

**EMERALD COAST UTILITIES AUTHORITY
WATER & WASTEWATER SYSTEMS**

	ACTUAL FY 2020	ORIGINAL BUDGET FY 2021	PROPOSED FY 2022	INCREASE (DECREASE)	BUDGET % INCREASE
ECUA BOARD	361,717	389,241	414,835	25,594	6.58%
OFFICE OF THE EXECUTIVE DIRECTOR	870,967	970,982	918,735	(52,247)	-5.38%
FINANCE	3,382,541	3,553,511	3,548,756	(4,755)	-0.13%
SHARED SERVICES	2,266,450	2,324,280	1,082,207	(1,242,073)	-53.44%
INFORMATION TECHNOLOGY	1,415,632	1,735,852	1,971,244	235,392	13.56%
HUMAN RESOURCES & ADMIN SERVICES	2,959,024	3,635,817	3,954,966	319,149	8.78%
CUSTOMER SERVICES	2,758,150	2,930,838	2,990,565	59,727	2.04%
REGIONAL SERVICES	11,714,284	11,793,602	12,207,867	414,265	3.51%
MAINTENANCE & CONSTRUCTION	11,410,029	13,758,558	15,244,193	1,485,635	10.80%
WATER RECLAMATION	11,441,748	13,412,772	13,507,965	95,193	0.71%
ENGINEERING	3,275,445	3,717,908	3,790,564	72,656	1.95%
WATER PRODUCTION	7,289,006	8,766,645	9,160,296	393,651	4.49%
OTHER EXPENSES- SEPTIC TANK ABATEMENT, BAD DEBT, PAYING AGENT FEES, PROGRESSIONS	815,832	1,893,400	1,893,400	0	0.00%
OVERHEAD ALLOCATIONS	(182,856)	(84,621)	(51,876)	32,745	-38.70%
OPERATING CONTINGENCY	1,500,000	1,500,000	1,500,000	0	0.00%
TOTAL OPERATING EXPENSES	61,277,969	70,298,785	72,133,717	1,834,932	2.61%

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT:

Administration

ACTIVITY DESCRIPTION:

This department is responsible for recommending policy and programs to the ECUA Board, and providing accurate information in support of the Board and its committees. The department manages, coordinates and directs the activities of all other departments to assure proper execution of Board directives and policies. Responsibilities also include monitoring and coordinating intergovernmental activities, and management of the day-to-day activities of the independent special district.

GOAL:

The goals of the department include providing information, data and support to the Board members for their use in the development of policies that ensure the delivery of the highest quality of water, wastewater, sanitation, composting and recycling services to ECUA customers. Also, to foster public confidence and trust in the ECUA, its services, products, and employees.

OBJECTIVES:

1. To provide the ECUA Board with timely and accurate information, and coordinate staff activities consistent with Board policies.
2. To recommend policy consistent with sound operational and environmental objectives. And maintain current policies and resolutions, and recommend amendments, as necessary.
3. To promote a positive public and internal image of the ECUA.
4. To foster strong mutual trust between the ECUA, its customers, the media, businesses, other governmental units, and the general public.
5. Strive to make the ECUA an employer of choice, and whose complement of staff reflect the diversity of its customer base across all pay grades.

2022 TARGETED GOALS:

1. Monitor the efficient provision of utility services to customers to keep the operations portion of rate increases commensurate with the Consumer Price Index (CPI).
2. Administer the ECUA's Capital Improvements Program to keep rise in capital expenses close to the Consumer Price Index (CPI) and capital projects within budget confines approved by the ECUA Board.
3. Provide timely responses to inquires by ECUA Board members and/or the public regarding services.
4. Analyze the quarterly metrics for each ECUA department and implement management changes to provide efficient utility operations.
5. Assess recommendations from the 2018 management audit with respect to ECUA policies, and implement recommendations as appropriate.

6. Conform with the Florida Department of Environmental Protection (FDEP) Consent Order for Inflow & Infiltration (I&I) reduction.
7. Manage the Material Recycling Facility (MRF) with the goal of it becomes a self supportive enterprise operation.

ACCOUNT DESCRIPTION	FY 2020 LAST YEARS ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 PROPOSED BUDGET	INCREASE/ DECREASE	EXPLANATION OF CHANGE
ECUA BOARD					
BOARD MEMBERS SALARIES	192,313	205,091	212,880	7,789	Estimated statutory increase in elected officials' salary
BOARD MEMBERS ALLOWANCE	11,633	12,000	12,000	-	
SOCIAL SECURITY	14,358	15,359	15,952	593	
ECUA PENSION	3,175	3,281	-	(3,281)	
STATE PENSION	70,424	80,691	104,695	24,004	
LIFE & HEALTH INSURANCE	65,682	66,619	50,558	(16,061)	
PERSONAL SERVICES	<u>357,584</u>	<u>383,041</u>	<u>396,085</u>	<u>13,044</u>	
COMMITTEE MEMBER COMP	3,525	6,000	6,000	-	
OTHER CONTRACTURAL SERVICES	-	-	-	-	
TRAVEL AND PER DIEM	-	-	7,000	7,000	Ex.Dir. Recommends Board attend more conferences etc
INTERNET ACCESS	608	-	2,550	2,550	Verizon Mobile broadband
PROFESSIONAL DEV	-	-	3,000	3,000	Ex.Dir. Recommends Board attend more conferences etc
SUPPORT SERVICES	<u>4,133</u>	<u>6,000</u>	<u>18,550</u>	<u>12,550</u>	
DUES & SUBSCRIPTIONS	-	200	200	-	
MATERIALS & SUPPLIES	<u>-</u>	<u>200</u>	<u>200</u>	<u>-</u>	
DEPARTMENT TOTAL	<u>361,717</u>	<u>389,241</u>	<u>414,835</u>	<u>25,594</u>	

ACCOUNT DESCRIPTION	FY 2020 LAST YEARS ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 PROPOSED BUDGET	INCREASE/ DECREASE	EXPLANATION OF CHANGE
OFFICE OF EXECUTIVE DIRECTOR					
REGULAR SALARIES	309,223	260,520	239,637	(20,883)	
SOCIAL SECURITY	20,065	15,755	14,781	(974)	
STATE PENSION	29,528	64,341	43,464	(20,877)	
LIFE & HEALTH INSURANCE	17,881	22,166	23,653	1,487	
PERSONAL SERVICES	<u>376,698</u>	<u>362,782</u>	<u>321,535</u>	<u>(41,247)</u>	
PROFESSIONAL SERVICES	35,442	20,000	20,000	-	
LEGAL FEES	384,134	500,000	505,000	5,000	Increase expected due to present actuals projected to be over budget in "Other Legal Fees"
TRAVEL AND PER DIEM	4,592	2,000	4,000	2,000	Executive Director - additional conferences and travel, travel for required CEU's
MOVING EXPENSES	1,069	18,000	-	(18,000)	2021 included new executive director relocation expenses, no moving expenses for FY22
RENTAL AND LEASES	2,308	3,000	3,000	-	
REP & MAINT - EQUIP & VEHICLES	136	500	500	-	
COMMUNITY RELATIONS	42,565	40,000	40,000	-	
OTHER CURRENT CHARGES	5,304	1,000	1,000	-	
CLASSIFIED ADVERTISING	-	1,000	1,000	-	
PROFESSIONAL DEV	99	1,000	1,000	-	
SUPPORT SERVICES	<u>475,649</u>	<u>586,500</u>	<u>575,500</u>	<u>(11,000)</u>	
POSTAGE	-	200	200	-	
PRINTING & BINDING	-	-	-	-	
OFFICE SUPPLIES	3,129	2,500	2,500	-	
GAS, OIL & LUBRICANTS	1,104	1,500	1,500	-	
DUES & SUBSCRIPTIONS	14,387	17,500	17,500	-	
MATERIALS & SUPPLIES	<u>18,621</u>	<u>21,700</u>	<u>21,700</u>	<u>-</u>	
CAPITAL OUTLAY	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
DEPARTMENT TOTAL	<u>870,967</u>	<u>970,982</u>	<u>918,735</u>	<u>(52,247)</u>	

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT:

Finance

ACTIVITY DESCRIPTION:

The Finance Department is comprised of four divisions: Administration, General Accounting, Accounts Receivable, and Purchasing & Stores. The Administration Division is responsible for all aspects of the financial accounting system, including budget preparation, expense and revenue forecasting, monitoring, investing, recording of all financial transactions and financial reporting. The General Accounting division pays vendor invoices, maintains the general ledger financial records, processes ECUA payroll, and produces required financial statements and reports for the ECUA Board. Accounts Receivable is responsible for meter reading and generating customer billing, as well as collecting all of ECUA's revenues. Purchasing & Stores is responsible for providing centralized procurement of all materials, equipment, supplies, and services to the ECUA Departments and for maintaining the central warehouse for supplies. The Finance Department complies with all reporting requirements as defined in the Florida Statutes, complies with generally accepted governmental accounting principles, and ensures ECUA's compliance with bond covenants.

GOALS:

To provide sound financial management, strategic financial planning, ethical procurement services and asset control in order to support effective decision-making and ensure responsible stewardship of ECUA resources. Additionally, strive to provide accurate detailed records of revenue and expenditures; bill all customers accurately and post payments daily; obtain materials and services for the operation of ECUA in accordance with the ECUA code and state regulations at the lowest and best price; and pay vendors and employees accurately and timely.

2022 TARGETED ACCOMPLISHMENTS:

Because much of the workload for Finance is generated through activities by other departments, it is not always possible for Finance to control the amount of work that comes across the desk. However, Finance can control the efficiency with which we process the data. To that end, Finance plans to:

1. Continue to encourage vendors to sign up for electronic payments with a goal of increasing participation by 5% again in the upcoming fiscal year. This reduces staff processing time and allows the vendor to receive their payment more timely and more efficiently. Implementation of the new financial software will facilitate this endeavor as we reach out to our current and active vendors to update their payment preference.

2. Increase the number of customers signing up for e-billing with a goal of increasing participation by 10% for FY 2022. We continue to work with the IT department to explore new technology and innovative solutions to enhance the customer's access to on-line and mobile app bill paying.
3. Continue to administer the ECUA property control program: maintain property control records, perform the physical inventory equipment and reconcile property inventory, and provide technical assistance to property custodians within each department. As required by State Statute, Finance performs a physical inventory of all the equipment owned by the ECUA. Staff actually goes out in the field and "puts eyes" on each piece of equipment held in fixed assets. The number of items inventoried varies each year based on purchases and disposals.
4. Continue employing effective cash flow management to plan the timing of major cash expenditures, which helps identify idle cash that can be invested in order to maximize efficient use of every dollar.
5. Continue to explore options regarding electronic storage and retrieval of vendor payment records and other financial records in order to alleviate the demand for physical storage space of those hard-copy records.
6. Continue to modify policies and methods that improve on business processes; utilizing electronic media and workflow when possible to reduce the amount of staff time spent generating paper documents.

ACCOUNT DESCRIPTION	FY 2020 LAST YEARS ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 PROPOSED BUDGET	INCREASE/ DECREASE	EXPLANATION OF CHANGE
FINANCE					
REGULAR SALARIES	1,732,725	1,769,431	1,728,096	(41,335)	New employees replacing retirees exiting DROP program
OTHER SALARIES-STUDENT	6,207	25,680	20,000	(5,680)	
OVERTIME-MISCELLANEOUS	20,107	28,000	28,000	-	
SOCIAL SECURITY	127,257	131,049	127,212	(3,837)	
STATE PENSION	201,356	226,490	211,857	(14,633)	New employees replacing retirees exiting DROP program
LIFE & HEALTH INSURANCE	388,754	395,211	451,516	56,305	Additional employees using family health plans
PERSONAL SERVICES	<u>2,476,406</u>	<u>2,575,861</u>	<u>2,566,681</u>	<u>(9,180)</u>	
PROFESSIONAL SERVICES	-	15,000	12,000	(3,000)	Reduction based on estimated expenditures
AUDITING AND ACCOUNTING	32,000	62,000	61,500	(500)	
OTHER CONTRACTUAL SERVICE	8,028	11,100	11,500	400	
TEMPORARY SERVICES	2,714	33,500	33,500	-	
OUTSOURCING UTILITY BILLS	121,718	127,000	127,008	8	
TRAVEL AND PER DIEM	-	8,275	7,741	(534)	
TELEPHONE	-	1,200	1,600	400	
RENTAL AND LEASES	1,795	1,800	2,150	350	
REP&MAINT-EQUIP &VEHICLES	29,637	38,350	38,350	-	
OTHER CURRENT CHARGES	810	950	950	-	
CLASSIFIED ADVERTISING	2,695	5,000	4,000	(1,000)	Reduction based on utilizing online advertising rather than printed newspaper
DUMPSTERS	1,805	4,200	3,850	(350)	
PROFESSIONAL DEV	747	3,730	4,540	810	Additional training for staff members
INVENTORY OVER/SHORT	50,335	-	-	-	
SUPPORT SERVICES	<u>252,283</u>	<u>312,105</u>	<u>308,689</u>	<u>(3,416)</u>	
POSTAGE	591,126	606,300	613,000	6,700	Increase in postage due to growing customer base
PRINTING & BINDING	989	2,750	3,500	750	Envelopes for Accounts Payable checks and payroll direct deposit slips
COMPUTER FORMS	3,283	5,500	5,500	-	
OFFICE SUPPLIES	16,117	25,000	25,400	400	
OPERATING SUPPLIES	3,703	2,000	2,050	50	
SMALL TOOLS AND EQUIPMENT	-	2,400	2,400	-	
CLOTHING SUPPLIES	543	1,100	1,100	-	
PROTECTIVE CLOTHING	410	250	250	-	
MINOR SOFTWARE	414	500	500	-	
GAS, OIL & LUBRICANTS	9,483	16,800	16,800	-	
BOOKS & PUBLICATIONS	279	960	635	(325)	
DUES & SUBSCRIPTIONS	2,399	1,985	2,251	266	
MATERIALS AND SUPPLIES	<u>628,745</u>	<u>665,545</u>	<u>673,386</u>	<u>7,841</u>	
CAPITAL OUTLAY	<u>25,107</u>	<u>-</u>	<u>-</u>	<u>-</u>	
DEPARTMENT TOTAL	<u>3,382,541</u>	<u>3,553,511</u>	<u>3,548,756</u>	<u>(4,755)</u>	

EMERALD COAST UTILITIES AUTHORITY

DIVISIONAL GOALS AND WORK PLAN

DEPARTMENT:

Information Technology Department

ACTIVITY DESCRIPTION:

The ITD (Information Technology Department) is responsible for the design, support, maintenance, and continued operation of the Emerald Coast Utilities Authority's (ECUA) enterprise communications and computing resources. This includes providing administrative and technical assistance to all ECUA employees in their use of these resources. Amongst the various systems within this purview are the Geographic Information System (GIS), Voice over IP (VoIP), network communications, as well as a variety of other computing systems related to work orders, billing, customer management, inventory, and payroll.

GOAL:

ITD Vision:

Producing Gratified Customers by Delivering Information Technology that Elevates ECUA to its Full Potential.

ITD Mission:

The ITD provides reliable and stable technology services utilizing right-sized solutions based on industry standards that support the overall mission and business needs of the ECUA. With a focus on utilizing cost efficient solutions IT builds on sound science and data driven decisions.

ITD Strategy:

To accomplish this vision and mission, ITD will deploy enterprise technology solutions, utilize industry standard driven methodologies, and provide exceptional levels of service to customers. IT systems must be engineered to operate 24 hours a day, seven days a week, 365 days a year with little downtime.

OBJECTIVES:

1. Provide customers and staff access to ECUA digital services by achieving an uptime of 99.9% for all technology systems. This allows for 12 minutes of unplanned downtime per quarter.
2. Improve customer service by enhancing the computing environment for ECUA personnel, including desktops, mobile platforms, associated peripherals and applications.
3. Ensure that the network infrastructure is secure, available, and of sufficient bandwidth and speed, to accommodate ECUA business requirements and customer access.
4. Provide ITD staff with training necessary for the continued support and effective operations of the ECUA enterprise computing and communications infrastructure.
5. Control IT service costs by using the "Better, Faster, *and* Cheaper" methodology.
6. Maintain accurate asset and equipment inventory.

2022 TARGETED ACCOMPLISHMENTS:

1. In order to improve customer services, the implementation of the 5-year Strategic Master Plan must be brought to conclusion in 2022 by accomplishing the following:
 - a. Finalize the Implementation of selected ERP solution, Tyler MUNIS
 - b. Design, build and document IT infrastructure to support MUNIS
 - c. Document MUNIS system processes, policies, and procedures
 - d. Replace/refresh/upgrade the final Network components and expand the NOC (Network Operations Center) for pro-active monitoring of network and Cyber Security
2. Test and Document a minimum of 4 Disaster Recovery processes of Production systems to ensure customer access and data can be restored in the event of a disaster.
3. Engage with Homeland Security (DHS/CISA) for an annual Cybersecurity audit.
4. Continue to improve customer service via an increase in user productivity through the PC Replacement project. Replacing 1/6 of our computers annually will meet our internal goal of no computer over 6 years old. This also ensures increased productivity in servicing customers by providing faster and more efficient technology.
 - a. Create an Imaging system to reduce the time to restore a computer.
5. Improve internal customer service to our users by providing fast, efficient response to reported issues. The goal is to keep phone calls under 5 minutes, document issues through work orders, and provide fast and efficient responses from our technical staff.
6. Provide customers and staff real-time and accurate information through online GIS solutions. This will additionally reduce paper waste, eliminate data input redundancy, and increase staff time efficiency.
 - a. Create and utilize the water and sewer geometric network to assist in modeling real-world situations and behaviors
 - b. Design and begin implementation of a 3-year GIS Strategic Plan, identifying business requirements and defining focus and collaboration between departments
 - c. Continue providing web-based solutions for internal and external customers, enhancing data sharing opportunities
7. Provide customers and staff real-time access to data from associated Government entities within the region by creating an inter-agency data sharing network. This will reduce the time it takes to sign up new customers by 50%, eliminate manually collecting information from various websites, and provide easier and faster data analysis, enhancing the overall customer experience.
 - a. Document data sharing requirements within ECUA and external agencies
 - b. Develop automated procedures to push/pull data from a central location for consumption
8. Continue to support and promote customer access and their adoption of digital systems, increasing the number of customers who use digital payments and paperless billing by at least 10% per year.

ACCOUNT DESCRIPTION	FY 2020 LAST YEARS ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 PROPOSED BUDGET	INCREASE/ DECREASE	EXPLANATION OF CHANGE
INFORMATION TECHNOLOGY					
REGULAR SALARIES	675,168	839,523	858,083	18,560	
OVERTIME-MISCELLANEOUS	3,019	6,000	6,000	-	
SOCIAL SECURITY	49,681	62,290	63,736	1,446	
STATE PENSION	81,879	105,115	113,194	8,079	
LIFE & HEALTH INSURANCE	101,107	124,855	156,202	31,347	
PERSONAL SERVICES	<u>910,855</u>	<u>1,137,783</u>	<u>1,197,215</u>	<u>59,432</u>	
CONSULTANT SERVICES	6,437	3,000	3,000	-	
OTHER CONTRACTUAL SERVICE	3,850	10,000	10,000	-	
TRAVEL AND PER DIEM		10,500	10,500	-	
TELECOMMUNICATIONS	40,365	69,360	135,636	66,276	Combined all Telecommunications expenditures
INTERNET ACCESS	16,198	13,956	-	(13,956)	Combined all Telecommunications expenditures
WIRELESS WORKORDER SYSTEM		2,475	-	(2,475)	Combined all Telecommunications expenditures
LEASED LINES	44,604	44,640	-	(44,640)	Combined all Telecommunications expenditures
REP & MAINT - EQUIP & VEHICLES	66,303	46,633	31,925	(14,708)	
REP & MAINT - SOFTWARE	287,343	321,023	506,668	185,645	Covers 27 Software Agreements including Central Square (\$126,819) and Tyler Disaster Recovery (\$ 49,500)
REP & MAINT - TELEPHONES	-	5,000		(5,000)	
PROFESSIONAL DEV	8,765	19,500	19,500	-	
SUPPORT SERVICES	<u>473,865</u>	<u>546,087</u>	<u>717,229</u>	<u>171,142</u>	
POSTAGE	98	150	150	-	
COMPUTER FORMS		390		(390)	
OFFICE SUPPLIES	1,089	780	2,600	1,820	13 employees avg \$200 yr includes toner/ink
OPERATING SUPPLIES	2,118	6,500	5,850	(650)	
SMALL TOOLS AND EQUIPMENT	12,271	3,672	4,000	328	
MINOR SOFTWARE	4,215	4,400	4,000	(400)	
MINOR TECHNOLOGY EQUIPMENT	-	-	40,000	40,000	moved the funds from 564101 due to the new \$5K limit on equipment.
DUES & SUBSCRIPTIONS	200	250	200	(50)	
MATERIALS & SUPPLIES	<u>19,991</u>	<u>16,142</u>	<u>56,800</u>	<u>40,658</u>	
CAPITAL OUTLAY	<u>10,921</u>	<u>35,840</u>	<u>-</u>	<u>(35,840)</u>	moved the funds to 552018 minor tech equipment due to the new \$5K limit on equipment.
DEPARTMENT TOTAL	<u>1,415,632</u>	<u>1,735,852</u>	<u>1,971,244</u>	<u>235,392</u>	

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT:

Human Resources and Administrative Services

ACTIVITY DESCRIPTION:

This department is responsible for managing the employee life cycle (i.e., recruitment, onboarding, training and development, recognition, discipline) of 600+ employees, administering employee group benefits (i.e., medical, dental, life) and risk management programs (i.e., property, auto, general liability, workers' compensation), and maintaining compliance with applicable federal, state, and local regulatory requirements.

GOALS:

To understand and support employees at all levels of the organization as they endeavor to provide the highest quality service to customers and meet organizational goals; to develop and maintain effective cross-departmental relationships that foster collaboration and shared responsibility for organizational success; to expand coaching and development opportunities as they relate to maintaining fair and equitable practices and procedures in day-to-day operations; to use human resources's sphere of influence and involvement to bring about positive change and contribute to an overall healthy and productive organizational culture.

OBJECTIVES:

Maximize the performance, safety, wellbeing, and efficiency of our workforce by working to sustain a work environment that promotes employee engagement and motivates employees to achieve success both personally and for the organization.

2022 TARGETED ACCOMPLISHMENTS:

1. Survey employees to measure employee engagement and satisfaction with benefits and health/wellness programs.
2. Develop and implement a training series for all employees to include, but not limited to: Respect in the Workplace, Implicit Bias, Effective Communication, and Emotional Intelligence.
3. Decrease the annual turnover rate by 2%.
4. Suppress Personal Identifying Information (PII) on all applications for employment in NeoGov through the SME Review phase of the recruitment process.
5. Develop and implement structured interview questions and standardized scoring matrix forms for all pre-employment interviews.
6. Increase cross-departmental communications to bring about organizational transparency, i.e., employee feedback, exit interviews.

7. Increase formal employee recognition by 25% to positively affect employee morale and job satisfaction.
8. Identify and incorporate standardized training into all approved career progression plans related specific to ECUA's Core Values.
9. Continue the annual biometric screening event and flu shot clinics and increase participation by 3%.
10. Increase Health and Wellness, Financial and Retirement Planning, and Know Your Benefits educational workshops held virtually and onsite at ECUA locations by 5%.
11. Develop and implement NeoGov Learning Paths for New Supervisor Training, Supervisor Refresher Training, Post-Accident Safety Training, and Defensive Driving Training for safety-sensitive employees to better equip employee to be situationally prepared.
12. Continue identifying root cause factors related to workplace incidents, injuries, and accidents, and effectively communicate those findings to foster organizational transparency and mitigate future loss exposures.

ACCOUNT DESCRIPTION	FY 2020 LAST YEARS ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 PROPOSED BUDGET	INCREASE/ DECREASE	EXPLANATION OF CHANGE
HUMAN RESOURCES/ADMIN SERV					
REGULAR SALARIES	690,654	745,576	776,776	31,200	
OVERTIME-MISCELLANEOUS	674	1,350	2,500	1,150	
OVERTIME - PROGRAMMED	229	350	350		
SOCIAL SECURITY	49,714	53,099	56,283	3,184	
STATE PENSION	78,253	91,717	102,008	10,291	
LIFE & HEALTH INSURANCE	137,142	149,437	136,309	(13,128)	
FSA ADMINISTRATIVE COST	4,098	6,000	6,000	-	
LONG TERM DISABILITY	85,789	100,000	100,000	-	
WORKERS COMP CLAIMS ADMIN	21,742	37,500	37,500	-	
WORKERS COMPENSATION CLAIMS	192,234	250,000	250,000	-	
UNEMPLOYMENT COMPENSATION	23,433	40,000	40,000	-	
PERSONAL SERVICES	1,283,961	1,475,029	1,507,726	32,697	
PROFESSIONAL SERVICES	13,320	18,500	18,500	-	
CONSULTANT SERVICES		20,000	20,000	-	
MEDICAL SERVICES	62,314	52,200	77,000	24,800	Increase in the number of DOT drug tests required due to a change in the FMCSA drug testing requirement to test 50% of CDL drivers annually. - Medical Eval
OTHER CONTRACTUAL SERVICE	277	6,500	85,500	79,000	To cover the cost of ECSO security for ECUA CAC and Board meetings which was previously paid by Shared Services, \$ 9,000 -Budget to fund CDL training in lieu of the training that was provided by in-house CDL trainers
TEMPORARY SERVICES	12,753	0	3,500	3,500	
TRAVEL AND PER DIEM	1,639	11,870	11,870	-	
RENTAL AND LEASES	10,227	8,600	10,000	1,400	Increased copier expenses due to increased employee print communications
INSURANCE PREMIUMS/CLAIMS	1,393,677	1,730,000	1,855,000	125,000	Increase insurance premiums account to cover anticipated increase for auto, property, workers' comp premiums based on current year's losses.
EMPLOYER PRACTICE LIAB CLAIMS	-	25,000	75,000	50,000	Increase insurance premiums account to cover anticipated increase for auto, property, workers' comp premiums based on current year's losses.
REP & MAINT-EQUIP & VEHICLES	567	3,500	3,500	-	
REP & MAINT-SOFTWARE	28,432	30,000	30,000	-	
EMPLOYEE RELATIONS	6,800	40,000	40,000	-	
HEALTHY CHOICE REIM PROGRAM	22,428	35,000	35,000	-	
TOBACCO CESSATION POLICY COMP	10,381	15,000	15,000	-	
OTHER CURRENT CHARGES	-	150	150	-	
CLASSIFIED ADVERTISING	-	6,000	6,000	-	
PROFESSIONAL DEV	27,949	43,120	43,120	-	
EDUCATIONAL REIMBURSEMENT	16,991	26,000	26,000	-	
SUPPORT SERVICES	1,607,755	2,071,440	2,355,140	283,700	
POSTAGE	17	700	0	(700)	HR including these in Office Supplies
PRINTING & BINDING		500	0	(500)	HR including these in Office Supplies
OFFICE SUPPLIES	6,200	7,300	7,300	-	
OPERATING SUPPLIES	3,784	3,250	3,250	-	
SMALL TOOLS AND EQUIPMENT	744	3,000	3,000	-	
TRAINING SUPPLIES	1,559	2,500	2,500	-	
PROTECTIVE CLOTHING	788	250	250	-	
MINOR SOFTWARE	3,954	30,750	30,750	-	
MINOR TECHNOLOGY EQUIPMENT	-	-	0	-	
GAS, OIL & LUBRICANTS	599	1,650	1,650	-	
DUES & SUBSCRIPTIONS	45,173	39,448	43,400	3,952	Annual XperHR and SHRM subscriptions, Annual SHRM & GPSHRM Membership dues for six HR staff, and annual subscriptions for NeoGov Insight, Online Hiring Center, Perform, and Applicant Texting for 600+ employees.
MATERIALS & SUPPLIES	62,819	89,348	92,100	2,752	
CAPITAL OUTLAY	4,489	-	-	-	
DEPARTMENT TOTAL	2,959,024	3,635,817	3,954,966	319,149	

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT:

Engineering

ACTIVITY DESCRIPTION:

The Engineering Department is responsible for the planning, design, and construction management of all upgrades, improvements, replacements and extensions to the water and wastewater systems. This includes development of recommendations for capital improvements, and review and approval of line extensions proposed for new developments. The Engineering Department works with other ECUA departments to set priorities for capital projects

GOAL:

To ensure the appropriate growth of the water and wastewater systems, and to ensure the quality of new construction of extensions to ECUA's water and wastewater systems. To provide the Board with the information necessary to establish policies affecting the growth and upgrades of the systems and ECUA's ability to provide service, and to provide the highest possible degree of productivity in support of the Engineering staff for the planning, design and construction, inspection and contract management of upgrades and extensions to ECUA's systems. To cost effectively comply with the requirements and deadlines established in the FDEP Consent Order.

OBJECTIVES:

1. Evaluate system needs and recommend projects to maintain or achieve adequate levels of service for all ECUA customers.
2. Ensure design and construction of system extensions are compatible with ECUA's Master Plan, and in compliance with the requirements of the ECUA Engineering Manual.
3. Provide fair and impartial review in response to requests for service and plan submittals.
4. Respond to customer's inquires and provide information in a timely manner.
5. Control construction costs and minimize contract change orders.
6. Partner with City, County, and State organizations to ensure ECUA's interests are coordinated with their respective upcoming projects.

2022 TARGETED ACCOMPLISHMENTS:

1. Improve the System Extension permit review process by incorporating web-based software.
2. Evaluate short-term and long-range impacts of environmental regulatory standards and develop plans for water or sewer system upgrades.
3. Continue with the sewer rehabilitation projects associated with sanitary sewer overflow reduction to comply with the FDEP Consent Order.
4. Coordinate with the City and County to implement a private side sewer service lateral inspection program.
5. Continue to update water and sewer system hydraulic models to assist with master planning and review of new developments.
6. Better leverage the benefits of our Geographical Information System (GIS) to improve information availability and analysis.
7. Perform more in-house design utilizing Engineering Department staff.

ACCOUNT DESCRIPTION	FY 2020 LAST YEARS ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 PROPOSED BUDGET	INCREASE/ DECREASE	EXPLANATION OF CHANGE
ENGINEERING					
REGULAR SALARIES	2,160,991	2,333,060	2,386,660	53,600	
OTHER SALARIES-INTERN	4,296	17,400	17,400	-	
OVERTIME-MISCELLANEOUS	36,215	72,650	62,650	(10,000)	
SOCIAL SECURITY	156,563	171,859	175,893	4,034	
STATE PENSION	258,098	304,287	307,808	3,521	
LIFE & HEALTH INSURANCE	486,434	516,302	545,153	28,851	
PERSONAL SERVICES	3,102,598	3,415,558	3,495,564	80,006	
PROFESSIONAL SERVICES	64,360	45,000	45,000	-	
OTHER CONTRACTUAL SERVICE	-	37,000	37,000	-	
TRAVEL AND PER DIEM	917	17,900	17,900	-	
TELEPHONE	3,156	9,800	9,800	-	
RENTAL AND LEASES	11,733	15,000	15,000	-	
REP&MAINT-EQUIP &VEHICLES	6,195	26,000	21,000	(5,000)	Reduced based on prior year's actuals
REP & MAINT - SOFTWARE	22,383	30,000	30,000	-	
OTHER CURRENT CHARGES	2,519	15,000	15,000	-	
PROFESSIONAL DEV	5,439	22,600	22,600	-	
SUPPORT SERVICES	116,701	218,300	213,300	(5,000)	
POSTAGE	92	1,000	500	(500)	Reduced based on prior year's actuals
PRINTING & BINDING	158	400	400	-	
OFFICE SUPPLIES	6,007	10,300	10,300	-	
OPERATING SUPPLIES	12,954	17,000	17,000	-	
SMALL TOOLS AND EQUIPMENT	2,901	5,850	4,000	(1,850)	Reduced based on prior year's actuals
CLOTHING SUPPLIES	104	500	500	-	
PROTECTIVE CLOTHING	2,399	1,000	1,000	-	
MINOR SOFTWARE	8,300	12,000	12,000	-	
MINOR TECHNOLOGY EQUIPMENT	-	-	-	-	
GAS, OIL & LUBRICANTS	19,759	29,000	29,000	-	
BOOKS & PUBLICATIONS	-	1,000	1,000	-	
DUES & SUBSCRIPTIONS	3,471	6,000	6,000	-	
MATERIALS & SUPPLIES	56,146	84,050	81,700	(2,350)	
CAPITAL OUTLAY	-	-	-	-	
DEPARTMENT TOTAL	3,275,445	3,717,908	3,790,564	72,656	

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT:

Shared Services

ACTIVITY DESCRIPTION:

The Shared Services Department is responsible for overseeing and coordinating the operations of the Information Technology, Public Information, Customer Service, and Sanitation Departments.

GOALS:

It is the goal of this department is to ensure that both internal and external customers are provided with the highest quality service in a professional and courteous manner and in a timely fashion. It is our goal that all activities within the Shared Services group are communicated effectively internally, to other areas of the ECUA and to the public. The goals also include facilitation of internal and external communications and correspondence, and to clearly state and explain ECUA policies and operations.

OBJECTIVES:

1. To provide needed support to the appropriate departments to facilitate their ability to carry out their respective responsibilities.
2. To ensure the necessary coordination between departments and divisions to keep the customers and their needs at the forefront of all our decision-making activities.
3. To provide for the timely and accurate release of internal and external organizational information.

2022 TARGETED ACCOMPLISHMENTS:

1. To ensure the timeline and plan to modernize the ECUA's information technology system as outlined in the IT Master Plan is met.
2. To reduce the number of incoming customers calls that are abandoned on an annual basis by 2%.
3. To improve the effectiveness of the public information program and increase customer awareness of ECUA programs by increasing the number of customers that visit the ECUA website by 2%.
4. To promote the recycling program and increase the percentage of customer participation in the Recycle Coach application by 2% annually.
5. To promote the expansion of customers who utilize electronic billing and payment, seeking at 5% increase in program participation.
6. Continue ECUA's participation in and presence at community events, and increase our appearances by 2%.

ACCOUNT DESCRIPTION	FY 2020 LAST YEARS ACTUAL	FY 2021 PROPOSED BUDGET	FY 2022 PROPOSED BUDGET	INCREASE/ DECREASE	EXPLANATION OF CHANGE
SHARED SERVICES					
REGULAR SALARIES	946,298	954,553	483,433	(471,120)	Facilities Maintenance Division transferred to Maintenance & Construction Dept
OVERTIME-MISCELLANEOUS	15,718	18,000	-	(18,000)	
OVERTIME - PROGRAMMED		-	-	-	
SOCIAL SECURITY	67,720	67,733	33,899	(33,834)	
STATE PENSION	120,907	142,225	92,287	(49,938)	
LIFE & HEALTH INSURANCE	211,824	217,579	74,798	(142,781)	
PERSONAL SERVICES	<u>1,362,467</u>	<u>1,400,090</u>	<u>684,417</u>	<u>(715,673)</u>	
PROFESSIONAL SERVICES	4,025	15,000	15,000	-	
OTHER CONTRACTUAL SERVICE	36,369	38,500	3,500	(35,000)	
GROUPS MAINTENANCE	29,985	24,000		(24,000)	
TRAVEL AND PER DIEM	290	2,200	1,200	(1,000)	
TELEPHONE	382	720	720	-	
800 PHONE SYSTEM	44,388	47,000	47,000	-	
WIRELESS WORKORDER SYSTEM	-	720	720	-	
UTILITIES-GAS	11,715	15,000	-	(15,000)	
UTILITIES-WATER		1,000	-	(1,000)	
UTILITIES-ELECTRICITY	305,254	288,700	-	(288,700)	
RENTAL AND LEASES	4,488	5,400	2,900	(2,500)	
REP & MAINT-EQUIP &VEHICLES	16,704	10,500	2,000	(8,500)	
REP & MAINT- BUILDINGS	130,238	78,000	-	(78,000)	
PUBLIC INFORMATION	224,888	270,000	270,000	-	
DUMPSTERS	3,852	7,000		(7,000)	
PROFESSIONAL DEV	174	2,200	700	(1,500)	
SUPPORT SERVICES	<u>812,753</u>	<u>805,940</u>	<u>343,740</u>	<u>(462,200)</u>	
POSTAGE		5,000	5,000	-	
PRINTING & BINDING	41,056	40,100	40,100	-	
OFFICE SUPPLIES	2,147	2,800	1,800	(1,000)	
OPERATING SUPPLIES	27,315	40,200	200	(40,000)	
SMALL TOOLS AND EQUIPMENT	1,371	5,250	250	(5,000)	
CLOTHING SUPPLIES	204	2,000		(2,000)	
LANDSCAPING SUPPLIES	-	1,000		(1,000)	
PROTECTIVE CLOTHING	2,055	1,000		(1,000)	
PAINT & SUPPLIES	2,386	5,000		(5,000)	
MINOR SOFTWARE	-	800	800	-	
GAS, OIL & LUBRICANTS	11,933	14,000	4,800	(9,200)	
ECUA T-SHIRT UNIFORMS	1,127	-		-	
DUES & SUBSCRIPTIONS	1,636	1,100	1,100	-	
MATERIALS & SUPPLIES	<u>91,231</u>	<u>118,250</u>	<u>54,050</u>	<u>(64,200)</u>	
DEPARTMENT TOTALS	<u>2,266,450</u>	<u>2,324,280</u>	<u>1,082,207</u>	<u>(1,242,073)</u>	

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DIVISION:

Customer Services

ACTIVITY DESCRIPTION:

The 4 areas within the Customer Service Department work together to provide customers with service that exceeds their expectations.

GOALS:

To assist customers in a friendly and professional manner by telephone, email, Fax or in person. Show customers that we care by listening carefully to their inquiries and responding to their requests in an efficient and a timely manner. Continually improve our service through efficient use of resources and emerging technologies. Our ultimate goal is to be recognized as the best utility customer service operation in the state of Florida.

OBJECTIVES:

1. To maintain a courteous and professional atmosphere throughout the department.
2. To provide continuous training to our staff.
3. To fairly apply ECUA resolutions, policies and procedures to our valued customers.
4. To maintain consistently high levels of productivity.
5. To assure adequate staffing levels to minimize wait time for our valued customers.

2022 TARGETED ACCOMPLISHMENTS:

1. Continue to promote the work from home program which has been a great success and created high levels of performance. This program was established last year to promote social distancing and safety within the Customer Service Department because of Covid. Employees will have the opportunity to work from home due to continued high performance
2. Continue to reduce the number of abandoned calls in comparison to last year's abandon call rate of 1.6% to 1% of total calls answered for 2022. We should reach this goal by the end of the fiscal year.
3. Continue promoting the incentive program to consistently motivate employees to perform at higher performance levels every quarter. This will ensure that our customers are receiving professional, courteous and knowledge base service.
4. Continue to Increase the number of shut offs over last year by 10%. This will help us lower the number of delinquent balances and bring more of our delinquent customer's accounts to a current status.
5. Monthly and annual training for all customer service employees. Utilizing our current resources through our HR Department and Neogov Learn Training Programs. We are establishing modules that employees will complete monthly online. Some of the courses will include but not limited to; Customer Service, Creating a Total Service Experience, Effective Communication, Dealing with Difficult People and Reducing Stress. Employees will complete the series of modules by year end 2022.

ACCOUNT DESCRIPTION	FY 2020 LAST YEARS ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 PROPOSED BUDGET	INCREASE/ DECREASE	EXPLANATION OF CHANGE
CUSTOMER SERVICES					
REGULAR SALARIES	1,861,164	1,924,954	2,009,818	84,864	
OVERTIME-MISCELLANEOUS	7,942	8,200	8,200	-	
INCENTIVE PAY	15,132	80,000	25,000	(55,000)	Reduction based on actual expenditures
SOCIAL SECURITY	136,787	146,081	149,374	3,293	
STATE PENSION	185,942	221,085	225,668	4,583	
LIFE & HEALTH INSURANCE	477,173	456,498	478,485	21,987	
PERSONAL SERVICES	2,684,140	2,836,818	2,896,545	59,727	
OTHER CONTRACTUAL SERVICE	31,983	39,000	39,000	-	
TEMPORARY SERVICES	-	2,800	2,800	-	
TRAVEL AND PER DIEM	-	1,800	1,800	-	
TELEPHONE	1,841	2,000	2,000	-	
REP&MAINT-EQUIP &VEHICLES	4,685	9,600	9,600	-	
OTHER CURRENT CHARGES	3,360	3,500	3,500	-	
PROFESSIONAL DEVELOPMENT	-	3,200	3,200	-	
SUPPORT SERVICES	41,868	61,900	61,900	-	
POSTAGE	-	100	100	-	
PRINTING & BINDING	2,217	2,000	2,000	-	
OFFICE SUPPLIES	16,465	13,900	13,900	-	
OPERATING SUPPLIES	6,464	9,970	9,970	-	
SMALL TOOLS AND EQUIPMENT	58	600	600	-	
CLOTHING SUPPLIES	-	100	100	-	
PROTECTIVE CLOTHING	812	600	600	-	
MINOR SOFTWARE	400	250	250	-	
GAS, OIL & LUBRICANTS	5,726	4,000	4,000	-	
BOOKS & PUBLICATIONS	-	500	500	-	
DUES & SUBSCRIPTIONS	-	100	100	-	
MATERIAL & SUPPLIES	32,142	32,120	32,120	-	
CAPITAL OUTLAY					
DEPARTMENT TOTAL	2,758,150	2,930,838	2,990,565	59,727	