

Solid Waste Fund – 111.5 FTEs
Recycling Fund – 22.0 FTEs
General Services/Fleet – 71.3 FTEs
Total Solid Waste/General Services – 204.8 FTEs

Department Objective

In furthering the City Council's Strategic Direction of providing cost effective municipal services and infrastructure through financial responsibility, the objective of the Solid Waste and Recycling department is 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.

Summary of Services Provided

Solid Waste - Administration

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, solid waste code enforcement, equipment and supply procurement, training, safety supervision, and liaison with Pinellas County solid waste, fleet maintenance, and to other support agencies.

Solid Waste - Collection

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 2,500 customers and consists of six routes, five days a week and one route on Saturday and Sunday. Roll-off service (204 open-top containers and 84 compactors) is provided six days per week with six trucks and drivers. Residential collection serves approximately 26,800 customers and consists of 8 automated side-loader refuse routes and one manual route four days a week. Yard waste and trash collection consists of six rear-end refuse loaders four days per week. Bulk yard waste, old appliances, etc. are collected by four hydraulic claw trucks five days per 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 84.8 FTE, 49.0 in Residential Collection, 26.8 in Commercial Collection, and 9.0 in Roll-off Collection.

Solid Waste - Transfer Station

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 1-3/4 hours.

Solid Waste - Container Maintenance

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 carts, 204 open roll-off containers, and 84 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 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.

Solid Waste and Recycling

Summary of Services Provided

Recycling - Residential

The Residential Recycling program provides automated curbside collection of recyclables to approximately 26,800 single-family residences in Clearwater, and 1,427 single-family residences in Belleair. The program operates 24 single stream or mixed recyclables routes divided into 6 routes, 4 days per week. The items that may be recycled by our residential customers include cardboard, newspapers, aluminum and steel cans, mixed paper, glass containers, and plastic bottles. Recyclables are processed and marketed through the Recovered Materials Processing Center, at the Solid Waste complex. This program also operates our recycling drop-off center at the Solid Waste Complex that collects cardboard and mixed recyclables, (newspapers, aluminum and steel cans, mixed paper, glass containers, and plastic bottles), as well as household cooking grease and cooking oil.

Recycling – Multi-Family

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. The Multi-Family program is designed to collect single stream or mixed recyclables including cardboard, newspaper, aluminum and steel cans, mixed paper, glass containers and plastic bottles.

Recycling – Commercial

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 385 business establishments. The Commercial Recycling program collects old corrugated cardboard and single stream or mixed recyclables (newspapers, aluminum and steel cans, mixed paper, glass containers, and plastic bottles). Service for the program is provided with dumpsters, semi-automated carts, or a combination of both. Innovative cooperative marketing agreements with the cities of Safety Harbor, Indian Rocks Beach and Belleair are in place. This has allowed the program to fully utilize its processing center, attract volume markets, and enhance commodity pricing. The Recycling processing facility has averaged approximately 1,100 tons per month of processed and shipped recyclables this past fiscal year.

Solid Waste and Recycling

Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
<u>Solid Waste</u>					
Administration	984,273	1,081,894	1,116,070	971,150	-13%
Collection	14,925,218	15,154,797	17,260,030	17,731,470	3%
Transfer	1,477,173	1,577,391	1,608,160	1,668,990	4%
Container Maintenance	811,422	838,437	889,870	882,670	-1%
Subtotal - Solid Waste	18,198,086	18,652,519	20,874,130	21,254,280	2%
<u>Recycling</u>					
Residential	1,310,020	1,205,045	1,266,850	1,365,860	8%
Multi-Family	369,296	351,999	445,360	473,490	6%
Commercial	1,392,342	1,253,082	1,337,890	1,443,010	8%
Subtotal- Recycling	3,071,658	2,810,126	3,050,100	3,282,360	8%
Total Solid Waste and Recycling	21,269,744	21,462,645	23,924,230	24,536,640	3%

Full Time Equivalent Positions

Solid Waste

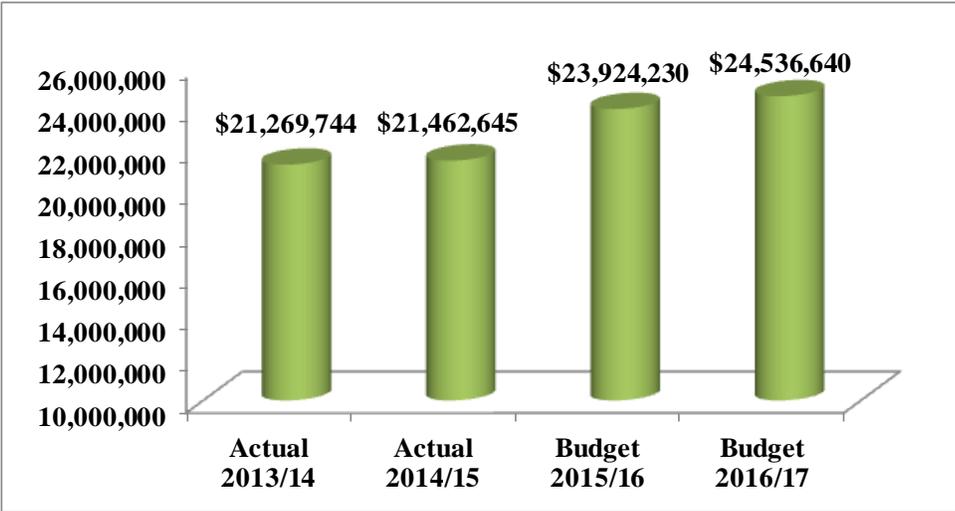
Administration	6.7	6.7	6.7	6.7	0.00
Collection	84.8	83.8	83.8	84.8	1.00
Transfer	11.0	11.0	11.0	11.0	0.00
Container Maintenance	10.0	10.0	10.0	9.0	(1.00)
Subtotal - Solid Waste	112.5	111.5	111.5	111.5	0.00

Recycling

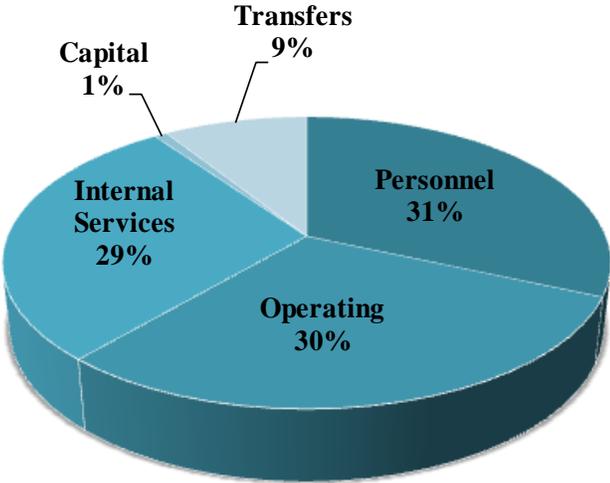
Residential	10.0	10.0	10.0	10.0	0.00
Multi-Family	3.0	3.0	3.0	3.0	0.00
Commercial	9.0	9.0	9.0	9.0	0.00
Subtotal- Recycling	22.0	22.0	22.0	22.0	0.00

Total Solid Waste and Recycling FTEs	134.5	133.5	133.5	133.5	0.0
---	--------------	--------------	--------------	--------------	------------

Total Department Summary



Fiscal Year 2016/17 Budget by Category



Solid Waste and Recycling

Key Performance Indicator	FY 2013/14	FY 2014/15	FY 2015/16
<p><u>Solid Waste – Tonnage Disposed</u></p> <ul style="list-style-type: none"> • Total refuse • Recyclables • Yard Waste (diverted) • Electronic Waste (diverted) • Recyclables/diverted tons as % of total collections <p>Total tons collected by the Solid Waste and Recycling programs.</p> <p><u>Objective:</u> to collect waste on schedule without delay and dispose in the most cost effective and appropriate way.</p>	<p>104,639</p> <p>11,716</p> <p>8,448</p> <p>131</p> <p>16%</p>	<p>107,910</p> <p>12,079</p> <p>9,116</p> <p>139</p> <p>17%</p>	<p>115,603</p> <p>13,477</p> <p>9,201</p> <p>113</p> <p>16%</p>
<p><u>Avoided Disposal Savings (estimated)</u></p> <ul style="list-style-type: none"> • Yard Waste • Recyclables <p>Savings from yard waste and recyclables diverted from Pinellas County waste-to-energy plant/landfills.</p> <p><u>Objective:</u> to maintain lowest possible disposal cost by diverting tonnage.</p>	<p>\$233,024</p> <p>\$439,354</p>	<p>\$223,989</p> <p>\$452,952</p>	<p>\$216,232</p> <p>\$466,165</p>

Solid Waste Budget Highlights

- ◆ The Solid Waste Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the City’s Solid Waste programs.
- ◆ The Solid Waste Fund is supported by 111.5 full time equivalent positions, the same level of staffing as the 2015/16 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 year 2016/17, this reimbursement is estimated to be approximately \$743,580, a slight decrease from the 2015/16 budget.
- ◆ Interfund transfers in the Solid Waste Fund include a reimbursement to the Recycling Fund for the collection and disposition of recyclables diverted away from the Solid Waste Stream. This transfer is budgeted at \$390,000 in fiscal year 2016/17, an 11% increase from prior year.
- ◆ Per City Council policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of \$1,086,150 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2014/15, gross revenues. The 2016/17 contribution represents a 1% increase over the 2015/16 budget.
- ◆ Dump fees of \$4,800,000 represent 23% of the total budgeted cost for Solid Waste operations.
- ◆ Capital costs are budgeted at \$200,000 for fiscal year 2016/17. This represents the cost to purchase a mini rear end loader to use for residential collection.
- ◆ Transfers to the Capital Improvement Fund to support capital projects for the Solid Waste Fund are \$525,000, reflecting a 2% decrease from prior year funding.
- ◆ There are no other significant changes to the Solid Waste programs in fiscal year 2016/17. The budget for the Solid Waste Fund is approximately 2% greater than the 2015/16 budget

Recycling Budget Highlights

- ◆ The Recycling Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the City's Recycling programs.
- ◆ The Recycling Fund is supported by 22.0 full time equivalent positions, the same level of staffing as the fiscal year 2015/16 adopted 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 2016/17, this reimbursement is estimated to be approximately \$109,650, a decrease of 7% from the 2015/16 budget.
- ◆ Operating expenditures in the recycling program recycling program reflect a 13% increase from the fiscal year 2015/16 budget primarily for increases in promotional activated to fund the Recycling Perks program.
- ◆ Per City Council policy, the Recycling Fund makes a payment in lieu of taxes in the amount of \$130,340 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2015/16, gross revenues.
- ◆ There are no other significant changes to Recycling Fund programs in fiscal year 2016/17. The budget for the Recycling reflects an 8% increase from the 2015/16 budget.

Department Objective

The objective of General Services is to provide quality service to all departments and divisions of the City of Clearwater. In furthering the City Council's Strategic Direction of providing cost effective municipal services and infrastructure through financial responsibility, the main goal of General Services 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.

Summary of Services Provided

General Services - Administration

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, operator training, safety, finance, and budget. Administration calculates and produces all pass-through charges for these Internal Services.

General Services – Building and Maintenance

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, window cleaning and scheduled 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, generators, air conditioning, refrigeration, and carpentry. This program also administers Capital Improvement projects for roof repairs and replacement, air conditioning replacements, painting, and flooring facilities.

Garage Fund – Fleet Maintenance

This program performs all necessary functions involved in maintaining heavy equipment, police and 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, quick line repair service, safety inspections, 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.

Garage Fund – Radio Communications

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 technician 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.

General Services and Fleet

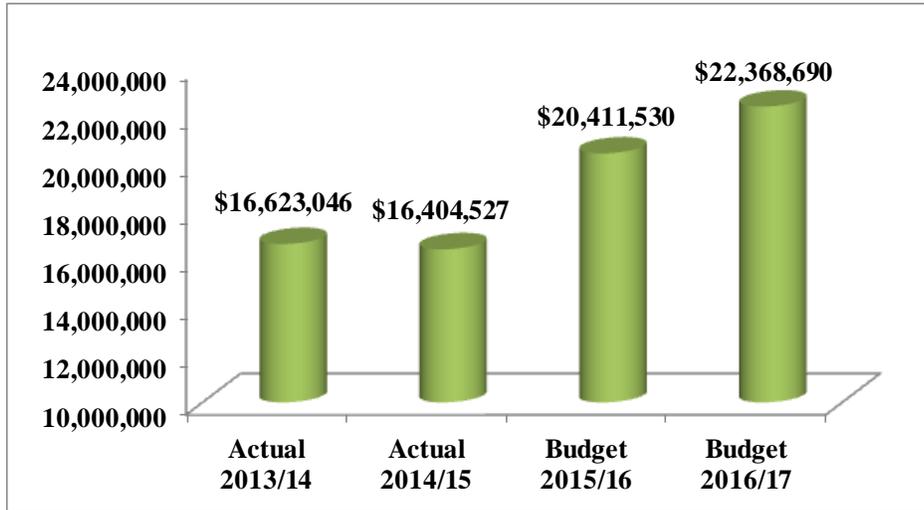
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
General Services Fund					
Administration	385,645	474,696	424,830	509,470	20%
Building & Maintenance	3,923,310	3,949,232	4,128,560	4,375,090	6%
Subtotal - General Services Fund	4,308,955	4,423,928	4,553,390	4,884,560	7%
Garage Fund					
Fleet	12,001,777	11,557,393	14,329,760	15,804,300	10%
Radio Comm	312,314	423,206	1,528,380	1,679,830	10%
Subtotal - Garage Fund	12,314,091	11,980,599	15,858,140	17,484,130	10%
Total General and Garage Services	16,623,046	16,404,527	20,411,530	22,368,690	10%

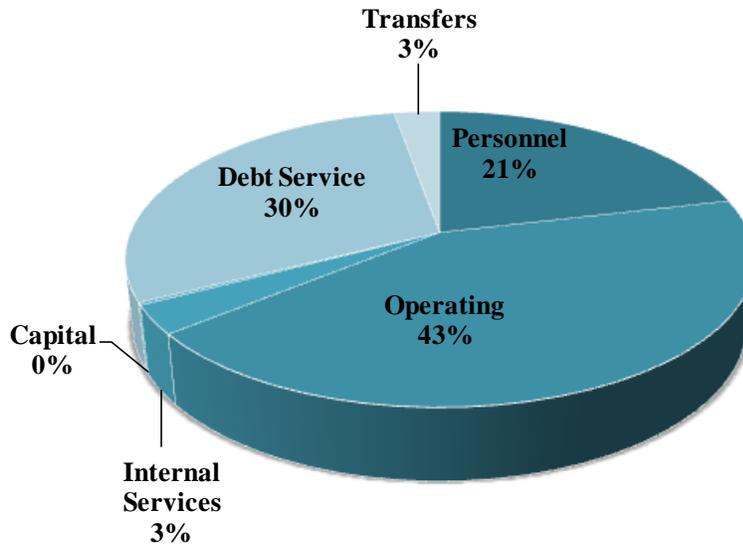
Full Time Equivalent Positions

General Services Fund					
Administration	7.3	7.3	6.3	6.3	0.0
Building & Maintenance	30.0	25.0	27.0	28.0	1.0
Subtotal - General Services Fund	37.3	32.3	33.3	34.3	1.0
Garage Fund					
Fleet	33.0	33.0	34.0	35.0	1.0
Radio Comm	1.0	1.0	2.0	2.0	0.0
Subtotal - Garage Fund	34.0	34.0	36.0	37.0	1.0
Total General and Garage Services FTEs	71.3	66.3	69.3	71.3	2.0

Total Department Summary



Fiscal Year 2016/17 Budget by Category



General Services Fund Budget Highlights

- ◆ The General Service Administration and Building and Maintenance programs are internal service functions. All costs of operation are passed back to the user departments based upon service provided and facilities occupied.
- ◆ The General Services Fund is supported by 34.3 full time equivalent positions, an increase of one FTE from the 2015/16 budget. For fiscal year 2016/17, one Staff Assistant and one Trades Worker are being added to Building and Maintenance; and the Fleet Operations Trainer is being transferred to Fleet Operations in the Garage Fund.
- ◆ Capital costs are budgeted at \$65,000 in fiscal year 2016/17 for the purchase of a boom lift.
- ◆ Other Operating expenses reflect a 2% increase from the 2015/16 budget primarily related to increases in Contractual Services which include holiday lighting which was previously budgeted in Parks and Recreation. The budget for holiday lighting remains at \$25,000, the same as fiscal year 2015/16, allowing for only pole decorations in Downtown, Memorial Causeway, Mandalay and the business portion of Gulf Blvd on Sand Key.
- ◆ Transfers to the Capital Improvement Fund to support upgrades to the General Services Facility are budgeted at \$75,000 in fiscal year 2016/17.
- ◆ There have been no other significant changes in the General Service Fund programs. The budget for this fund reflects a 4% increase from the 2015/16 budget.

Garage Fund Budget Highlights

- ◆ The Garage Fund is an internal service function. All costs of operation are passed back to the user departments based upon services provided.
- ◆ Garage Fund is supported by 37 full time equivalent positions, an increase of one FTE from the prior year budget. For the fiscal year 2016/17 budget, the Fleet Operations Trainer is being transferred in from the Building and Maintenance program.
- ◆ Other operating expenses for the Garage fund include fuel costs, which are budgeted in the Fleet Maintenance Program. Fuel costs, including natural gas vehicle fuel, are anticipated at approximately \$3.5 million for the year, a slight increase from the 2015/16 budget. The cost of vehicle parts and tires are estimated at \$1.8 million, a 2% increase from the 2015/16 budget.
- ◆ Debt costs budgeted in the Garage fund reflects financing for the replacement of motorized vehicles/equipment for all City departments. The fiscal year 2016/17 debt service budget is estimated at \$6.6 million, a 16% increase from the 2015/16 budget. This includes the budget for a full year of debt funding for the Radio P25 Upgrade project which began in fiscal year 2014/15.
- ◆ Transfers to the Capital Improvement Fund to support fleet services are budgeted at \$546,800 for 2016/17.
- ◆ There have been no other significant changes in the budget for the Garage Fund Programs. This budget reflects an increase of 10% from fiscal year 2015/16 primarily due to increased transfers to the Capital Improvement Fund.

