

**CITY OF SARASOTA, FLORIDA
SOLID WASTE MANAGEMENT**

	Actual 2004-05	Budget 2005-06	Amended Budget 2005-06	Estimated 2005-06	Budget 2006-07
Available Fund Balance	\$ 1,838,478	\$ 1,568,329	\$ 1,808,303	\$ 1,808,303	\$ 1,703,661
<u>Revenues</u>					
Refuse Fees	9,891,993	9,846,000	9,846,000	9,900,000	10,173,000
Investment Income	51,977	12,500	12,500	70,000	70,000
Other	56,438	27,010	27,010	28,510	28,010
Total Revenues	<u>10,000,408</u>	<u>9,885,510</u>	<u>9,885,510</u>	<u>9,998,510</u>	<u>10,271,010</u>
Estimated Funds Available	<u>11,838,886</u>	<u>11,453,839</u>	<u>11,693,813</u>	<u>11,806,813</u>	<u>11,974,671</u>
<u>Expenditures</u>					
Personnel	1,517,719	1,661,129	1,661,129	1,623,282	1,822,018
Operating	7,789,810	7,256,990	7,259,333	7,571,040	7,789,668
Capital	723,054	905,600	916,371	908,830	961,600
Total Expenditures	<u>10,030,583</u>	<u>9,823,719</u>	<u>9,836,833</u>	<u>10,103,152</u>	<u>10,573,286</u>
Projected Ending Balance	<u><u>\$ 1,808,303</u></u>	<u><u>\$ 1,630,120</u></u>	<u><u>\$ 1,856,980</u></u>	<u><u>\$ 1,703,661</u></u>	<u><u>\$ 1,401,385</u></u>

SOLID WASTE MANAGEMENT

Mission Statement

To provide the people of the City of Sarasota with an environmentally sound and cost-effective means to manage and reduce solid waste.

Description of Operations

The Solid Waste Management Division of the Public Works Department plans, develops and implements a system of solid waste collection throughout the City that provides a level of service that protects public health and the environment while meeting the requirements of Local, State and Federal regulations.

The following level of service is currently provided:

Residential - 2 collections per week of a City supplied 90 gallon cart. Collection is performed with semi-automated trucks.

Commercial - Collection services range from 1 to 6 times per week. Container sizes range from the 90 gallon cart up to an 8 yard dumpster.

Public areas - Collection services are performed daily for street receptacles in the downtown area, Bayfront Park, St. Armands Circle, Southside Village and Dr. Martin Luther King Jr. Way business district.

The City contracts with a private contractor to provide transfer services of the solid waste collected within the City and has an interlocal agreement with Sarasota County for landfill disposal.

In addition to solid waste collection, the City requires mandatory recycling. The City contracts with a private contractor to provide the collection and disposal of recyclable materials, yard waste, white goods and bulk trash. This years budget reflects a 3% increase for the contracted services consumer price index escalator.

STRATEGIC PLAN

Strategic Goal - A Responsible and Accessible Government that has Sound Financial and Administrative Practices

Strategy - Maximize funding available for City services through increased revenues.

Objective - Regular review of user fees to ensure appropriateness.

Task	Current Funding	Fiscal Year Completed	Funds Required
Contract for Annual Rate Sufficiency Study. Status - 2007-2008 rate study is scheduled for 3rd quarter, 2006.	Yes	2007	\$0

Strategy - Improve overall efficiency and citizen access to government services through re-engineering of existing business processes.

Objective - Undertake Citywide departmental business process analysis.

Task	Current Funding	Fiscal Year Completed	Funds Required
Documentation and analysis of solid waste system operations in the areas of administrative procedures, customer service, routing, staffing levels and provided services through a coordinated effort with the departments management, public work's accreditation manager and the Information Services Department to identify and implement best management practices, opportunities for service enhancements and operational efficiencies through automation. Status - See budget issue.	No	2007	\$4,500

Strategic Goal - A Workplace that Attracts and Retains an Outstanding Workforce

Strategy - Maximize employee skills, while maintaining employee long-term health.

Objective - Expand supervisor training to increase the number of qualified internal applicants for supervisory positions.

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Task	Current Funding	Fiscal Year Completed	Funds Required
Continuation of "Tool Kit" training program. Status - Four "tool kit" training sessions have been completed.	Yes	2007	\$0

Strategic Goal - Well-Maintained and Future-Oriented Infrastructure

Strategy - Improve maintenance strategies to ensure a healthy and efficient infrastructure.

Objective - Public Works will achieve full accreditation from the American Public Works Association by 2009.

Task	Current Funding	Fiscal Year Completed	Funds Required
Complete self-assessment phase. Status - Self assessment phase began March, 2006. 3% completed.	Yes	2008	\$0
Complete self-improvement phase and hold site visit. Status - To follow completion of self-assessment.	Yes	2009	\$0

OPERATIONAL FOCUS

Strategy

Provide personnel training to produce a safe working environment.

Task

To provide monthly safety meetings for Department of Public Works employees.

To provide employee training for vehicle preventative maintenance.

Strategy

Provide city-wide scheduled solid waste collections that meet the needs of residential and commercial customers ensuring the protection of public health and the environment by meeting the requirements of all applicable laws and regulations.

Task

- To distribute and balance routing.
- To furnish residential curbside collection twice per week.
- To furnish commercial cart and dumpster pickup up to 6 times per week.
- To ensure residential customers are supplied with a cart.
- To ensure commercial customers are supplied with a cart or dumpster.
- To provide customers with service information and guidance.
- To collect from 100% of all customers on scheduled day.
- To solicit level of customer satisfaction through the use of a periodic mail-in survey.

Description	Unit	FY 2004	FY 2005	FY 2006	FY 2007
Output Measure					
Residential solid waste collected (tons)	Number	22,654	24,054	24,000	25,500
Commercial solid waste collected (tons)	Number	31,433	36,532	36,000	35,000
Hours spent on staff training	Number	375	375	390	390
Efficiency Measure					
Accounts collected on scheduled day	Percent	99	99	99	99

SOLID WASTE MANAGEMENT

Cost Center Expenditures By Category

	FY 2005 Actual	FY 2006 Budget	FY 2007 Continuation	FY 2007 Issues	FY 2007 Totals
Personal Expenditures	1,517,719	1,661,129	1,817,518	4,500	1,822,018
Non Personal Expenditures	7,329,118	6,757,066	7,240,980	0	7,240,980
Capital Expenditures	723,054	905,600	961,600	0	961,600
Transfer Expenditures	460,692	499,924	548,688	0	548,688
Totals	\$10,030,583	\$9,823,719	\$10,568,786	\$4,500	\$10,573,286

Personnel Summary

Actual Positions	27.34	27.34	0.00	27.34
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Revenue Summary

	FY 2005 Actual	FY 2006 Budget	FY 2007 Continuation	FY 2007 Issues	FY 2007 Totals
CHARGES FOR SERVICES	9,891,993	9,846,000	10,173,000	0	10,173,000
INTEREST	51,977	12,500	70,000	0	70,000
RENTS & ROYALTIES	20	10	10	0	10
OTHER MISCELLANEOUS REVENUES	56,418	27,000	28,000	0	28,000
	\$10,000,408	\$9,885,510	\$10,271,010	\$0	\$10,271,010

SOLID WASTE MANAGEMENT

Business Process Evaluation Program

All business processes within the Public Works Department will be analyzed and recommendations made to improve levels of service and efficiencies on an on-going basis. The first year work plan will include; documentation and analysis of the Solid Waste System operations including administrative procedures, customer service/complaint tracking system, residential and commercial collection routing, compactor service program, equipment maintenance program and staffing levels. When this task is complete the Senior Business Analyst will work with solid waste management, the Public Works Accreditation Manager and the Information Services Department to identify and implement best management practices and opportunities for service enhancements and operational efficiencies through automation.

Staffing - The reclassification and upgrade of an existing administrative position will be required to initiate this budget issue.

Cost of Issue

Personal	4,500
Operating	0
Capital	0
Transfers	0
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Total	\$4,500
Net Cost of Issue	\$4,500