	651,510	2%
<b>Subtotal</b>	<b>11,796,926</b>	<b>11,758,378</b>	<b>13,293,770</b>	<b>13,853,580</b>	<b>4%</b>
<b>Total Solid Waste/General Services</b>	<b>35,604,976</b>	<b>35,828,310</b>	<b>39,432,610</b>	<b>41,048,180</b>	<b>4%</b>

DEPARTMENT FULL TIME EQUIVALENT POSITIONS				
	Actual 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09
Solid Waste	112.0	112.0	112.0	112.0
Recycling	23.0	22.5	22.5	22.3
General Services	43.2	43.2	50.2	47.5
Garage	42.0	42.0	44.0	44.0
<b>Total Solid Waste/General Services</b>	<b>220.2</b>	<b>219.7</b>	<b>228.7</b>	<b>225.8</b>

# 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.

<b>PROGRAM SUMMARY</b>					
	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Budget 2008/09</b>	<b>% Change</b>
Personnel	547,927	518,795	531,150	519,610	-2%
Operating	203,407	189,035	204,470	183,380	-10%
Internal Services	205,861	216,786	214,600	240,100	12%
Debt Service	37,171	47,225	25,000	26,000	4%
Transfers	50,230	47,000	47,000	48,000	2%
<b>Total Solid Waste Administration</b>	<b>1,044,596</b>	<b>1,018,841</b>	<b>1,022,220</b>	<b>1,017,090</b>	<b>-1%</b>

<b>PROGRAM FULL TIME EQUIVALENT POSITIONS</b>				
	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Budget 2007/08</b>	<b>Budget 2008/09</b>
Administration	7.5	7.5	7.5	7.5
<b>Total Solid Waste Administration</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>

# SOLID WASTE/Administration

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## 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 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 2008/09, this reimbursement is estimated to be approximately \$800,380, a decrease of approximately 14% from the 2007/08 budget, and the Solid Waste Administration portion of this charge is \$110,320, budgeted as an operating cost in the Solid Waste Administration program.
- ❖ Other Operating costs reflect a 10% decrease due to the 14% reduction of the administrative service charge from the 2007/08 budget.
- ❖ Per City Council policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of \$940,420 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2006/07, gross revenues. The 2008/09 contribution represents a 3% increase over the 2007/08 budget. The Solid Waste Administration portion of this charge is \$48,000 and budgeted as a Transfer in the Solid Waste Administration program.
- ❖ Internal Services costs increase 12% primarily due to an increase in Information Technology charges.
- ❖ There have been no significant changes in the Administration program for 2008/09. The budget for this program reflects a decrease of 1% from the 2007/08 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 (204 open-top containers and 73 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 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09	% Change
Personnel	4,115,093	4,304,339	4,293,910	4,243,080	-1%
Operating	6,077,007	5,843,896	6,461,280	6,496,430	1%
Internal Services	3,027,405	3,137,864	3,186,140	3,508,930	10%
Capital	1,750	-	-	-	0%
Debt Service	36,545	43,769	143,140	269,350	88%
Transfers	679,000	687,130	702,010	1,072,420	53%
<b>Total Collection</b>	<b>13,936,800</b>	<b>14,016,998</b>	<b>14,786,480</b>	<b>15,590,210</b>	<b>5%</b>

### PROGRAM FULL TIME EQUIVALENT POSITIONS

	Actual 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09
Collection	84.0	84.0	84.0	84.0
<b>Total Collection</b>	<b>84.0</b>	<b>84.0</b>	<b>84.0</b>	<b>84.0</b>

# SOLID WASTE/Collection

## Program Highlights

- ❖ The Collection program is supported by 84 full time equivalent 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 2008/09, this reimbursement is estimated to be approximately \$800,380, a decrease of approximately 14% from the 2007/08 budget, and the Collection portion of this charge is \$543,260 and is an operating cost in the Collection program.
- ❖ Dump fees represent a significant portion of this program budget. In fiscal year 2008/09, dump fees are estimated to be \$5.6 Million and represent 36% 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 11% in this budget. At almost \$3 million in fiscal 2008/09, garage charges represent 19% 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 accounts. In fiscal 2008/09, this expenditure is estimated to be approximately \$434,410 and is budgeted as an Internal Services cost in the Collection program.
- ❖ Debt Service costs reflect a \$126,210 increase. This is due to the scheduled purchase of replacement vehicles and increased purchase prices for the vehicles.
- ❖ Per City Council policy, the Solid Waste Fund makes a payment in lieu of taxes (PILOT) in the amount of \$940,420 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2006/07, gross revenues. The 2008/09 contribution represents a 3% increase over the 2007/08 budget. The Collection program portion of this charge is \$722,420 and is budgeted as a Transfer in the Solid Waste Collection program.
- ❖ Contributions to Capital Improvement program projects increase \$350,000 to fund the residential and commercial container acquisition projects.
- ❖ There have been no significant changes in the Collection program for 2008/09. The budget for this program reflects an increase of 5% over the 2007/08 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 five 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.

PROGRAM SUMMARY					
	Actual 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09	% Change
Personnel	639,653	632,830	646,710	632,180	-2%
Operating	201,779	184,866	164,880	160,370	-3%
Internal Services	404,114	454,250	488,430	495,610	1%
Capital	-	-	-	-	0%
Debt Service	1,570	1,640	112,790	-	-100%
Transfers	93,000	93,000	90,620	93,220	3%
<b>Total Transfer Station</b>	<b>1,340,116</b>	<b>1,366,586</b>	<b>1,503,430</b>	<b>1,381,380</b>	<b>-8%</b>

PROGRAM FULL TIME EQUIVALENT POSITIONS				
	Actual 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09
Transfer Station	11.5	11.5	11.5	11.5
<b>Total Transfer Station</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>

# SOLID WASTE/Transfer Station

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## Program Highlights

- ❖ The Transfer Station program is supported by 11.5 full time equivalent 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 2008/09, this expenditure is estimated to be approximately \$800,380, a decrease of 14% over the previous year's budget. The Transfer Station portion of this charge is \$73,400 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 \$424,540 in fiscal 2008/09. This expense represents a 1% increase over the 2007/08 budget and is the main reason Internal Service costs increase 1% in this budget.
- ❖ Debt Service costs reflect a \$112,790, or 100% decrease for lease purchase payments for vehicle replacements. No vehicle replacements are planned for this program in the 2008/09 budget.
- ❖ Per City Council policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of \$940,420 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2006/07, gross revenues. The 2008/09 contribution represents a 3% increase over the 2007/08 budget. The Transfer Station program portion of this charge is \$93,220 and is budgeted as an Interfund Transfer in the Solid Waste Transfer Station program.
- ❖ There have been no significant changes in the Transfer Station program for 2008/09. The budget for this program reflects a decrease of 8% over the 2007/08 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 carts, 27,800 curbside recycling bins, 204 open roll-off containers, and 73 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 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09	% Change
Personnel	426,863	412,372	450,650	454,170	1%
Operating	134,130	133,659	157,070	151,510	-4%
Internal Services	75,244	70,134	73,890	64,610	-13%
Debt Service	785	820	-	-	n/a
Transfers	73,000	73,000	74,580	76,780	3%
<b>Total Container Maintenance</b>	<b>710,022</b>	<b>689,985</b>	<b>756,190</b>	<b>747,070</b>	<b>-1%</b>

PROGRAM FULL TIME EQUIVALENT POSITIONS				
	Actual 2005/06	Actual 2006/05	Budget 2007/08	Budget 2008/09
Container Maintenance	9.0	9.0	9.0	9.0
<b>Total Container Maintenance</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>

# SOLID WASTE/Container Maintenance

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## Program Highlights

- ❖ The Container Maintenance program is supported by nine full time equivalent positions, the same as the 2007/08 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 2008/09, this expenditure is estimated to be approximately \$800,380, a decrease of 14% from the previous budget. The Container Maintenance portion of this charge is \$73,400 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 \$940,420 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2006/07, gross revenues. The Container Maintenance program portion of this charge is \$76,780 and budgeted as an Interfund Transfer in the Solid Waste Container Maintenance program.
- ❖ Garage charges account for 85% of all Internal Services costs in this program. Decreased repair charges result in a budget for 2008/09 that is 15% lower for these charges than the 2007/08 budget. Overall, Internal Services costs decrease 13% from the prior year.
- ❖ There have been no significant changes in the Container Maintenance program for 2008/09. The budget for this program reflects a decrease of 1% from the 2007/08 budget.

# 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 238 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.

PROGRAM SUMMARY					
	Actual 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09	% Change
Personnel	419,358	432,409	452,000	438,780	-3%
Operating	226,347	226,177	252,240	239,840	-5%
Internal Services	222,935	250,648	251,800	295,630	17%
Debt Service	3,454	3,636	71,680	17,920	-75%
Transfers	20,248	10,500	14,820	30,310	105%
<b>Total Recycling - Residential</b>	<b>892,342</b>	<b>923,370</b>	<b>1,042,540</b>	<b>1,022,480</b>	<b>-2%</b>

PROGRAM FULL TIME EQUIVALENT POSITIONS				
	Actual 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09
Recycling - Residential	9.7	9.7	9.7	9.2
<b>Total Recycling - Residential</b>	<b>9.7</b>	<b>9.7</b>	<b>9.7</b>	<b>9.2</b>

# SOLID WASTE/RECYCLING - Residential

## Program Highlights

- ❖ The Residential program is supported by 9.2 full time equivalent positions, a decrease of 0.5 FTE for a part-time Solid Waste Worker, from the 2007/08 budget. A portion, or 0.3 FTE, has been transferred to the Commercial program and the remaining 0.2 FTE has been eliminated from this budget.
- ❖ The Recycling Fund is charged an administrative charge by the General Fund, reimbursing the General Fund for the Recycling Fund portion of City administrative functions such as the City Manager, City Attorney's Office, and Official Records functions. In fiscal year 2008/09, this expenditure is estimated to be approximately \$125,840, a 5% decrease from the 2007/08 budget. The Residential portion of this cost is \$96,600 in this budget.
- ❖ The Recycling Fund is charged an administrative service charge reimbursing the Solid Waste Fund for a portion of their administrative functions, such as the salaries and operating expenditures of the Container Maintenance and administrative staff, which are budgeted in the Solid Waste Fund. In fiscal year 2008/09, this expenditure is estimated to be approximately \$241,950 and the Residential portion of this charge is \$94,930 and budgeted as an operating cost in the Residential program.
- ❖ The Recycling Fund is charged for the services provide by Clearwater Customer Service to billing and administering Recycling customers. In fiscal 2008/09, this expenditure is estimated to be approximately \$200,500, an increase of 2%, and the Residential portion of this charge is \$80,380 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, fiscal 2006/07 gross revenues. The 2008/09 contribution is estimated to be \$176,190, a 17% increase over the 2007/08 budget. The Residential portion of this charge is \$30,310 and budgeted as a Transfer in this program.
- ❖ Debt Services costs reflect a 75% decrease since the lease purchase payments for several curbside vehicles will be paid off in early in the 2008/09 budget.
- ❖ There have been no significant changes in the Residential program for 2008/09. The budget for this program reflects a decrease of 2% from the 2007/08 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 eight recycling routes to serve approximately 30,000 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 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09	% Change
Personnel	176,563	178,414	180,680	176,990	-2%
Operating	92,423	105,354	145,210	137,660	-5%
Internal Services	105,440	131,226	120,920	108,630	-10%
Debt Service	17,451	23,268	23,270	23,270	0%
Transfers	60,000	63,000	60,030	60,030	0%
<b>Total Recycling - Multi-Family</b>	<b>451,877</b>	<b>501,262</b>	<b>530,110</b>	<b>506,580</b>	<b>-4%</b>

PROGRAM FULL TIME EQUIVALENT POSITIONS				
	Actual 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09
Recycling - Multi-Family	4.1	3.6	3.6	3.6
<b>Total Recycling - Multi-Family</b>	<b>4.1</b>	<b>3.6</b>	<b>3.6</b>	<b>3.6</b>

# SOLID WASTE/RECYCLING – Multi-Family

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## Program Highlights

- ❖ The Multi-Family program is supported by 3.6 full time equivalent positions, the same as the 2007/08 budget.
- ❖ The Recycling Fund is charged an administrative charge by the General Fund, reimbursing the General Fund for the Recycling Fund portion of City administrative functions such as the City Manager, City Attorney's Office, and Official Records functions. In fiscal year 2008/09, this expenditure is estimated to be approximately \$125,840, a 5% decrease from the 2007/08 budget. The Multi-Family portion of this cost is \$14,640 in this budget.
- ❖ The Recycling Fund is charged an administrative service charge reimbursing the Solid Waste Fund for a portion of their administrative functions, such as the salaries and operating expenditures of the Container Maintenance and administrative staff, which are budgeted in the Solid Waste Fund. In fiscal year 2008/09, this expenditure is estimated to be approximately \$241,950 and the Multi-Family portion of this charge is \$99,200 and budgeted as an operating cost in the Multi-Family program.
- ❖ The Recycling Fund is charged for the services provide by Clearwater Customer Service to billing and administering Recycling customers. In fiscal 2008/09, this expenditure is estimated to be approximately \$200,500, an increase of 2%, and the Multi-Family portion of this charge is \$43,690 and budgeted as an Internal Service cost in the Multi-Family program. This change accounts for the 10% decrease in internal services costs.
- ❖ Per City Council policy, the Recycling Fund makes a payment in lieu of taxes representing 5.5% of prior year, fiscal 2006/07 gross revenues. The 2008/09 contribution is estimated to be \$176,190, a 17% increase over the 2007/08 budget. The Multi-Family portion of this charge is \$60,030 and budgeted as a Transfer in this program.
- ❖ There have been no other significant changes in the Multi-Family program for 2008/09. The budget for this program reflects a decrease of 4% from the 2007/08 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. 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 352 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 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 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09	% Change
Personnel	366,253	395,586	400,000	436,690	9%
Operating	535,019	688,234	454,210	707,690	56%
Internal Services	209,502	229,168	227,930	306,330	34%
Debt Service	(8,256)	(15,337)	104,290	145,320	39%
Transfers	75,710	79,600	75,850	85,850	13%
<b>Total Recycling - Commercial</b>	<b>1,178,228</b>	<b>1,377,251</b>	<b>1,262,280</b>	<b>1,681,880</b>	<b>33%</b>

PROGRAM FULL TIME EQUIVALENT POSITIONS				
	Actual 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09
Recycling - Commercial	9.2	9.2	9.2	9.5
<b>Total Recycling - Commercial</b>	<b>9.2</b>	<b>9.2</b>	<b>9.2</b>	<b>9.5</b>

# SOLID WASTE/RECYCLING - Commercial

## Program Highlights

- ❖ The Commercial program is supported by 9.5 full time equivalent positions, an increase of 0.3 FTE over the 2007/08 budget. The additional 0.3 FTE has been transferred from the Residential program to allow a part-time, 0.7 FTE, of Recycling Specialist to be converted to full-time. The conversion of this position from part-time to full-time explains the 9% increase in Personal Services.
- ❖ The Recycling Fund is charged an administrative charge by the General Fund, reimbursing the General Fund for the Recycling Fund portion of City administrative functions such as the City Manager, City Attorney's Office, and Official Records functions. In fiscal year 2008/09, this expenditure is estimated to be approximately \$125,840, a 5% decrease from the 2007/08 budget. The Commercial portion of this cost is \$14,600 in this budget.
- ❖ The Recycling Fund is charged an administrative service charge reimbursing the Solid Waste Fund for a portion of their administrative functions, such as the salaries and operating expenditures of the Container Maintenance and administrative staff, which are budgeted in the Solid Waste Fund. In fiscal year 2008/09, this expenditure is estimated to be approximately \$241,950 and the Commercial portion of this charge is \$47,820 and budgeted as an operating cost in the Commercial program.
- ❖ Inventory purchases for resale are budgeted at \$550,000 for FY 2008/09, up from \$305,330 in 2007/08. This accounts for the 56% increase in operating costs.
- ❖ The Recycling Fund is charged for the services provide by Clearwater Customer Service to billing and administering Recycling customers. In fiscal 2008/09, this expenditure is estimated to be approximately \$200,500, an increase of 2%, and the Commercial portion of this charge is \$76,430 and budgeted as an Internal Service cost in the Commercial program.
- ❖ Per City Council policy, the Recycling Fund makes a payment in lieu of taxes representing 5.5% of prior year fiscal 2006/07 gross revenues. The 2008/09 contribution is estimated to be \$176,190, a 17% increase from the 2007/08 budget. The Commercial portion of this charge is \$85,850 and budgeted as a Transfer in this program.
- ❖ Garage charges are estimated at approximately \$220,690 in fiscal 2008/09. This expense represents a 25% increase over the 2007/08 budget and is the primary reason Internal Service costs increase 34% in this budget.
- ❖ Debt service costs reflect an increase of \$41,030, or 39%, as a result of the planned replacement of recycling equipment and increased purchase prices for the equipment.
- ❖ There have been no other significant changes in the Commercial program for 2008/09. The budget for this program reflects an increase of 33% over the 2007/08 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 91.5 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, Fire Maintenance, 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. Administration consists of 2.5 full time equivalent positions: a Director (0.5), Assistant Director, and a Senior Accountant.

PROGRAM SUMMARY					
	Actual 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09	% Change
Personnel	473,259	453,698	259,910	257,160	-1%
Operating	18,690	17,159	21,720	16,020	-26%
Internal Services	41,429	48,602	50,780	42,830	-16%
<b>Total General Services/Administration</b>	<b>533,378</b>	<b>519,459</b>	<b>332,410</b>	<b>316,010</b>	<b>-5%</b>

PROGRAM FULL TIME EQUIVALENT POSITIONS				
	Actual 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09
General Services/Administration	7.5	7.5	2.5	2.5
<b>Total General Services/Administration</b>	<b>7.5</b>	<b>7.5</b>	<b>2.5</b>	<b>2.5</b>

# GENERAL SERVICES/Administration

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## Program Highlights

- ❖ The General Services Administration program is supported by 2.5 full time equivalent positions, the same level as the 2007/08 budget.
- ❖ There have been no other significant changes in the General Services Administration program. The budget for this program reflects a decrease of 5% from the 2007/08 budget.

# 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 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09	% Change
Personnel	1,735,269	1,764,172	2,545,850	2,461,340	-3%
Operating	1,545,670	1,616,370	2,016,590	2,065,790	2%
Internal Services	254,726	223,429	274,620	347,930	27%
Capital	157,878	12,111	30,000	25,000	-17%
Debt Service	27,148	40,098	36,120	31,840	-12%
<b>Total Bldg &amp; Maintenance</b>	<b>3,720,691</b>	<b>3,656,180</b>	<b>4,903,180</b>	<b>4,931,900</b>	<b>1%</b>

PROGRAM FULL TIME EQUIVALENT POSITIONS				
	Actual 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09
Bldg & Maintenance	31.7	35.7	47.7	45.0
<b>Total Bldg &amp; Maintenance</b>	<b>31.7</b>	<b>35.7</b>	<b>47.7</b>	<b>45.0</b>

# GENERAL SERVICES/Building and Maintenance

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## Program Highlights

- ❖ The Building and Maintenance program is an internal service function. All costs of operation are passed back to the user departments based upon service provided and facilities occupied.
- ❖ The Building and Maintenance program is supported by 45 full time equivalent (FTE) positions, a decrease of 2.7 Custodial Worker positions from the 2007/08 budget. These positions will be replaced with an outside contractor on an as needed basis. This change results in a 3% decrease in Personnel Services costs from the 2007/08 budget.
- ❖ Operating costs increase 2%, which reflects anticipated increases in the cost of electrical costs for city facilities.
- ❖ Capital costs of \$25,000 reflect the cost of replacing five ice machines for field crews.
- ❖ There have been no other significant changes in the Building and Maintenance program. The budget for this program reflects an increase of 1% over the 2007/08 budget.

# GENERAL SERVICES/Fleet Maintenance

## Program Description

This program performs all necessary functions involved in maintaining heavy equipment, fire 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 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09	% Change
Personnel	2,398,856	2,461,458	2,659,670	2,613,140	-2%
Operating	4,893,536	4,888,576	5,702,250	6,489,780	14%
Internal Services	304,681	297,953	306,910	315,750	3%
Capital	3,584	22,468	7,200	-	n/a
Debt Service	3,468,885	3,594,516	3,801,020	3,717,480	-2%
Transfers		-	179,000	65,920	-63%
<b>Total Fleet Maintenance</b>	<b>11,069,542</b>	<b>11,264,971</b>	<b>12,656,050</b>	<b>13,202,070</b>	<b>4%</b>

PROGRAM FULL TIME EQUIVALENT POSITIONS				
	Actual 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09
Fleet Maintenance	40.0	40.0	42.0	42.0
<b>Total Fleet Maintenance</b>	<b>40.0</b>	<b>40.0</b>	<b>42.0</b>	<b>42.0</b>

# GENERAL SERVICES/Fleet Maintenance

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## Program Highlights

- ❖ The Fleet Maintenance program is supported by 42 full time equivalent positions, the same level as the 2007/08 budget.
- ❖ Personal Services reflects a decrease of 2% due to the retirement of several long-term employees being replaced with lower salaried employees.
- ❖ Operating budget increases of \$787,530, or 14%, are due to a budgeted increase of \$923,480, or 31%, in anticipated fuel costs.
- ❖ Debt Service costs reflect a 2% decrease based on planned replacement of city vehicles.
- ❖ There have been no other significant changes in the Fleet Maintenance program. The budget for this program reflects an increase of 4% over the 2007/08 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 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09	% Change
Personnel	98,587	101,263	99,890	101,770	2%
Operating	90,961	276,760	336,520	337,230	0%
Internal Services	21,266	13,813	13,100	12,530	-4%
Capital	460,434	-	-	-	n/a
Debt Service	56,136	101,571	188,210	199,980	6%
<b>Total Radio Communications</b>	<b>727,384</b>	<b>493,407</b>	<b>637,720</b>	<b>651,510</b>	<b>2%</b>

PROGRAM FULL TIME EQUIVALENT POSITIONS				
	Actual 2005/06	Actual 2006/07	Budget 2007/08	Budget 2008/09
Radio Communications	2.0	2.0	2.0	2.0
<b>Total Radio Communications</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

## 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 2007/08 budget.
- ❖ Debt Service costs reflect a 6% increase as a result of a planned replacement of radio equipment.
- ❖ There have been no other significant changes in the Radio Communications program. The budget for this program reflects an increase of 2% over the 2007/08 budget.