

EMERALD COAST UTILITIES AUTHORITY

OPERATING BUDGET

FISCAL YEAR 2021



Quality drinking water is
our #1 Priority



For the Fiscal Year Ending 9/30/2021



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Emerald Coast Utilities Authority

An Independent Special District of the State of Florida

ANNUAL OPERATING BUDGET

For the fiscal year ending September 30, 2021

As Approved by the ECUA Board
07/28/2020

Prepared by
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TABLE OF CONTENTS

Mission Statement	1
Authority Profile	2
Elected Officials	3
Organizational Chart	4 - 5
<u>INTRODUCTION</u>	
Executive Summary	6 - 12
FY 2020 Operating Budget Sources & Uses.....	13
Personnel Comparison	14 - 17
Financial Health	18 - 21
Strategic Planning	22
Awards and Recognitions	23 - 25
Budget Policy	26
Budget Process	27 - 29
Budget Assumptions	29
Balanced Budget	29 - 30
Capital Budgeting	30 - 31
<u>WATER & WASTEWATER</u>	
Sources and Uses Statements	32
Revenues	33 - 34
Expenses	35 - 36
Organizational Chart.....	37
Fund Detail	38 -39
Board Members.....	40
Administration.....	41 - 43
Finance Department.....	44 - 52
Information Technology	53 - 57
Human Resources.....	58 - 66
Engineering.....	67 - 73
Shared Services (including Customer Services and Communications & Public Information	74 - 85
Regional Services.....	86 - 98
Maintenance & Construction	99 - 109
Water Production	110 - 117
Water Reclamation.....	118 - 126

TABLE OF CONTENTS

(continued)

SANITATION AND MATERIALS RECYCLING FACILITY (MRF)

Sources and Uses Statements	127
Revenues	128 - 129
Expenses	130 - 131
Organizational Chart.....	132 - 133
Department Detail – Escambia and MRF	134 - 138
Administration.....	139
Residential Operations	140
Garage	141
Commercial Operations.....	142
Yard Trash.....	143
Recycling.....	144
Composting.....	145
Materials Recycling Facility (MRF).....	146
Department Detail - Santa Rosa.....	147 - 149
Administration.....	150
Residential	151
Garage	152
Yard Waste	153
Recycling.....	154
Other Expenses.....	155



“The people and resources of the ECUA are committed to providing the citizens of Escambia County with services of the highest quality. We are dedicated to meeting the needs of our customers in a courteous and responsive manner. We will continue to pursue operational efficiencies in an effort to maintain reasonable prices for our services. The ECUA is equally dedicated to maintain a high quality of life in Escambia County through sound, environmentally conscious decision making. Our objective is to respond to growth with timely availability of services. In all our actions, we will be guided by an overriding commitment to protect the source and maintain the purity of our drinking water, and to improve the quality of the area bays, streams, and wetlands.”





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AUTHORITY PROFILE

Special Act of Florida Chapter 81-376 created the Emerald Coast Utilities Authority, formerly the Escambia County Utilities Authority, to manage and operate the water and wastewater systems within the territorial limits of Escambia County, Florida and provide solid waste collection services within Escambia County and certain parts of Santa Rosa County. As an independent special district, a board of five members elected from districts located in Escambia County governs the Authority. The Authority employs an executive director who is the chief executive officer of the Authority.

The Authority provides reliable high-quality potable water to over 96,000 customers. The wastewater system serves over 75,000 customers, conveying wastewater to three treatment plants with a total permitted capacity of 33.1 million gallons. The Authority began providing solid waste collection in 1992 through an acquisition of the system previously operated by Escambia County. Prior to conveying the sanitation system to the ECUA, the County passed an ordinance that mandated garbage collection throughout the unincorporated area of Escambia County. The ECUA implemented that mandatory collection service, and subsequently implemented voluntary recycling throughout the service area. The Authority also purchased two additional residential sanitation systems in 1994. In January 2015, the Authority began providing solid waste and recycling collection services to residential customers in the northern half of neighboring Santa Rosa County. The Authority currently serves over 117,000 sanitation customers in the two counties. In September 2016, the Authority opened a Materials Recycling Facility (MRF) to process recyclable materials out of the solid waste stream. After having contracted with a third party to manage and operate the facility, the Authority now manages and operates the facility entirely in-house.



Emerald Coast Utilities Authority

Board of Directors
(at time of publication)

Fiscal Year 2021

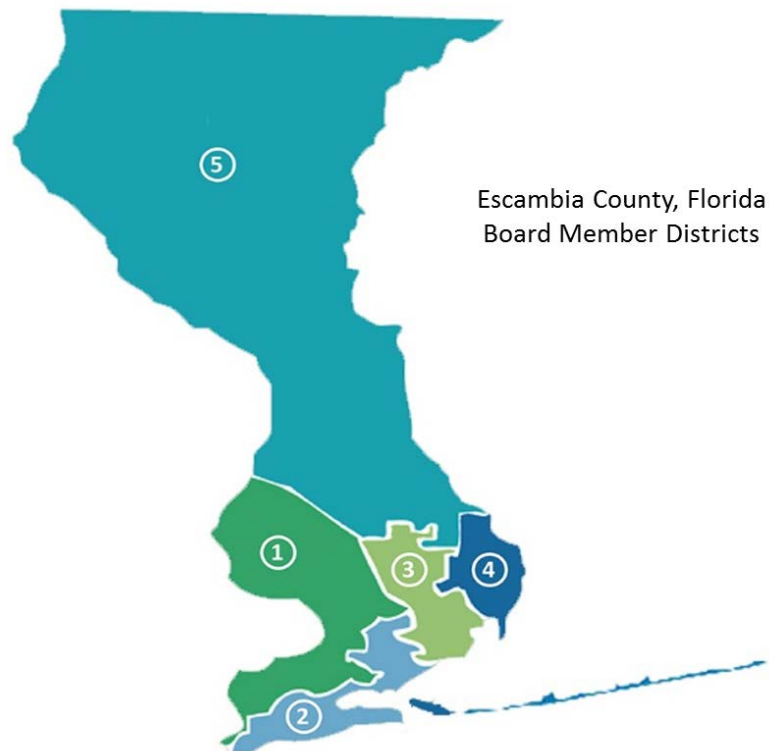
Vicki Campbell, District 1

Lois Benson, District 2, Chair

Cedric L. Alexander, District 3

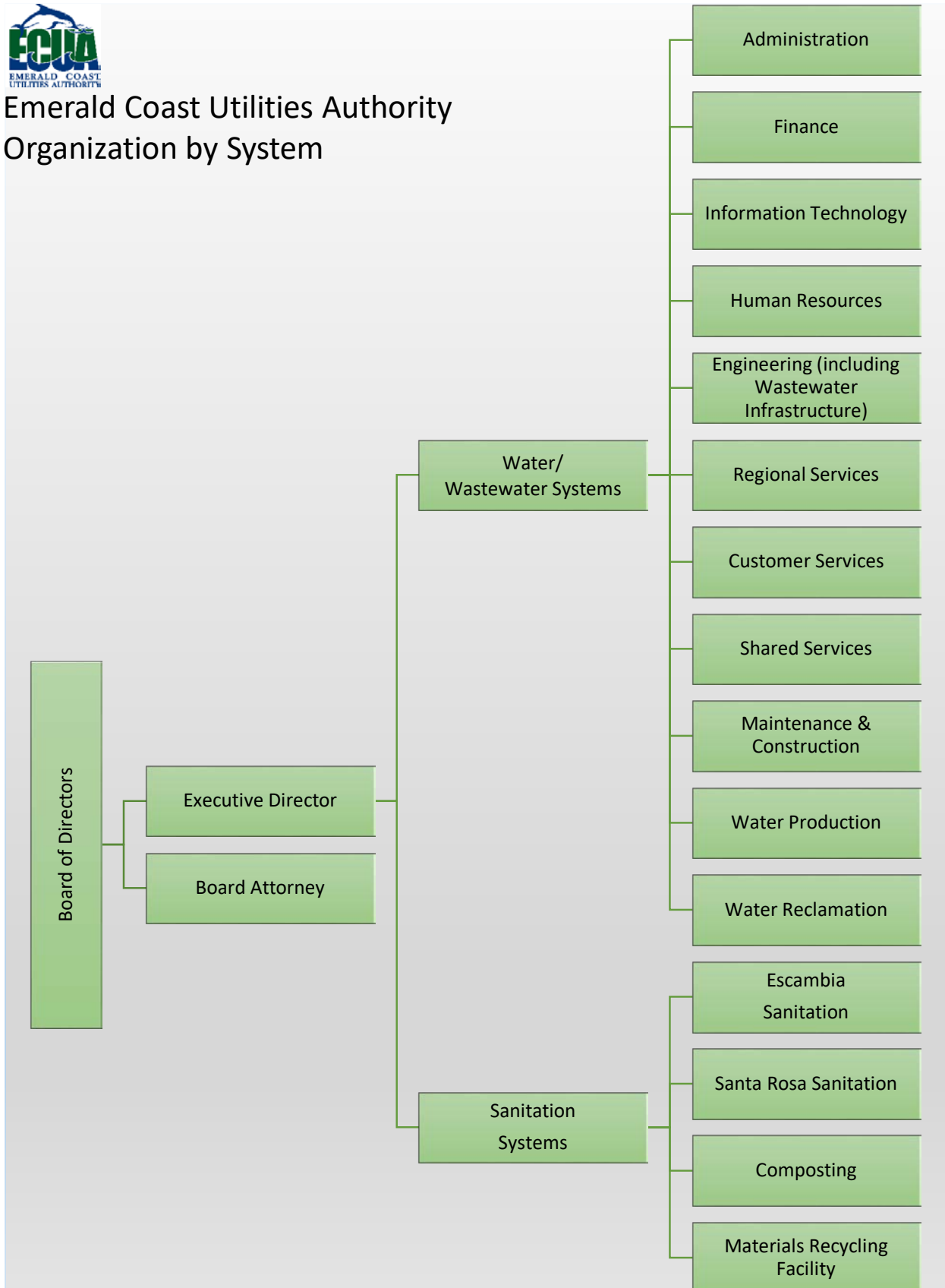
Dale Perkins, District 4, Vice Chair

Larry Walker, District 5





Emerald Coast Utilities Authority Organization by System





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EXECUTIVE DIRECTOR

J. Bruce Woody, P.E.

DEPUTY EXECUTIVE DIRECTORS

Shared Services – Randy Rudd

Maintenance & Construction – Gerry Piscopo

Engineering & Environmental Services – Don Palmer

DEPARTMENT DIRECTORS

Finance – Patricia L. Sheldon

Information Technology – John Daane

Human Resources/Administrative Services – Kimberly Scruggs

Engineering – Stacy Hayden

Regional Services – Brian Reid

Customer Services – Gabe Brown

Water Production – Tom Dawson

Water Reclamation – Randy Sears

EXECUTIVE SUMMARY

Fiscal Year 2020 (FY 2020) saw unique challenges for our local ratepayers as we confronted the hardships of the COVID-19 virus pandemic. Many businesses reduced operations while others closed for a period of time as part of our state and nation's efforts to reduce the spread of the virus to protect the public. Many of the Authority's customers were out of work during this time. In response, the ECUA Board took action to help commercial customers by crediting their deposits back to their account in April 2020 to help reduce their bill. For residential customers, the Board also suspended fines penalties and disconnections for a period of 120 days for customers with financial hardships who needed temporary relief. These actions by the Board were one of many ways that the community pulled together to help each other through difficult times.

Looking ahead to Fiscal Year 2021 (FY 2021) we continue to be mindful of providing financially efficient and conservative services to our ratepayers. We are pleased to present a budget for next year that does not include any rate increase for water or wastewater services. For sanitation services, a modest increase of 2% is planned for services in Escambia County to cover increases in operating expenses due to growth in the service area and the number of customers. A more detailed summary of each service follows.

The Authority continues to remain on sound financial footing thanks to the ECUA Board's focus on fiscal policy. Revenues for both the Water/Wastewater and Sanitation Systems have consistently remained within 5% of the target to meet budget projections. Expenses remain in the budgeted target arena as well. Economic conditions in the service area continue to show modest growth as evidenced by the building of several large, new subdivisions in the north central part of the County. Development of these areas is projected to continue into 2020. The presence of the Navy Federal Credit Union Call Center complex drives, in part, the demand for housing in the north central parts of the County. Along with new housing comes opportunities for new sanitation and water/wastewater customers, along with challenges in providing the needed infrastructure for the housing developments and apartment complexes.

The ECUA provides for the following separate Systems: The Water/Wastewater System and the Sanitation System, which includes the Materials Recycling Facility (MRF). The Water/Wastewater System handles all aspects of water production and delivery along with the collection, treatment and disposal of wastewater (sewer). The Sanitation System encompasses solid waste collection in Escambia County (ESS), as well as in defined portions of Santa Rosa County (SRSS) by agreements with Santa Rosa County and the Town of Jay. Additionally, the

Sanitation System manages the composting activity located at the Central Water Reclamation Facility (CWRF). The MRF encompasses the processing and sale of recyclable materials in an effort to keep those materials out of the County landfill and provide a more “green” approach. By doing so, the utilization of the MRF has allowed ECUA to continue the curbside recycling program. ECUA owns the facility and manages the daily operations in-house and contracts with various vendors directly who purchase the raw materials produced at the MRF.

WATER/WASTEWATER

The FY 2021 Water/Wastewater budget presented is showing projected revenues that include no rate increase. Revenue increases from growth are projected to cover the modest increases in operating costs. The projected carryforward from FY 2020, the capital improvement fee, impact fees, and the net revenues are projected to be adequate to provide the necessary sources for capital. The Capital Improvement Fee (CIF) established in FY 2018 is generating approximately \$9 million in order to help pay for capital improvements. We do not anticipate the issuance of any new debt for fiscal year 2021.

Departmental budget requests for FY 2021 increased 4.70%, due to anticipated increases in utilities usage, increased postage due to growth in the customer base, new software to facilitate disaster recovery, as well as increases in repair and maintenance costs for aging buildings and vehicles. We endeavor to be consistent with the targeted amount of carryforward so that we have reserves to rely on when unexpected events such as floods or hurricanes occur. FY 2021’s projected carryforward reserves is \$6.1 million. The staff believes the proposal is acceptable since we will be using project carryforward and current year revenues to help fund capital projects without having to issue new debt.

The water/wastewater budget for operating expenses include funding for normal operating needs adjusted for ordinary cost increases as we continue to utilize necessary chemicals in the lift stations to control odor, properly maintain the water wells, and provide for repair and maintenance on the buildings, equipment, and vehicles.

Some increases in the FY 2021 Water/Wastewater budget include: (1) the Information Technology Department adding two positions to support technology growth and provide for computing infrastructure support. These positions are an Information Technology Technician and a Computing Infrastructure Support Manager. Additionally, there is a need for office equipment and computers to support the activities of the two new positions; (2) the Water Reclamation Department is requesting a new headcount for a Pretreatment Technician and requesting funds for a new truck/tractor trailer safety incentive to be awarded to drivers under a prescribed safety program. It is similar to the safety incentive program offered by the Sanitation Department; (3) Engineering is requesting one new position for a Utility Construction

Inspector; and (4) the Water Production Department is requesting a new position for a Regulatory Compliance Coordinator. These additions will add approximately \$387,500.

Due to the continued success of the public relations campaign to highlight awareness of ECUA and its programs in the community, we have again included \$200,000 in the Public Information division to keep our message fresh for the community.

In order to provide funding for emergency repairs and increases in cost without increasing the actual department budgets each year, we have again requested a \$1,500,000 operating contingency for FY 2021. Each department budgets for routine maintenance costs and current level utility usage, but the operating contingency will allow availability of funds for emergency repairs and other unknown increases, which always seem to occur in the operating expenses. If the funds are not used during the year, they will carry forward in reserves at year-end, which provides funds in the following fiscal year for capital projects and helps minimize rate increases next year.

The FY 2021 budget for Water/Wastewater includes a Capital Improvement Program (CIP) in the sum of \$31 million of which \$8 million is for the I&I construction phase of the consent order. Other recommended projects include general utility relocations, elevated tank maintenance, meter register replacements, the Government Street lift station emergency storage tank, and sewer expansion. The proposed budget funds the CIP from a combination of prior year carryforward, current year net operating revenue, capital improvement fees collected, impact fees, and funds received from grants and/or interlocal agreements with other entities. As always, the staff spent many hours discussing and prioritizing the recommended list of system needs. The \$8 million in funding for the SSO/I&I Program is in response to the FDEP Consent Order (CO) which the ECUA Board approved in May 2012. This is the ninth (9th) year of the original 16-year program that we have established to make the system improvements required in the CO. We received a decision from FDEP granting the time extension of ten years on our I&I mitigation requirements. This extension allows for a more reasonable timeframe to accomplish the necessary work of addressing the I&I issues as well as a more reasonable financial schedule for funding the work.

We anticipate the annual carryforward amount to be approximately \$23 million at the end of FY 2020 and this should provide an adequate rollover amount to start out with in FY 2021. A strong reserve will provide emergency funds in case of disaster and help us achieve a favorable interest rate in the debt market should we find the need to borrow funds in later years for the CIP requirements.

We are required by bond covenants to maintain a minimum coverage of 125% for parity debt (bonds & bank loans) and 115% for "all-in" debt (which includes the State Revolving Fund (SRF) loans. Under this approved budget, the debt service coverage requirements exceed those

minimum coverage requirements by 37% and 17%, respectively, and therefore remains acceptable.

SANITATION and MATERIAL RECYCLING (MRF)

The Escambia County Sanitation System (ECSS) including collection of solid waste, recycling collections and compost operations is experiencing an increase of 5.09% in operating costs over last year. The increase in labor, equipment, and repair and maintenance costs, along with a reduced need for new vehicles equates to a 2.0% increase in rates to provide for costs in the ECSS for FY 2021. The Materials Recycling Facility (MRF), which was experiencing shortfalls in operating revenues due to the decreasing market values of the commodities has seen a turn-around in commodity market values during the FY 2020. This, along with the receipt of an insurance settlement for a loss experienced in FY 2019 is contributing to our projection that the MRF will end FY 2020 with a positive unrestricted reserves position. The facility continues to be a welcome addition to the region, as evidenced by the number of entities that have signed inter-local agreements with us to receive and process their recyclable materials.

The SRCS collection system is independent of the Escambia County system and has separate accounting within the Sanitation Fund. The contract allows for annual rate increases, which offset the increase in annual operating costs. This service will end on December 31, 2020 and therefore, the FY 2021 budget includes only three months of expenses.

The Board approved a 2.0% rate increase for the Escambia County Sanitation System (ECSS) on August 25, 2020. This rate increase is projected to cover the increased operating costs and requested capital needs for ECSS. The average ECSS sanitation customer with two 90 gallon containers will see a monthly increase of \$.45.

The Escambia County Sanitation System (ECSS) is growing, with an expected increase in residential customers of approximately 1%. With growth comes increased operating costs in maintenance, labor, and equipment. The total increase in operating expenses when compared to FY 2020's original budget is 5.09% for the ECSS. The need to buy additional collection and recycling cans continues, although cans that are now being used in Santa Rosa County will be re-purposed for use in Escambia County, reducing the number of cans we need to purchase during FY 2021. Trucks that are currently being used in Santa Rosa County will be brought back into Escambia County reducing the need to purchase any new trucks during FY 2021. Many of the older trucks still in service, yet reaching the end of their programmed life, may be replaced by transitioning trucks to Escambia and thus provide some savings on expensive repairs and maintenance. In FY 2020, the third party contract for cart maintenance was not renewed and the cart maintenance activities were brought in-house instead when the Board approved eight new positions to perform the activity. This provided better operational oversight over the cart maintenance activities.

For FY 2021, five new positions are requested for the ECSS. This will allow the addition of new routes for areas of the County that are experiencing growth, and also the restructuring of existing routes to provide more efficiencies in an effort to help curb extensive overtime that we are currently experiencing due to a lack of drivers. These new positions will be filled by existing employees as we transition personnel from Santa Rosa into Escambia. Other personnel will fill existing vacancies in Escambia as they occur.

The proposed budget contemplates a \$461,500 lease financing to pay for the proto-type yard waste truck the Board approved during FY 2020. The lead time for this proto-type truck is long and will need to be reflected in the FY 2021 budget. The financing details will be brought to the Board sometime during FY 2021 for review and approval.

The FY 2021 Sanitation budget reflects revenues that include a 2.0% rate increase for the ECSS. Even though operating costs for ECSS are increasing 5.09%, we anticipate the 2.0% rate increase, coupled with a reduced need for capital, will cover the costs. This rate increase is projected to cover operating costs and requested capital needs for ECSS, as well as help fund reserves in anticipation of the construction of the new transfer station in the following year. The average ECSS sanitation customer with two 90 gallon containers will see a minimal monthly increase of \$.45.

As provided for in FY 2020, FY 2021's budget also includes a transfer from the ECSS to the MRF for the ECSS solid waste materials diverted to the MRF. Loan requirements on MRF equipment dictate that the MRF be solvent and therefore the MRF must charge tipping fees to the ECSS operations like other entities that are tipping materials at the MRF. In the past, the ECSS had been receiving services at the MRF without a charge. Last year, the charge was implemented and will continue each year for the foreseeable future. This allocation will vary year to year depending upon the commodities market values for the recycled materials. The Capital Funding Fee (CFF) is providing sufficient capital funds at this time and is completely separate from the operating costs.

The level of remaining unrestricted reserves remains lower than normal, however, the goal is to have consistently reasonable rate increases that will cover costs and provide for building reasonable reserves. The DSC based upon borrowing for the ECSS is 1.49%.

The SRCS collection system is independent of the Escambia County system and has separate accounting within the Sanitation Fund. The contract allows for annual rate increases, which offset the increase in annual operating costs. This service will end on December 31, 2020 and therefore, the FY 2021 budget includes only three months of expenses.

The MRF is now in its fourth full year of operations. The Authority operates and manages the facility solely in-house. We are managing the operations in-house and selling the product

directly to third parties. Revenues for the facility are generated through the sale of the recyclable commodities, and are highly dependent on the market value of the commodities throughout the year.

This approved budget takes into account all of the operating expenses of the MRF as well as debt service toward both the “Closed Loop Loan” and the interfund loan from Water/Wastewater. The approved budget includes capital spending of \$400,000 for site storage and processing equipment modifications. The MRF provides a stable local processing facility for recyclables that facilitates environmentally friendly strategies previously outlined by the Board. Part of the MRF objective is to reduce pollution and environmental deterioration. This is accomplished by take approximately 40,000 – 50,000 tons of materials from a variety of private and public entities that otherwise would be buried in landfills and sorting the raw materials to sell on the commodities market. We currently have thirteen (13) inter-local agreements in place with several nearby cities and counties to accept their recyclable materials. No rate setting is involved with the MRF since the entire cost of operation including repair, maintenance, personnel, debt service, and capital is paid via the sale of the recovered materials.

SUMMARY

In summary, no rate increase is requested for water/wastewater, and 2% rate increase is requested for Sanitation. Therefore, an ECSS customer with two 90-gallon containers will see a net monthly increase of \$.45 per month, or \$.12 per week.

The operating costs for the Water/Wastewater systems are generally fixed based upon historical expenses and projected increases. The capital project funding (CIP) level is determined in part by carryforward reserves and excess current year revenue. The staff believes the proposal is acceptable since we will be using project carryforward and current year revenues to help fund capital projects without having to issue new debt.

The Escambia County Sanitation System (ECSS) including collection of solid waste, recycling collections and compost operations is experiencing an increase of 5.09% in operating costs over last year. The increase in labor, equipment, and repair and maintenance costs, along with a reduced need for new vehicles equates to a 2.0% increase in rates to provide for costs in the ECSS for FY 2021.

The SRCS collection system is independent of the Escambia County system and has separate accounting within the Sanitation Fund. The contract allows for annual rate increases, which offset the increase in annual operating costs. This service will end on December 31, 2020 and therefore, the FY 2021 budget includes only three months of expenses.

The Materials Recycling Facility (MRF), which was experiencing shortfalls in operating revenues due to the decreasing market values of the commodities has seen a turn-around in commodity market values during the FY 2020. This, along with the receipt of an insurance settlement for a loss experienced in FY 2019 is contributing to our projection that the MRF will end FY 2020 with a positive unrestricted reserves position. The facility continues to be a welcome addition to the region, as evidenced by the number of entities that have signed inter-local agreements with us to receive and process their recyclable materials.

The proposed 2.0% rate increase (\$.45 per month) in the ECSS will provide for the operating costs proposed by the FY 2021 budget. The FY 2021 rate increase also plans for a gradual buildup of reserves in order to be in a better position to fund the construction of a new transfer station in a future year. The Capital Funding Fee (CFF) is providing sufficient funds at this time for the needed truck, cans, etc. and can also be used in the future for additional capital, such as the transfer station, as the need arises.

We would like to express our thanks to the ECUA Board and the Citizen's Advisory Committee members for their guidance and input, as well as to the staff who diligently worked to produce this plan. The Fiscal Year 2021 Approved Operating Budget is an accurate reflection of the financial plan necessary to continue our positive movement in the direction of providing our customers with the high quality service they expect and deserve.

Respectfully,

J. Bruce Woody

J. Bruce Woody, P.E., MPA

Executive Director

Patricia Sheldon

Patricia Sheldon, CPA, CGFO, CPFO, CPFIM

Director of Finance

EMERALD COAST UTILITIES AUTHORITY
OPERATING BUDGET
FISCAL YEAR 2021

	WATER & WASTEWATER	SANITATION AND MRF	TOTAL ADOPTED FY 2021
SOURCES:			
Operating revenues:			
Water	\$ 43,370,191	\$ -	\$ 43,370,191
Wastewater	56,268,900	-	56,268,900
Sewer Improvement Fee	6,100,000	-	6,100,000
Capital Improvement Fee	9,500,000	1,594,800	11,094,800
Sanitation - Residential	-	25,191,521	25,191,521
Sanitation-Commercial	-	1,760,065	1,760,065
Connection Charges	350,000	-	350,000
Recyclable Commodities	-	1,700,000	1,700,000
Recyclable Tipping Fees	-	840,000	840,000
Compost & Yard Waste Tipping Fees	-	450,000	450,000
Miscellaneous Revenues	1,500,000	45,000	1,545,000
Subtotal Operating Revenues	117,089,091	31,581,386	148,670,477
Non-operating revenues:			
Interest Income	1,500,000	11,600	1,511,600
Impact Fees	3,000,000	-	3,000,000
Grants & Other Capital Contributions	500,000	-	500,000
Capital Financing Sources	-	461,502	461,502
Unrestricted Reserves	3,500,000	389,180	3,889,180
Committed project funds	9,000,000	-	9,000,000
Carry-forward project funds	23,103,832	-	23,103,832
Subtotal Non-operating Revenues	40,603,832	862,282	41,466,114
TOTAL SOURCES	\$ 157,692,923	\$ 32,443,668	\$ 190,136,591
USES:			
Operating expenses:			
Personal Services	\$ 37,518,925	\$ 11,718,626	\$ 49,237,551
Support Services	22,729,625	10,528,021	33,257,646
Materials & Supplies	10,050,235	1,627,100	11,677,335
Subtotal operating expenses	70,298,785	23,873,747	94,172,532
Non-operating expenses:			
Debt Service	36,702,541	5,208,574	41,911,115
CIP, Renewal & Replacement	40,000,000	2,200,000	42,200,000
Capital Financing Projects	-	461,502	461,502
Unrestricted Reserves	4,500,000	699,845	5,199,845
Project Contingencies	6,191,597	-	6,191,597
Subtotal non-operating expenses	87,394,138	8,569,921	95,964,059
TOTAL USES	\$ 157,692,923	\$ 32,443,668	\$ 190,136,591

EMERALD COAST UTILITIES AUTHORITY PERSONNEL COMPARISON

	<u>2019 POSITIONS</u>	<u>2020 FUNDED POSITIONS</u>	<u>2021 FUNDED POSITIONS</u>
ADMINISTRATION DEPARTMENT			
OFFICE OF THE EXECUTIVE DIRECTOR	<u>3</u>	<u>2</u>	<u>2</u>
FINANCE DEPARTMENT			
ADMINISTRATION	4	4	4
GENERAL ACCOUNTING	7	7	7
ACCOUNTS RECEIVABLE	15	17	17
PURCHASING & STORES	<u>8</u>	<u>8</u>	<u>8</u>
FINANCE TOTAL	<u>34</u>	<u>36</u>	<u>36</u>
INFORMATION TECHNOLOGY DEPARTMENT			
ADMINISTRATION	10	10	13
GIS	<u>0</u>	<u>0</u>	<u>0</u>
INFORMATION TECHNOLOGY TOTAL	<u>10</u>	<u>10</u>	<u>13</u>
HUMAN RESOURCES/ADMIN SERVICES DEPARTMENT			
ADMINISTRATIVE SERVICES	2	2	2
SAFETY & SECURITY	3	5	5
HUMAN RESOURCES	4	4	4
EMPLOYMENT	<u>2</u>	<u>2</u>	<u>2</u>
HUMAN RESOURCES/ADMIN SERVICES TOTAL	<u>11</u>	<u>13</u>	<u>13</u>
ENGINEERING DEPARTMENT			
ADMINISTRATION	23	29	30
INSPECTIONS	<u>7</u>	<u>7</u>	<u>7</u>
ENGINEERING TOTAL	<u>30</u>	<u>36</u>	<u>37</u>
SHARED SERVICES			
ADMINISTRATION	6	5	5
FACILITIES MAINTENANCE	9	9	9
PUBLIC INFORMATION	<u>1</u>	<u>1</u>	<u>1</u>
SHARED SERVICES TOTAL	<u>16</u>	<u>15</u>	<u>15</u>

EMERALD COAST UTILITIES AUTHORITY PERSONNEL COMPARISON

	2019 POSITIONS	2020 FUNDED POSITIONS	2021 FUNDED POSITIONS
CUSTOMER SERVICES			
ADMINISTRATION	7	7	7
OPERATIONS	38	38	38
CUT NON-PAYS	5	5	5
CUSTOMER SERVICES TOTAL	50	50	50
REGIONAL SERVICES DEPARTMENT			
ADMINISTRATION	4	4	4
REGION 2 (WEST REGION)	19	20	20
REGION 3 (EAST REGION)	23	24	23
REGION 4 (SOUTH REGION)	18	19	19
SEWER MAINTENANCE SERVICES	22	22	23
FIRE HYDRANT INSTALL/MAINT.	7	8	8
PATCH SERVICES	8	3	4
AIR RELEASE VALVES	8	8	8
FATS, OILS, & GREASE	2	4	3
REGIONAL SERVICES TOTAL	111	112	112
FIELD & CUSTOMER SERVICES GROUP TOTAL	177	177	177
MAINTENANCE AND CONSTRUCTION			
ADMINISTRATION	6	6	6
LIFTSTATIONS	24	24	24
INFO SYSTEMS/WAREHOUSE	2	2	2
INSTRUMENT, ELECTRICAL (I/E)	15	15	15
PLANT MAINTENANCE	13	13	13
ODOR CONTROL	2	2	2
GENERATOR MAINTENANCE	2	2	2
MAINTENANCE AND CONSTRUCTION TOTAL	64	64	64
WATER PRODUCTION			
WATER OPERATIONS	21	21	22
WELL MECHANICAL MAINTENANCE	7	7	7
COMMUNICATIONS CENTER	11	11	11
CROSS CONNECTION CONTROLS	5	5	5
WATER PRODUCTION TOTAL	44	44	45

EMERALD COAST UTILITIES AUTHORITY
PERSONNEL COMPARISON

	2019 <u>POSITIONS</u>	2020 FUNDED <u>POSITIONS</u>	2021 FUNDED <u>POSITIONS</u>
WATER RECLAMATION			
ADMINISTRATION	1	1	1
BAYOU MARCUS WRF	14	14	14
PENSACOLA BEACH WWTP	11	11	11
CENTRAL WRF	36	35	35
WATER QUALITY/LAB	<u>11</u>	<u>12</u>	<u>13</u>
WATER RECLAMATION TOTAL	<u>73</u>	<u>73</u>	<u>74</u>
UTILITY OPERATIONS			
ADMINISTRATION	<u>0</u>	<u>0</u>	<u>0</u>
	<u>0</u>	<u>0</u>	<u>0</u>
UTILITY OPERATIONS GROUP TOTAL	<u>181</u>	<u>181</u>	<u>183</u>
WASTEWATER INFRASTRUCTURE			
ADMINISTRATION	<u>8</u>	<u>0</u>	<u>0</u>
WATER & WASTEWATER TOTAL	<u>454</u>	<u>455</u>	<u>461</u>

EMERALD COAST UTILITIES AUTHORITY PERSONNEL COMPARISON

	2019 POSITIONS	2020 FUNDED POSITIONS	2021 FUNDED POSITIONS
SANITATION DEPARTMENT			
ADMINISTRATION	2	2	2
RESIDENTIAL OPERATIONS	39	39	48
GARAGE	31	33	33
COMMERCIAL OPERATIONS	7	7	8
YARD TRASH COLLECTION	27	27	31
RECYCLING	18	18	16
COMPOSTING	3	5	6
SANITATION TOTAL	127	131	144
SANTA ROSA			
RESIDENTIAL OPERATIONS	32	32	32
GARAGE	2	2	2
SANTA ROSA TOTAL	34	34	34
SANITATION TOTAL	161	165	178
MATERIALS RECYCLING SYSTEM			
MATERIALS RECYCLING FACILITY OPERATIONS	16	16	16
GRAND TOTAL	631	636	655

Financial Health

ECUA received an unqualified opinion for the FY 2019 Annual Audit Report. This means the financial statements were presented fairly and in all material respects were in accordance with accounting principles generally accepted in the United States of America. ECUA's FY 2019 Comprehensive Annual Financial Report (CAFR) received the Government Finance Officers Association Certificate of Excellence in Financial Reporting for the thirty-second (32nd) consecutive year. Debt service coverage for FY 2020 is projected to be 190% while meeting debt covenant requirements for reserve targets and all key performance indicators.

On July 17, 2020, Standard & Poor's affirmed ECUA's rating of A/Stable. This rating reflects the S&P's opinion that ECUA has 1) a very diverse customer base within the Pensacola metropolitan statistical area's (MSA) diverse regional economy; 2) affordable water and sewer rates; 3) strong "all-in" coverages metrics; 4) adequate liquidity position; and 5) good financial management assessment.

ECUA's Water/Wastewater System issued no new debt during fiscal year 2020. The Authority's Escambia Sanitation System entered into a capital lease agreement during fiscal year 2020 in the par amount of \$3,208,626 for sanitation trucks needed for the Sanitation Systems.

Currently, the following is an outline of the outstanding debt by System:

Water/Wastewater:

- ❖ \$86,384,803 State of Florida Department of Environmental Protection Revolving Loans, interest from 2.04% to 3.27%, maturing through October 2032, secured by net revenue. As of September 30, 2020, the outstanding balance is \$49,077,420.
- ❖ \$130,000,000 Utility System Revenue Note, Series 2008, interest at 4.91%, maturing in annual installments through July 2028, secured by net revenue. As of September 30, 2020, the outstanding balance is \$91,615,000.
- ❖ \$42,399,000 Utility System Revenue Note, Series 2010, interest at 6%, maturing in annual installments through January 2031, secured by net revenue. As of September 30, 2020, the outstanding balance is \$27,311,000.
- ❖ \$13,151,000 Utility System Refunding Revenue Note, Series 2011, interest at 3.03%, maturing in annual installments through January 2023, secured by net revenue. As of September 30, 2020, the outstanding balance is \$3,671,000.
- ❖ \$25,010,000 Utility System Refunding Revenue Note, Series 2013, interest at 2.3%, maturing in annual installments through January 2028, secured by net revenue. As of September 30, 2020, the outstanding balance is \$13,825,000.

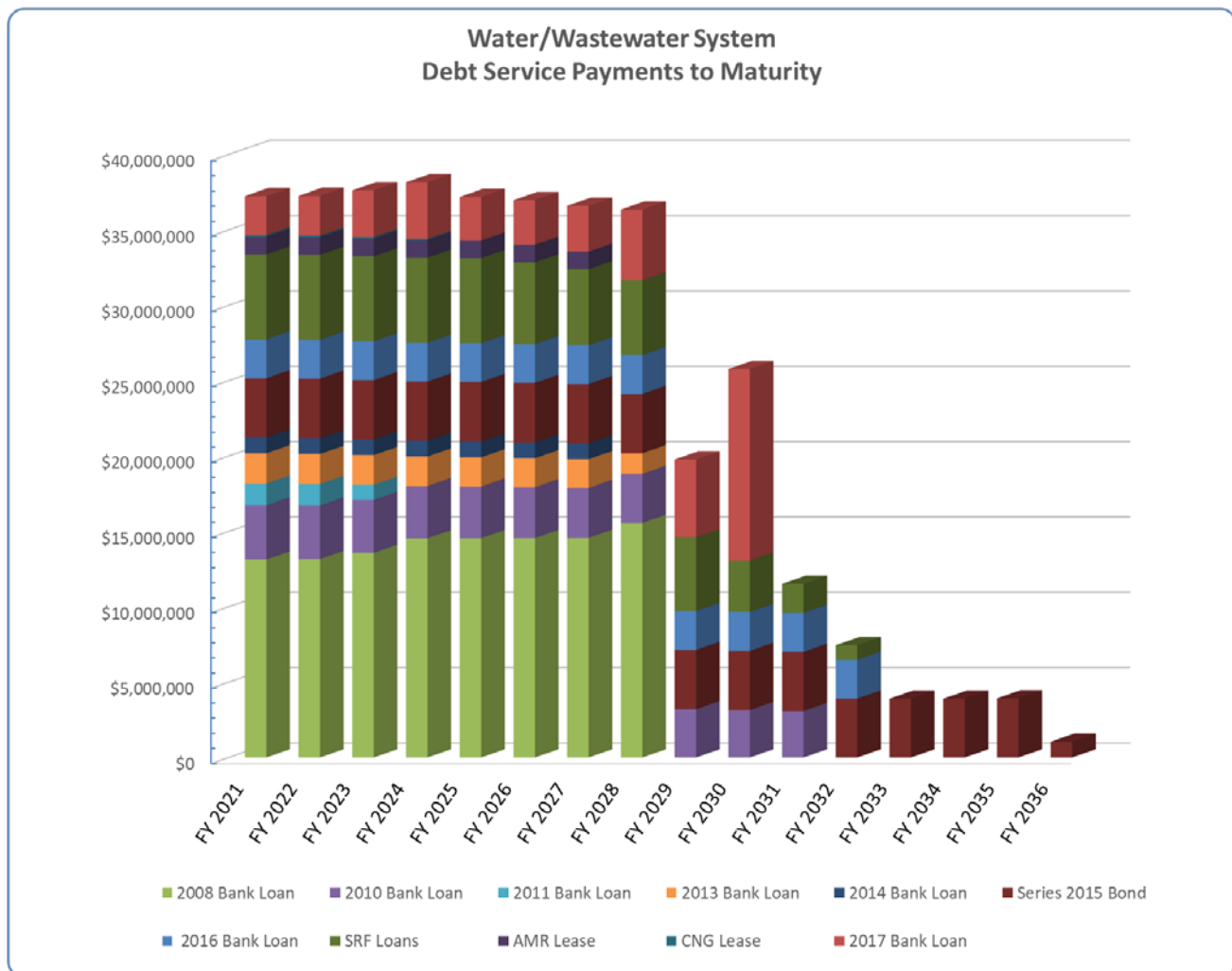
- ❖ \$11,200,000 Utility System Refunding Revenue Note, Series 2014, interest at 3.12%, maturing in annual installments through January 2027, secured by net revenue. As of September 30, 2020, the outstanding balance is \$6,585,000.
- ❖ \$52,285,000 Utility System Refunding Revenue Bonds, Series 2015, interest from 2.00% to 5.00%, maturing in annual installments through January 2036, secured by net revenue. As of September 30, 2020, the outstanding balance is \$44,530,000.
- ❖ \$33,115,000 Utility System Refunding Revenue Note, Series 2016, interest at 2.11%, maturing in annual installments through July 2032, secured by net revenue. As of September 30, 2020, the outstanding balance is \$27,303,000.
- ❖ \$40,085,000 Utility System Revenue Note, Series 2017, interest at 2.59%, maturing in annual installments through July 2030, secured by net revenue. As of September 30, 2020, the outstanding balance is \$37,093,000.
- ❖ \$15,500,000 capital lease, interest at 4.41%, payments due annually through September 2027. As of September 30, 2020, the outstanding balance is \$6,876,355.
- ❖ \$965,655 capital lease, interest at 2.09%, payments due monthly through February 2024. As of September 30, 2020, the outstanding balance is \$394,226.

Sanitation and MRF:

- ❖ \$8,544,000 Sanitation System Refunding Revenue Bond, Series 2012, interest at 2.75%, maturing in annual installments through January 2022, secured by net revenue. As of September 30, 2020, the outstanding balance is \$1,937,000.
- ❖ \$1,933,355 capital lease, interest at 2.09%, payments due monthly through September 2022. As of September 30, 2020, the outstanding balance is \$454,576.
- ❖ \$11,068,116 capital lease, interest at 2.48%, payments due semi-annually through February 2023. As of September 30, 2020, the outstanding balance is \$3,688,631.
- ❖ \$661,163.28 capital lease, interest at 2.59%, payments annually through April 2024. As of September 30, 2020, the outstanding balance is \$390,703.
- ❖ \$2,749,040 capital lease, interest at 3.307%, payments annually through December 2024. As of September 30, 2020, the outstanding balance is \$2,017,783.
- ❖ \$3,396,609 capital lease, interest at 3.26%, payments semi-annually through January 2026. As of September 30, 2020, the outstanding balance is \$2,732,087.
- ❖ \$3,208,626 capital lease, interest at 1.815%, payments semi-annually through January 2027. As of September 30, 2020, the outstanding balance is \$3,208,626.
- ❖ \$3,000,000 interest-free loan, maturing in annual installments through December 2025, secured by pledge of collateral on equipment at the MRF. As of September 30, 2020, the outstanding balance is \$1,750,000.

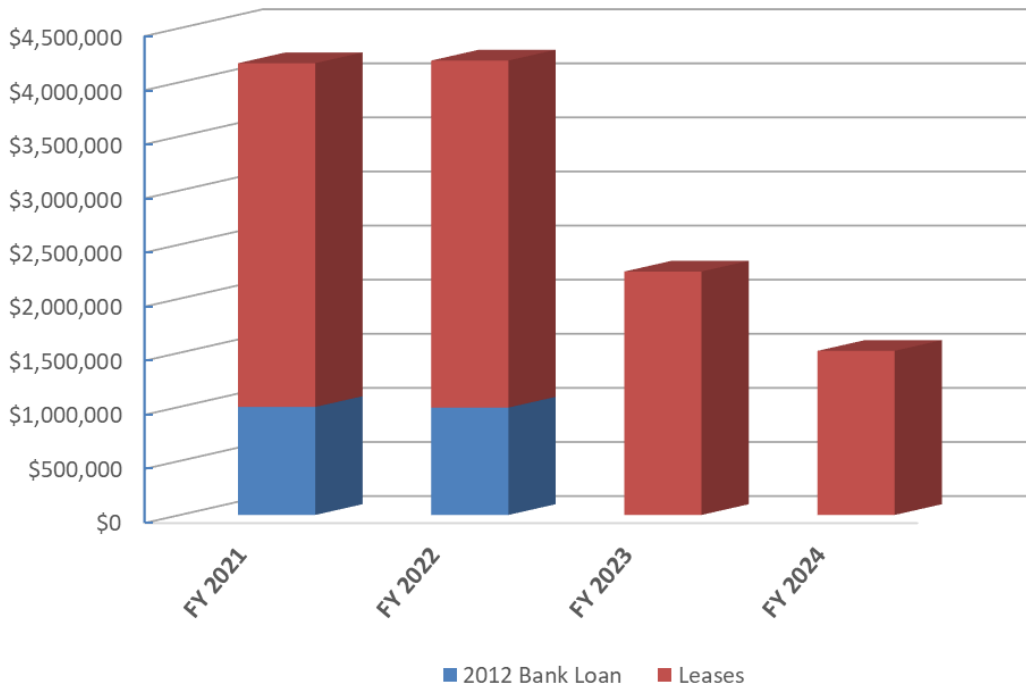
Aggregate Debt Service through maturity is as follows:

Water/Wastewater System:

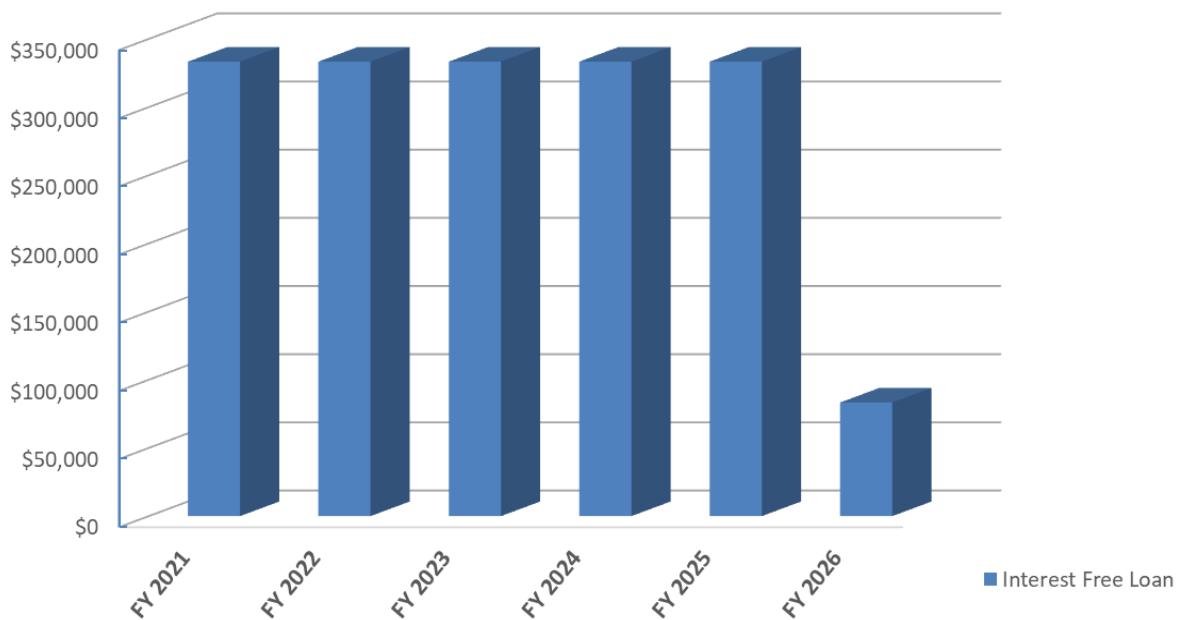


Sanitation System and MRF:

**Sanitation System
Debt Service Payments to Maturity**



**Material Recycling Facility
Debt Service Payments to Maturity**



STRATEGIC PLANNING

ECUA is required to have a Management Audit every 5 years. The audit conducted in 2013 outlined five key areas that support the ECUA's strategic direction. The goal of the management audits is to support the processes which will continue to assist in our journey making ECUA a great utility. Key areas identified were Community, Environment, Finance, Infrastructure, and Workforce. The graph below outlines the key areas and performance strategies within each area. The financial plan supports the strategic direction and helps to ensure that ECUA is financially sound while allowing the plan to be appropriately implemented.



The 2018 management audit reported the Authority is a very well managed and operated utility, and is among the best in the state. The Authority is reported to be aware of and receptive to the needs of our customers, effective in providing reliable and cost-effective services in compliance with applicable codes, regulations, and numerous operating permits. These traits place the Authority in an excellent financial position.

Awards and Recognitions



The ECUA's drinking water has been selected as the 2018 Best Tasting Water in a taste-test competition held on March 16, 2018 in Destin, Florida. The Florida Section of the American Water Works Association (FS/AWWA) is divided into twelve Regions, each hosting their own regional competition. Destin Water Users hosted the Region IX event and provided a panel of impartial judges. Region IX is comprised of all water utilities in the four westernmost counties of the Panhandle: Escambia, Santa Rosa,

Okaloosa and Walton. Participation in the Best Tasting Drinking Water Contest is open only to water providers within the geographical region who have not experienced any violations in the federal or state safe drinking water regulatory requirements. Each water sample was evaluated for taste, odor, color, and clarity. "ECUA water has been recognized as the best-tasting water in the Florida Panhandle for the fifth time in thirteen years," said then ECUA Executive Director, Steve Sorrell. "We're extremely proud of all our staff members, but especially those in our Water Production Department, who oversee the day-to-day operations. It's truly a team effort."

National Association of Clean Water Agencies (NACWA)



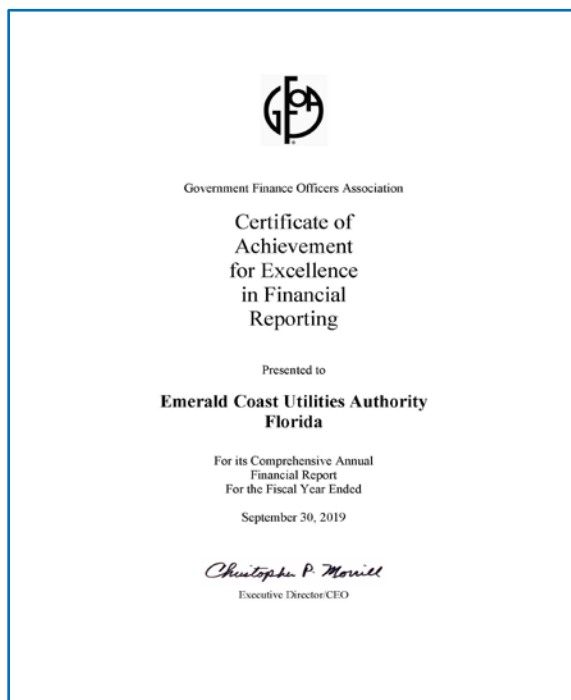
The Peak Performance Awards program, sponsored by the National Association of Clean Water Agencies (NACWA), recognizes public wastewater treatment and water reclamation facilities for their outstanding records in compliance of the National Pollutant Discharge Elimination System (NPDES) permitting limits during a full calendar year.

In 2019, the ECUA's Water Reclamation Facilities were required to meet 13,020 compliance metrics for effluent discharges, an average of over 35 compliance metrics per day. These are considered to be some of the most difficult to meet in the State of Florida and our three facilities successfully met 13,019 of these metrics, missing on only one. Over the past 20 year, this was the best year for compliance in ECUA's Water Reclamation Operations.

The ECUA's Pensacola Beach Water Reclamation Facility earned a Gold Award for meeting its 4,165 metrics, is receiving an award for the fourth consecutive year, and has now not missed a single metric in over 3 ½ years. Our Bayou Marcus Reclamation Facility also earned a Gold Award after successfully meeting its 3,570 metrics. This plant has received awards in 19 of the last 22 years. Finally, ECUA's Central Water Reclamation Facility earned a Silver Award after missing only one of 5,285 metrics, demonstrating a 99.98% compliance, and it has received awards in 5 of its 8 eligible years of operation. Congratulations to all our Water Reclamation Operations staff on a job well done!

Government Finance Officers Association (GFOA)

Certificate of Achievement for Excellence in Financial Reporting



The Government Finance Officers Association (GFOA) awarded ECUA the Certificate of Achievement for Excellence in Financial Reporting its FY 2019 CAFR. ECUA has been awarded the Certificate of Achievement for thirty-two (32) consecutive years. This prestigious national award recognizes conformance with the highest standards for preparation of the local government's Comprehensive Annual Financial Report (CAFR). In order to be awarded a Certificate of Achievement, a government organization must publish an easily readable and efficiently organized CAFR. This report must satisfy both generally accepted accounting principles and applicable legal requirements. A Certificate of Achievement is valid for a period of

one year only. We believe that we will continue to meet the Certificate of Achievement Program's standards, and ECUA looks forward to continued participation in the program by submitting the FY 2020 CAFR. Congratulations to our Finance team for the outstanding work!



Florida League of Cities Hometown Health Award

ECUA received the Florida League of Cities' Hometown Health Award for the fifth consecutive year. The award recognizes the League's members that meet the nine best practice standards for employee health promotion. The 2019 award represents our continued commitment to promoting a culture of health and wellness in the workplace resulted in ECUA not only meeting but exceeding the required standards, as we fulfilled all nine of the wellness objectives. The award recognizes ECUA's diligent effort to promote health and wellness through a multitude of activities and programs. A few examples of such programs include the annual flu shot program, an annual health and wellness fair, blood drives in support of our local blood banks, and occasional fitness challenges that help keep everyone on their toes! These health and wellness programs are coordinated by our outstanding human resources staff, whose dedication made the award possible.



Florida Local Government Information Systems Association (FLGISA)

The ECUA Information Technology Department was awarded the 2020 FLGISA Technology Achievement Award for "Innovative use of Technology to serve the Public". The ECUA Board approved making investments in technology that improves our employee's ability to serve our customers and to create a better customer experience. The IT Department assisted in creating an information portal to assist our customers when calling ECUA for services. This portal visualizes the call center queue and shows when Customer Service representatives are available to take a call. Additionally the IT Department created multiple interactive maps on the ECUA website to assist customers in getting answers to questions rather than having to call ECUA Customer Service.

BUDGET POLICY

In accordance with the ECUA Code Section 2-64, a budget must be prepared, approved, adopted and executed for each fiscal year. It is the responsibility of the Executive Director, in conjunction with the Director of Finance, to prepare and submit a tentative budget for the ensuing fiscal year to the ECUA Board no later than August 15th of each year.

The annual budget process is coordinated through the Finance Department. The Finance Administration spearheads and coordinates this process in cooperation with all the other departments within ECUA. The ECUA Budget is composed of two (2) major categories: the Capital Improvement Program (CIP) and the Operating Budget.

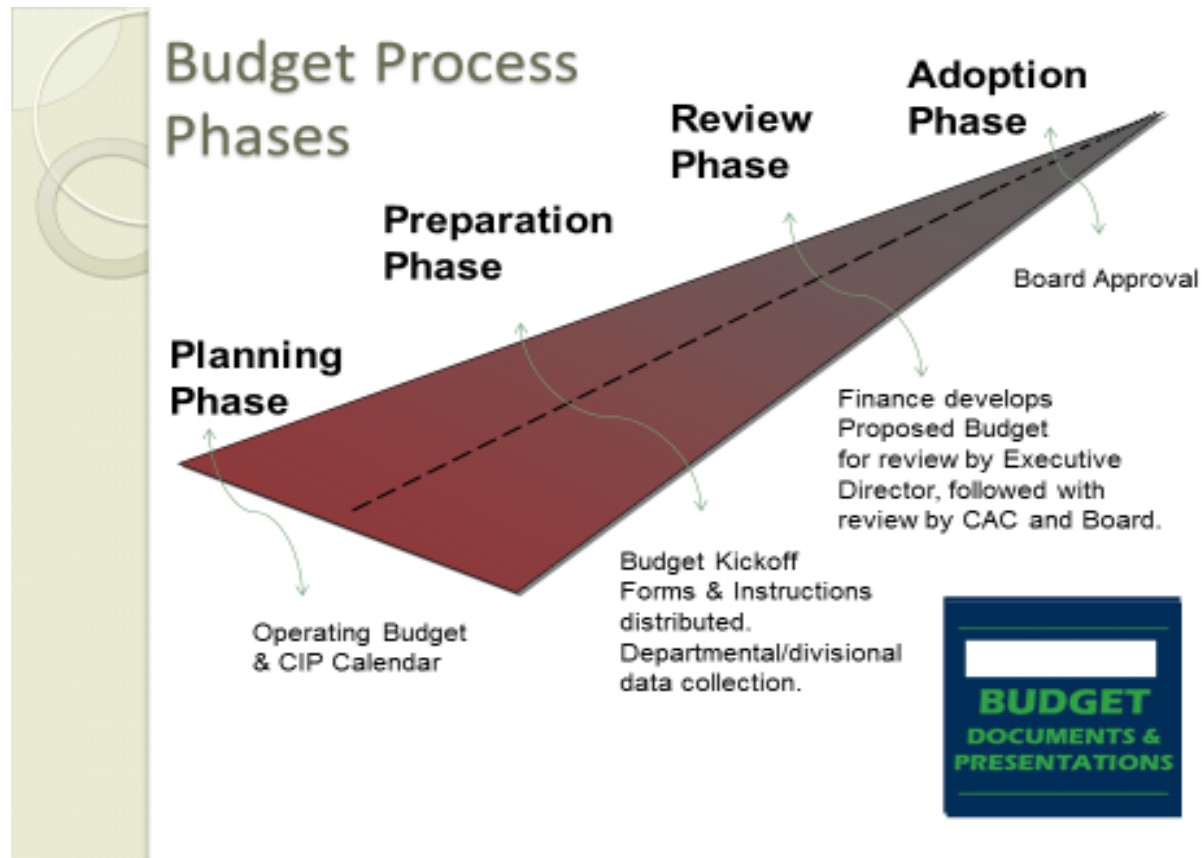
The Board approves the total budget appropriations. The Executive Director is authorized to transfer budget amounts between departments and object codes. Any changes that alter the total appropriations must be approved by the Board. Therefore, the legal level of budgetary responsibility is by total appropriations; however, for this report, this level has been expanded to a category basis (i.e. personal services, support services, materials & supplies, debt service and CIP).

The budget is prepared on a basis that differs significantly from generally accepted accounting principles (GAAP) in that the budget does not include a provision for depreciation expense or amortization of debt issuance costs, and the budget includes provisions for capital outlay and debt retirement which are not included in the results of operations under GAAP.

Formal budgetary integration is employed as a management control device during the year. Certain controls are in place to reduce the possibility of overspending in individual line items. For example, requisitions that exceed budgeted amounts are not converted to Purchase Orders and budget transfers are prepared to correct the over-budget situations that occur between departments/divisions.

At the end of the fiscal year and after all the fiscal year transactions have been posted, the budget is amended and approved by the ECUA Board to reflect the actual year's activity for both the revenues and expenses. Transfers of appropriations between departments and line items are completed before the year is closed. Unexpended balances of appropriations lapse at year end.

BUDGET PROCESS



PLANNING AND PREPARATION PHASES

BUDGET TYPES:

Capital Improvement Budget Adopted as part of the annual budget.

- Developed separately as a "Capital Improvement Program" (CIP).
- The Capital Budget is a one to five-year plan that identifies major projects and acquisitions that include construction of buildings, lift stations, pipelines, etc.
- Departments and divisions identify projects, taking into consideration both expansion and major rehabilitation of existing water and sewer infrastructure.
- The committee, consisting of department heads and engineers, rigorously scrutinizes each project and ranks projects by priority needs.
- Capital project costs are identified for the upcoming budget year as well as projecting costs for the subsequent four years. The first-year costs of the project are included annually as part of the annual operating budget.
- Project Data Sheets are prepared for requested projects.

- The Capital Budget listing is presented to the Executive Director for review and concurrence.
- The Citizen's Advisory Committee and the Board are given the prioritized list for discussion and approval purposes (April/May) to be included in the Operating Budget.

Operating Budget

- A one-year operating budget is adopted by the Board.
- Finance provides each department with the current level of that department's salary details and calculations.
- Departments outline their operating cost requests and submit to Finance for compilation.
- Budget requests for additional personnel, capital outlay or increases to scope of current programs is submitted as an improvement package and reviewed for recommendation by the Executive Director.
- Departments also submit their departmental goals and objectives for the upcoming year.

REVIEW PHASE:

- Once Finance receives all the departmental worksheets, the information is compiled and reviewed.
- Revenue projections are developed based on customer growth and the recommendation on rates is targeted to provide adequate revenue to provide one-year period of funding for capital improvements, renewal and replacements, operating and maintenance expenses, debt service, reserves, and contingencies.
- The Executive Director reviews the budget and Finance prepares his recommended budget.

ADOPTION PHASE:

- The Executive Director's recommended budget is presented to the Citizen's Advisory Committee at multiple meetings, which then makes a recommendation to the Board for approval.
- After the Board approves the budget, a rate resolution is prepared for approval to set the new rates for the coming fiscal year.

CAPITAL BUDGET CALENDAR

TASK DESCRIPTION	DATE
Staff Budget Preparation	February 20, 2020
Budget compilation by Finance	March 4, 2020
Staff Committee Review and prioritization	March 16, 2020
Executive Director review period	March 15 - April 6, 2020
Update final changes	April 7, 2020
Prepare Budget Workshop Packets	April 8, 2020
Distribute Budget Packets to Citizen's Advisory Committee	April 21, 2020
Distribute Budget Packets to the Board	June 23, 2020

OPERATING BUDGET CALENDAR

TASK DESCRIPTION	DATE
Distribute Budget Prep Forms to Depts.	March 16, 2020
Budget compilation by Finance	March 16 - April 17, 2020
Departmental Staff Budget Preparation continues	April 17 - May 22, 2020
Prepare a balanced operating draft	May 25, 2020
Executive Director review period	May 25 - June 2, 2020
Update final changes	June 2, 2020
Distribute Budget Packets to Citizen's Advisory Committee	June 16, 2020
Distribute Budget Packets to the Board	June 23, 2020
Citizens' Advisory Committee Budget Workshop	July 14, 2020 & July 21, 2020
Board Approval of Recommended Budget	July 28, 2020

PUBLIC HEARING ADVERTISEMENT AND ADOPTION OF RESOLUTIONS

Adopt 2021 Budget Resolution	July 28, 2020
Public Hearing notice advertised	July 29 - August 25, 2020
Adopt Rates and Fees Resolution	August 25, 2020

BUDGET ASSUMPTIONS

- ❖ The Authority should be managed to maintain financial stability over time.
- ❖ Rates should be stable over time.
- ❖ Rates, fees and charges are established by the ECUA Board.
- ❖ The budget is designed to adhere to bond covenant requirements for debt service coverage. The debt service coverage ratio required by bond covenants is 1.25 times for parity debt, and 1.15% for "all-in" debt.

BALANCED BUDGET

Typical sources of revenue for ECUA are the charges for services—the money that comes from rate-payers, connection fees, bond proceeds, interest income and other miscellaneous revenues such as inspection fees, reconnection charges, system review fees, any grant sources and monies from the sale of assets.

Typical uses in the budget are the salary costs, employee benefits, capital equipment, payments on the outstanding bonds and bank loans, and the operating costs which include items such as utilities, phone costs, materials and supplies, chemicals, engineering fees, and so forth.

Another use of funds is the capital expenditures consisting of engineering and design, construction of infrastructure, and the purchase of new computers, equipment and vehicles.

In setting the rate that will fund the budget for the upcoming year, the Board must consider how much the rate-payers are willing to pay to fund a level of service, and what level of service the rate-payers want or need. The balance is getting the best level of service possible for the amount the rate-payers can afford.

SOURCES

Charges for Services
Connection Fees
Bond Proceeds
Interest Income
Misc. Revenue

How much are
rate-payers
willing to pay?



USES

Salary Costs
Employee Benefits
Operating Costs
Capital Equipment
Capital Projects
Debt Service
Contingencies

What level of
service do
rate-payers
want?

CAPITAL BUDGETING

The Capital Improvement Program (CIP) provides a planned and programmed approach to utilize the ECUA's financial resources in the most responsive and efficient manner to meet its service and facility needs. The CIP serves as a "blueprint" for the future of the services to be provided to the community. It is a dynamic tool, not a static accounting document. Development of the CIP requires the integration of financial, engineering and planning functions.

"Capital improvement" means physical assets constructed or purchased to provide, improve, or replace a public facility which are typically large-scale and high in cost. The cost of a capital improvement is generally nonrecurring and may require multiyear financing. Major capital improvements include sanitary sewer, solid waste collection and potable water. The CIP is developed to achieve the following results:

- Consolidating and coordinating all department requests with the goal of reducing unnecessary delays and implementing the improvement programs of the department;
- Establishing a process by which each proposal can be evaluated in terms of public need, the comprehensive planning of the area, the interrelationship of projects, and cost requirements;
- Scheduling capital projects over an extended period so that the most efficient financial plan for the CIP can be achieved; and
- Relating needed projects to existing and projected fiscal capacity.

Input during the process of formulating this plan comes from the Board, the Citizens' Advisory Committee, members of the public, and the ECUA staff. Numerous meetings are conducted, culminating in a plan that clearly expresses the capital needs of the ECUA on a 5-year rolling basis. One year of funding is appropriated in the annual operating budget and the five-year plan is updated annually in order to ensure the continuing integrity of our operation. The detail for the CIP plan can be found in a separately issued document which outlines each project by name, provides a detailed description and estimated timeline for completion, and an estimated cost needed over the life of the project.

The following table shows the CIP budget by System for the fiscal years 2021 – 2025.

COMBINED SUMMARY BY SYSTEM
FY 2021 - 2025
(In 000's)

SYSTEM	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FUND TOTAL
Water & Wastewater Systems Programs	\$31,000	\$90,064	\$64,159	\$46,528	\$76,102	\$307,853
Sanitation System Programs	2,262	4,750	7,550	4,700	4,700	36,332
Materials Recycling Facility Programs	400	100	100	100	100	800
TOTAL	<u>\$33,662</u>	<u>\$94,914</u>	<u>\$71,809</u>	<u>\$51,328</u>	<u>\$80,902</u>	<u>\$332,615</u>



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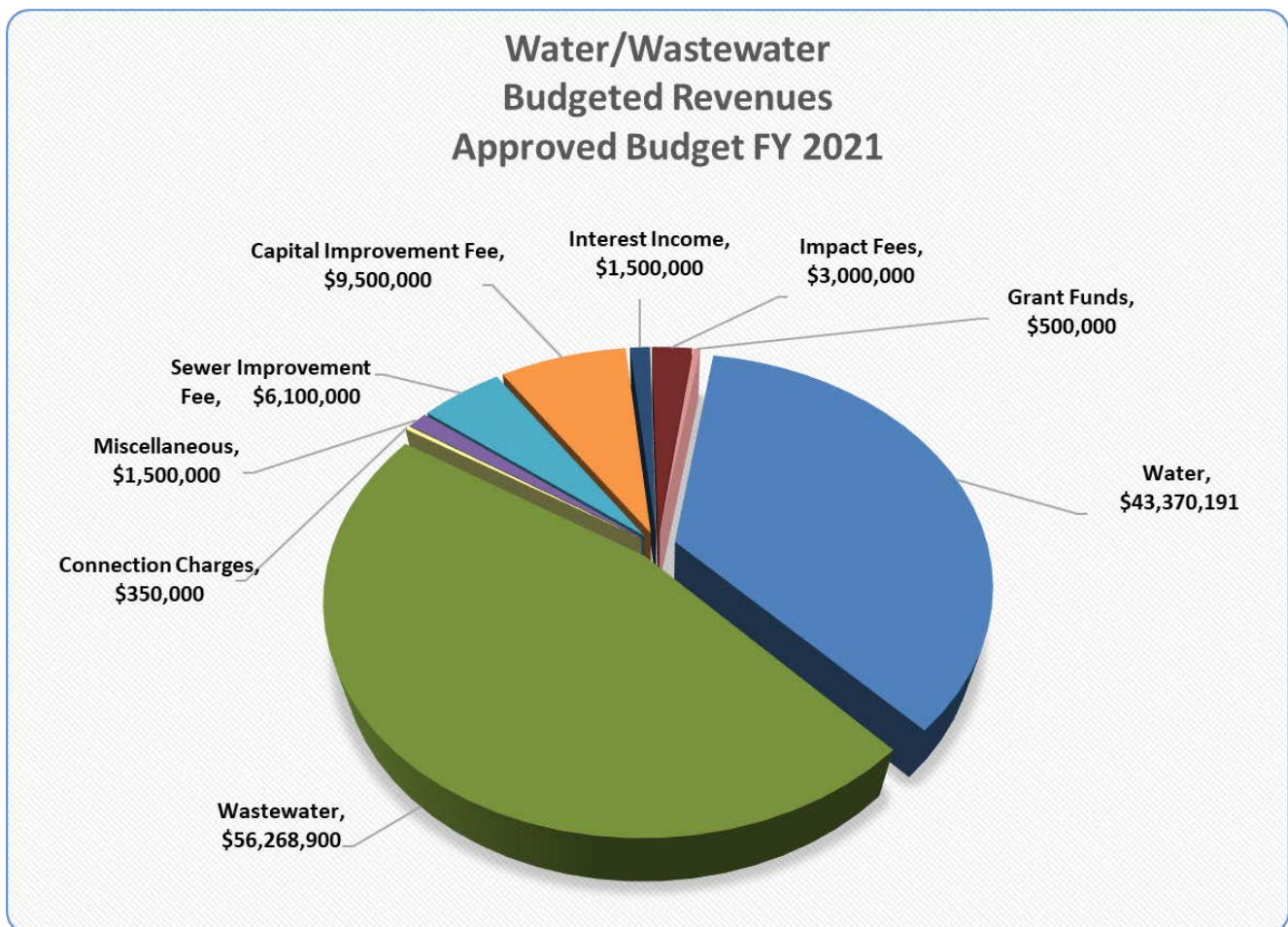
WATER & WASTEWATER SYSTEM

EMERALD COAST UTILITIES AUTHORITY WATER AND WASTEWATER SYSTEMS SOURCES AND USES STATEMENTS 9/30/2017 - 9/30/2021

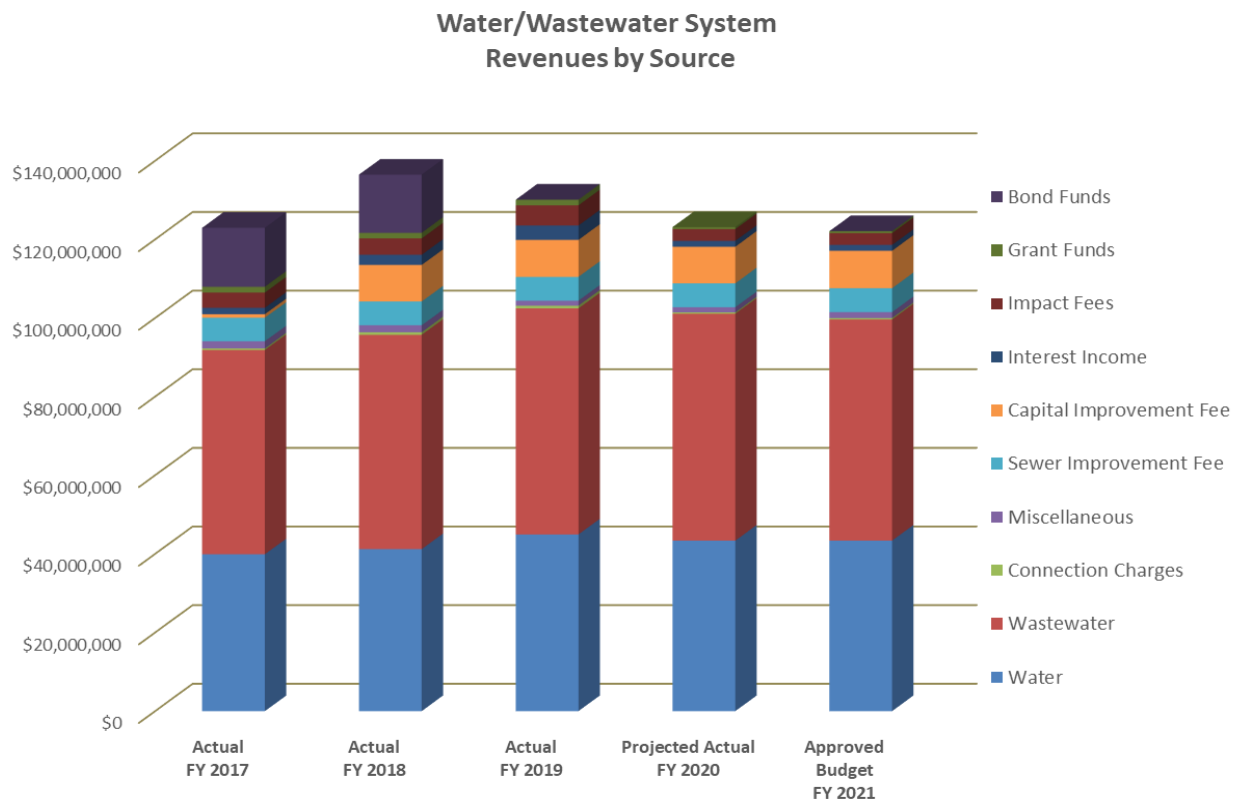
	ACTUAL FY 2017	ACTUAL FY 2018	ACTUAL FY 2019	PROJECTED ACTUALS FY 2020	APPROVED BUDGET FY 2021
SOURCES:					
Beginning balances:					
Unrestricted reserves	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000
Committed project funds	0	0	0	8,967,147	9,000,000
Carry-forward project funds	4,189,509	6,443,312	18,239,987	24,043,451	23,103,832
Total beginning balance	7,689,509	9,943,312	21,739,987	36,510,598	35,603,832
Operating revenues:					
Water	39,899,298	41,200,887	43,871,623	43,370,191	43,370,191
Wastewater	51,959,786	54,524,437	57,186,950	57,711,692	56,268,900
Connection charges	408,185	654,600	695,956	740,000	350,000
Miscellaneous revenues	1,814,230	1,824,403	2,109,438	2,500,000	1,500,000
Sewer improvement fee	5,980,699	6,050,672	6,050,158	6,100,000	9,500,000
Capital improvement fee	896,734	9,290,020	9,407,845	9,500,000	6,100,000
Total operating income	100,958,932	113,545,019	119,321,970	119,921,883	117,089,091
Other income:					
Interest income	1,639,573	2,577,057	3,661,436	2,925,130	1,500,000
Impact fees	3,876,995	4,182,672	5,133,750	5,200,000	500,000
Grants and contributions	1,474,731	1,416,203	1,440,370	1,900,000	3,000,000
Bond funds	15,000,000	14,800,000	10,200,000	0	0
Total other	21,991,299	22,975,932	20,435,556	10,025,130	5,000,000
Total Sources	\$ 130,639,740	\$ 146,464,263	\$ 161,497,513	\$ 166,457,611	\$ 157,692,923
USES:					
Operating expenses:					
Personal services	\$ 33,525,608	\$ 34,572,629	\$ 33,400,962	\$ 33,653,982	\$ 37,518,925
Support services	17,548,891	19,129,213	17,886,118	19,222,427	22,729,625
Materials & supplies	7,222,377	7,973,800	7,355,374	11,033,608	10,050,235
Total operating expenses	58,296,876	61,675,642	58,642,454	63,910,017	70,298,785
Debt service:					
Bonds, loans, and leases	34,093,235	35,098,335	36,501,727	36,943,762	36,702,541
Capital improvements:					
CIP Projects	6,372,483	8,713,383	7,849,715	13,290,000	6,605,000
R & R Projects	6,933,834	4,337,089	9,721,633	16,710,000	24,395,000
Bond Fund Projects	15,000,000	14,800,000	10,200,000	0	9,000,000
Total capital improvements	28,306,317	27,850,472	27,771,348	30,000,000	40,000,000
Total uses	120,696,428	124,624,449	122,915,529	130,853,779	147,001,326
Ending balances:					
Unrestricted reserves	3,500,000	3,500,000	3,500,000	3,500,000	4,500,000
Carryforward balance	6,443,312	18,339,814	35,081,984	32,103,832	6,191,597
Total Uses & Reserves	\$ 130,639,740	\$ 146,464,263	\$ 161,497,513	\$ 166,457,611	\$ 157,692,923

REVENUES:

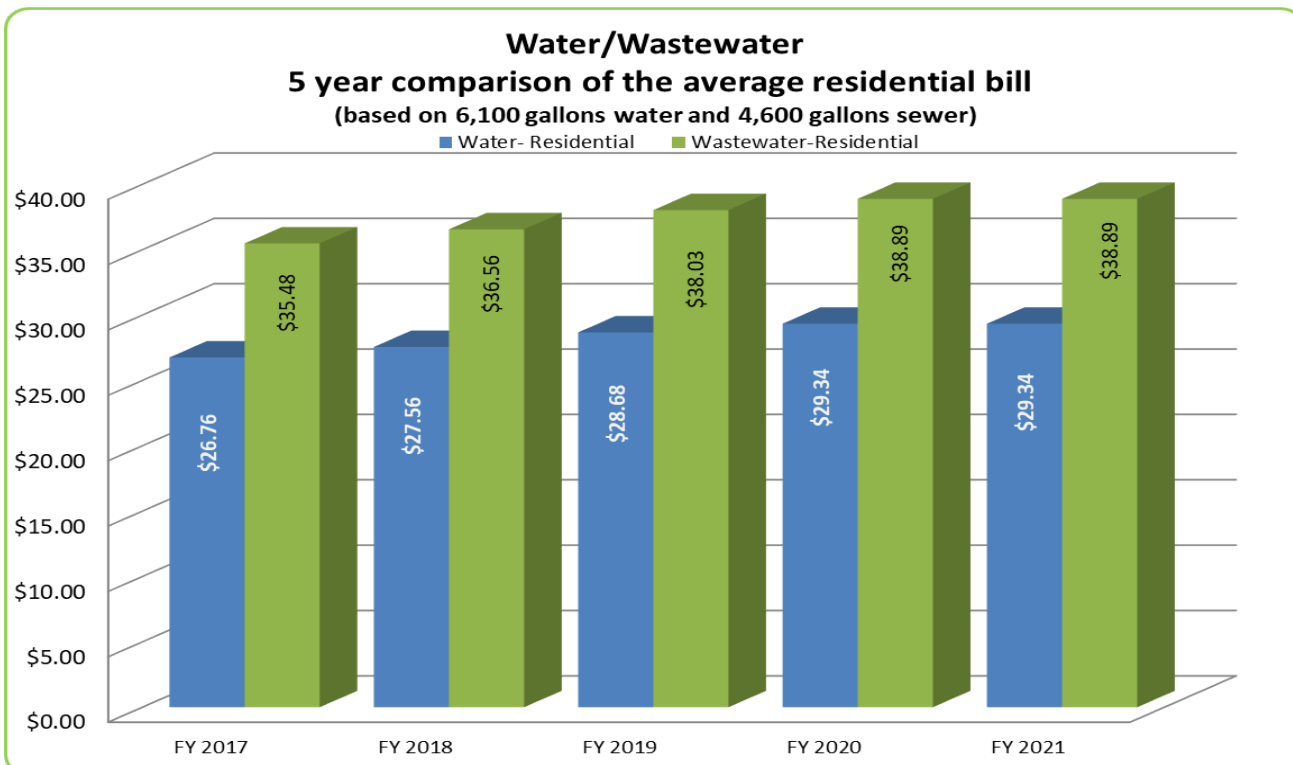
In fiscal year 2021, Water/Wastewater expects to generate 85.10% of its operating revenues through the rates charged to customers; 37% consists of water revenue and the remaining 48.10% consists of wastewater revenue. The other 14.9% of operating revenue comes from other revenue sources such as connection charges, sewer improvement fees, capital improvement fees, and miscellaneous revenue. Miscellaneous revenue consists of service charges such as charges to turn on/off service, bad check charges, system review fees, and the sale of pelletized sludge. Other non-operating revenue consists of interest income, impact fees, grant funds and funds received through the issuance of bonds.



The chart below presents a five-year comparison of revenues by source.

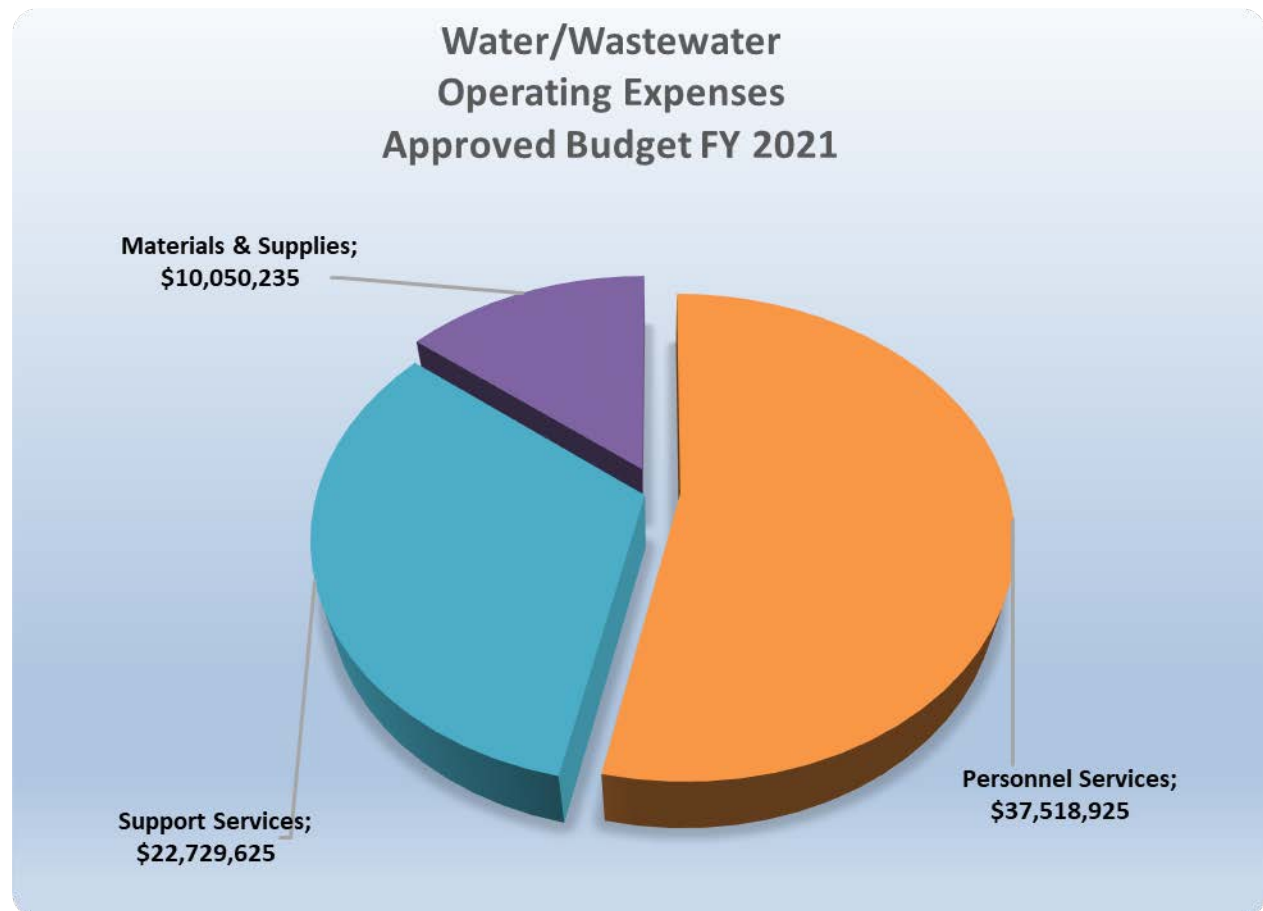


A comparison of customer rates for water/wastewater is presented in the chart below. Rate increases have been held to a minimum for the past five (5) years.

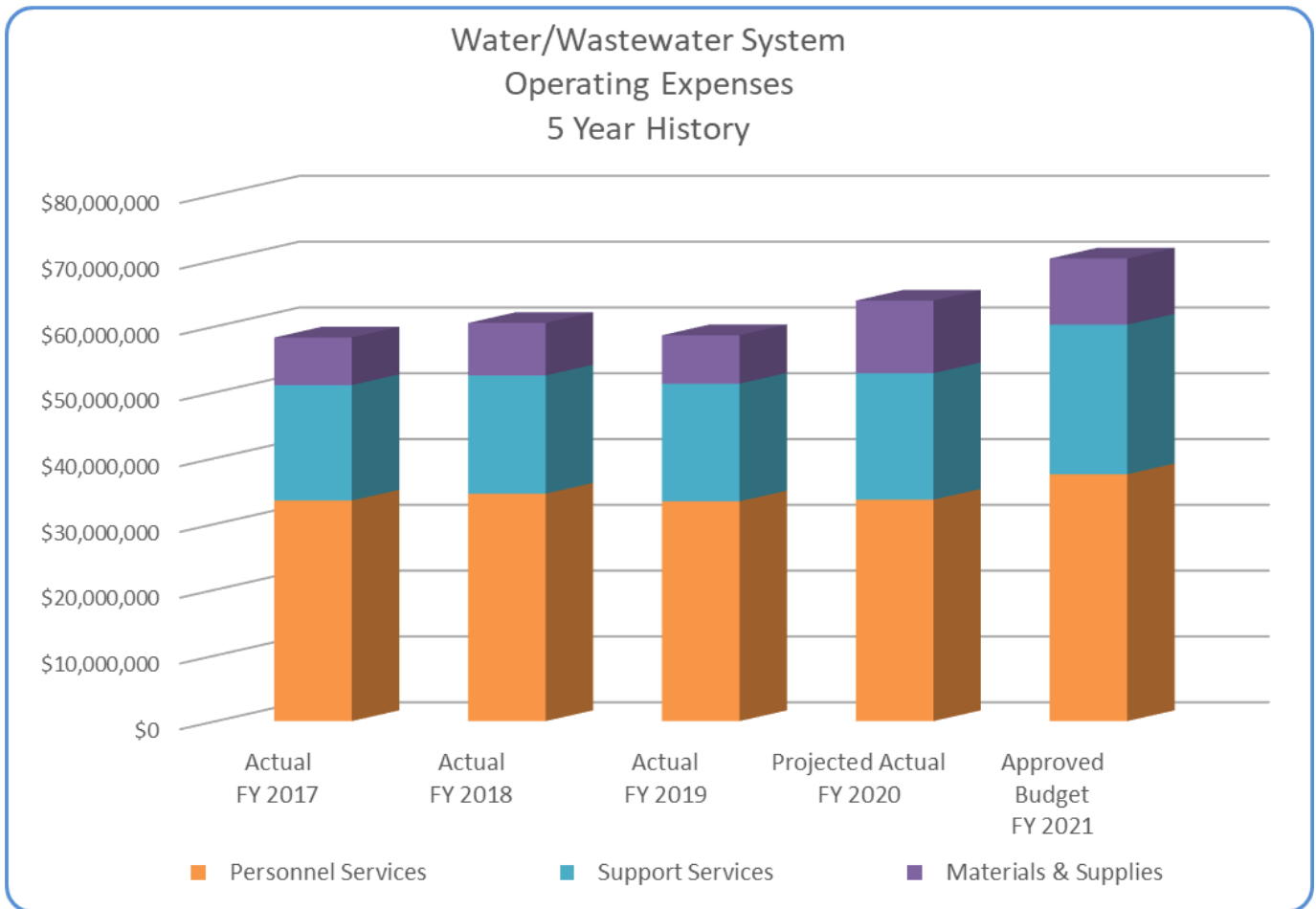


EXPENSES:

During FY 2021, Water/Wastewater expects to spend 44.6% of the total amount budgeted on operating expenditures. Operating expenses for FY 2021 increased 4.7%, or \$3.1 million, over the approved FY 2020 operating expense budget. This increase reflects increases in the costs of chemicals necessary in the lift stations for odor control, costs to properly maintain the water wells, costs to provide for repair and maintenance on the buildings, and equipment and vehicles.



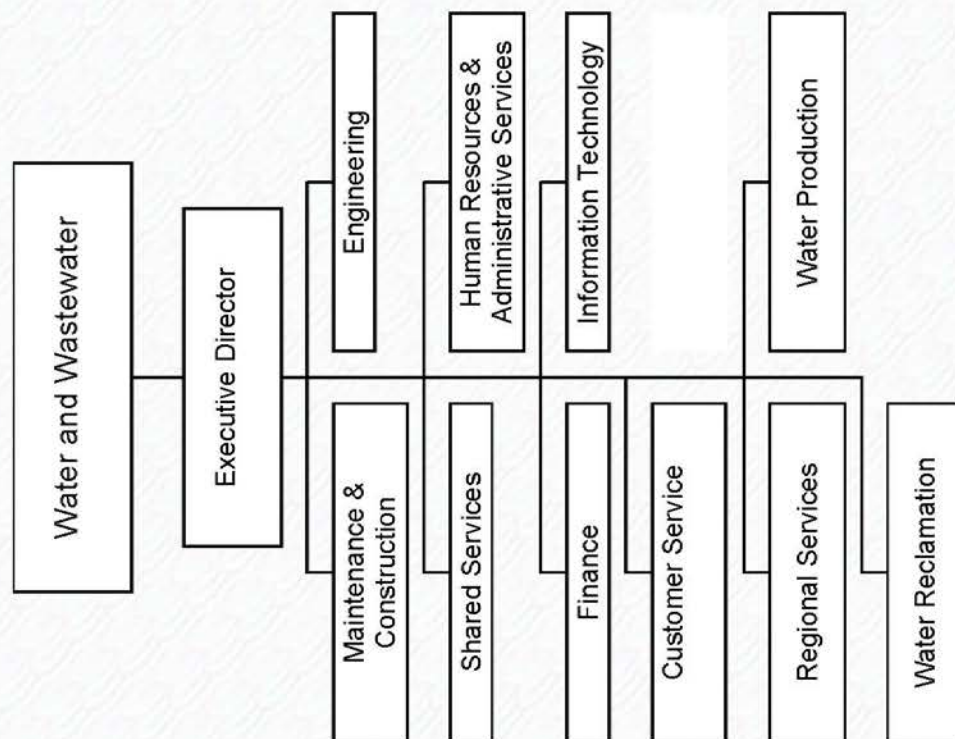
The chart below reflects the five-year history and trend of expense categories contained in the total budget.



Departmental expenditure summaries detailing planned operating expenditures by line item are presented within each departmental tab that follows.



EMERALD COAST UTILITIES AUTHORITY WATER & WASTEWATER



10-01-2020

EMERALD COAST UTILITIES AUTHORITY BUDGET

FUND 401

WATER AND WASTEWATER

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
11 EXECUTIVE SALARIES	\$ 181,557	\$ 215,478	\$ 217,091
12 REGULAR SALARIES	21,442,286	22,596,221	23,394,842
13 OTHER SALARIES	37,493	48,734	48,080
14 OVERTIME	2,004,010	1,981,600	2,090,100
21 FICA MATCHING	1,712,652	1,778,656	1,843,483
22 RETIREMENT	2,422,253	2,561,092	3,029,185
23 INSURANCE	5,318,207	5,438,643	5,768,994
24 WORKERS COMPENSATION	142,484	287,500	287,500
25 UNEMPLOYMENT COMP	6,126	40,000	40,000
26 OTHER	-	1,000,000	800,000
31 PROFESSIONAL SERVICES	807,902	889,654	935,154
32 ACCOUNTING/AUDITING	49,000	60,500	62,000
34 OTHER CONTRACTUAL SVC	2,533,484	2,445,850	2,530,900
40 TRAVEL	39,587	115,760	137,545
41 COMMUNICATIONS	177,406	226,416	228,321
43 UTILITIES	6,702,503	7,479,850	7,529,850
44 RENTALS & LEASES	148,742	198,200	213,900
45 INSURANCE	1,531,715	1,565,000	1,755,000
46 REPAIRS & MAINTENANCE	4,857,008	6,025,987	6,289,436
48 PROMOTIONAL	365,523	397,000	400,000
49 OTHER CURRENT CHARGES	868,309	951,130	956,540
55 PROFESSIONAL DEVELOPMENT	158,668.00	265,665.00	275,250.00
58 OVERHEAD ALLOCATION	(585,300)	(182,856)	(84,621)
98 CONTINGENCY	1,500,000	1,500,000	1,500,000
42 TRANSPORTATION (POSTAGE)	601,661	617,750	625,000
47 PRINTING	56,122	71,195	70,840
51 OFFICE SUPPLIES	87,433	107,700	105,880
52 OPERATING SUPPLIES	7,235,853	8,009,591	8,848,583
53 ROAD MATERIALS & SUPPLIES	32,091	51,000	51,000
54 SUBSCR/MEMBERSHIPS	79,343	101,563	101,092
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	302,630	297,800	247,840
TOTAL	<u>\$ 60,816,748</u>	<u>\$ 67,142,679</u>	<u>\$ 70,298,785</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 33,267,068	\$ 35,947,924	\$ 37,519,275
SUPPORT SERVICES	19,154,548	21,938,156	22,729,275
MATERIALS & SUPPLIES	8,092,502	8,958,799	9,802,395
CAPITAL OUTLAY	302,630	297,800	247,840
TOTAL	<u>\$ 60,816,748</u>	<u>\$ 67,142,679</u>	<u>\$ 70,298,785</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
OTHER EXPENDITURES / NON-DEPARTMENTAL

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
23 INSURANCE	\$ -	\$ -	\$ 350,000
26 OTHER	-	1,000,000	800,000
34 OTHER CONTRACTUAL SVC	173,490	160,000	160,000
49 OTHER CURRENT CHARGES	596,330	583,400	583,400
58 OVERHEAD ALLOCATION	(585,300)	(182,856)	(84,621)
98 CONTINGENCY	1,500,000	1,500,000	1,500,000
TOTAL	<u>\$ 1,684,520</u>	<u>\$ 3,060,544</u>	<u>\$ 3,308,779</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ -	\$ 1,000,000	\$ 1,150,000
SUPPORT SERVICES	1,684,520	2,060,544	2,158,779
TOTAL	<u>\$ 1,684,520</u>	<u>\$ 3,060,544</u>	<u>\$ 3,308,779</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
BOARD MEMBERS

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
11 EXECUTIVE SALARIES	\$ 181,557	\$ 215,478	\$ 217,091
21 FICA MATCHING	12,644	15,062	15,359
22 RETIREMENT	61,939	82,727	83,972
23 INSURANCE	62,470	70,992	66,619
31 PROFESSIONAL SERVICES	6,330	6,000	6,000
40 TRAVEL	-	1,500	-
55 PROFESSIONAL DEVELOPMENT	-	500	-
54 SUBSCR/MEMBERSHIPS	-	200	200
TOTAL	<u>\$ 324,940</u>	<u>\$ 392,459</u>	<u>\$ 389,241</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

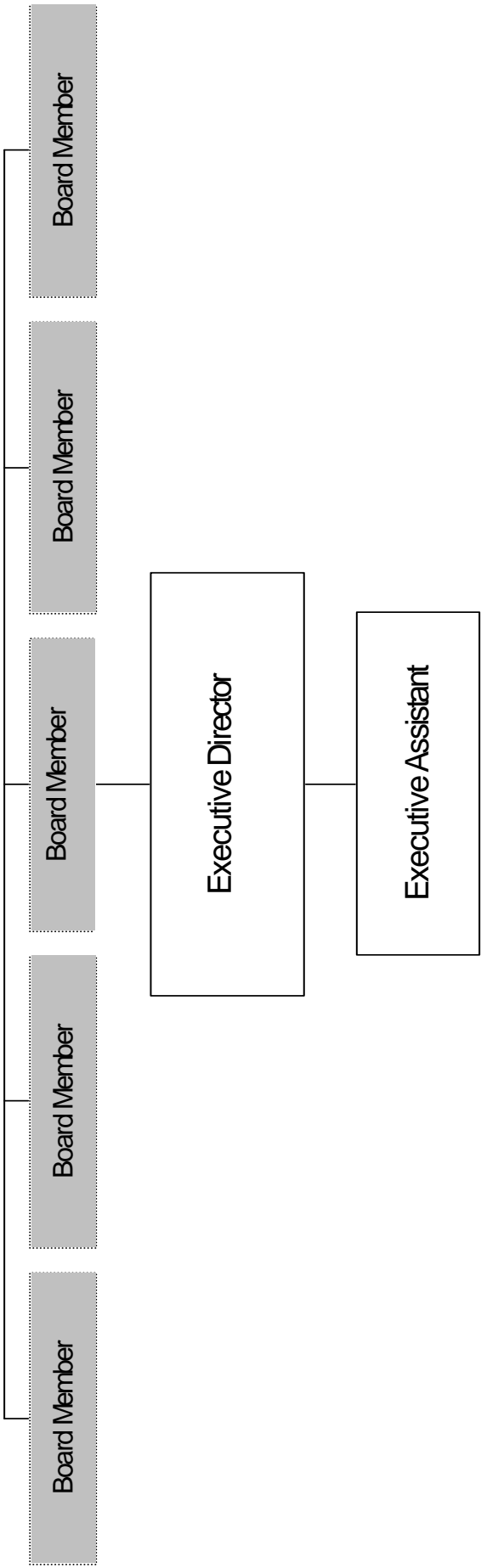
PERSONAL SERVICES	\$ 318,610	\$ 384,259	\$ 383,041
SUPPORT SERVICES	6,330	8,000	6,000
MATERIALS & SUPPLIES	-	200	200
TOTAL	<u>\$ 324,940</u>	<u>\$ 392,459</u>	<u>\$ 389,241</u>



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**EMERALD COAST UTILITIES AUTHORITY
ADMINISTRATION**



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 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.
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.

2021 TARGETED GOALS:

1. Monitor the efficient provision of utility services to customers to keep rate increases commensurate with the Consumer Price Index (CPI),
2. Administer the ECUA's Capital Improvements Program and Operating Budget, to keep operating expenses close to the Consumer Price Index (CPI) and capital projects within budget confines approved by the ECUA Board.
3. Analyze the quarterly metrics for each ECUA department and implement management changes to provide efficient utility operations.
4. Assess recommendations from the 2018 management audit with respect to ECUA policies, and implement recommendations as appropriate.
5. Conform with the Florida Department of Environmental Protection (FDEP) Consent Order for Inflow & Infiltration (I&I) reduction.
6. Manage the Material Recycling Facility (MRF) so it becomes a self supportive enterprise operation.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
OFFICE OF THE EXECUTIVE DIRECTOR

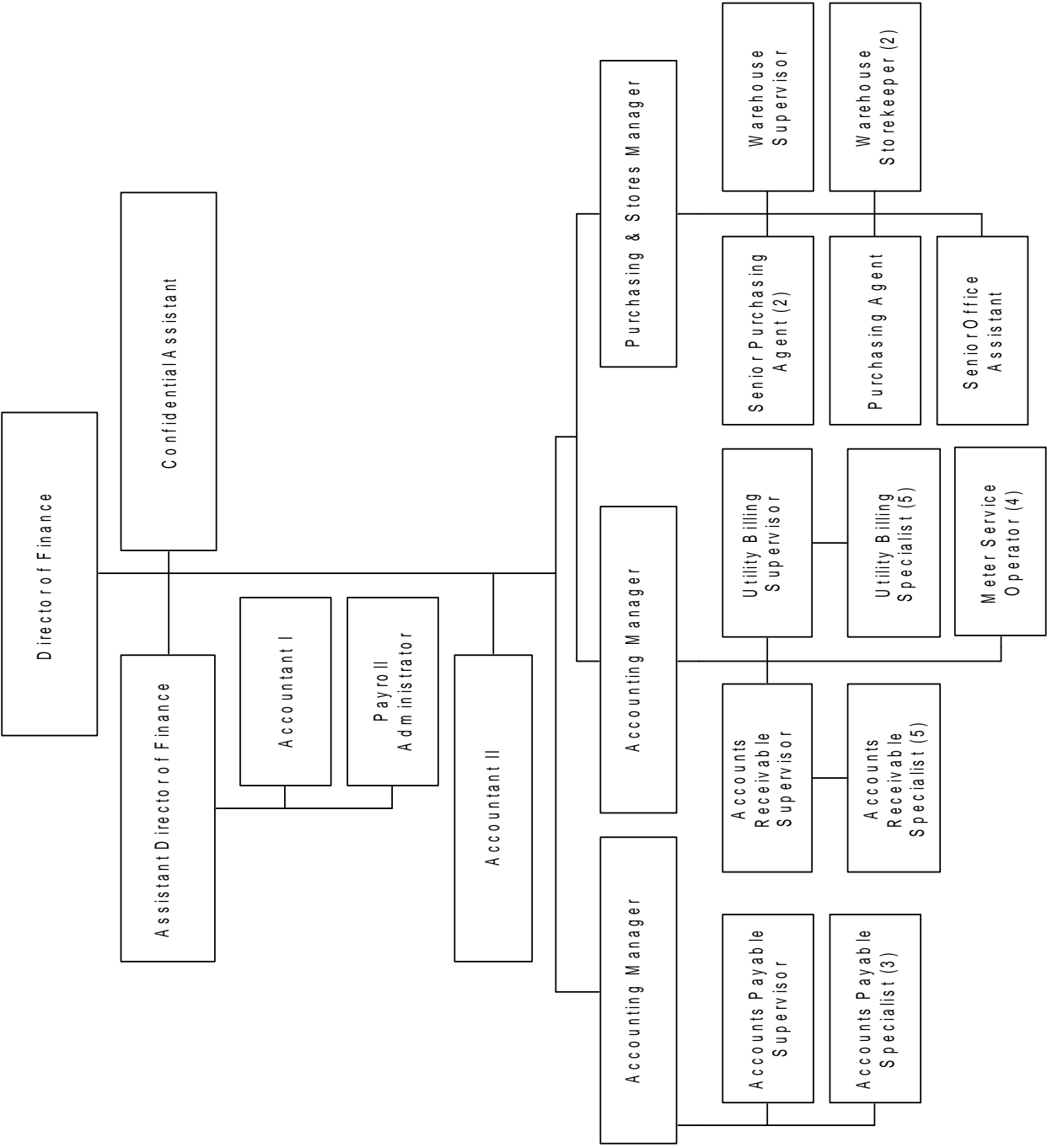
	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$284,069	\$284,299	\$260,520
21 FICA MATCHING	16,213	16,078	15,755
22 RETIREMENT	60,706	62,989	64,341
23 INSURANCE	10,038	10,036	22,166
31 PROFESSIONAL SERVICES	595,320	520,000	520,000
40 TRAVEL	1,025	2,000	20,000
44 RENTALS & LEASES	3,017	3,000	3,000
46 REPAIRS & MAINTENANCE	437	500	500
48 PROMOTIONAL	41,060	40,000	40,000
49 OTHER CURRENT CHARGES	23	2,000	2,000
55 PROFESSIONAL DEVELOPMENT	202	1,000	1,000
TRANSPORTATION			
42 (POSTAGE)	226	200	200
47 PRINTING	32	-	-
51 OFFICE SUPPLIES	2,983	2,500	2,500
52 OPERATING SUPPLIES	1,261	1,500	1,500
54 SUBSCR/MEMBERSHIPS	19,043	17,500	17,500
TOTAL	<u>\$ 1,035,655</u>	<u>\$ 963,602</u>	<u>970,982</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 371,026	\$ 373,402	\$ 362,782
SUPPORT SERVICES	641,084	568,500	586,500
MATERIALS & SUPPLIES	23,545	21,700	21,700
TOTAL	<u>\$ 1,035,655</u>	<u>\$ 963,602</u>	<u>\$ 970,982</u>



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EMERALD COAST UTILITIES AUTHORITY
FINANCE



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
FINANCE DEPARTMENT

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 1,651,206	\$ 1,752,546	\$ 1,769,431
13 OTHER SALARIES	16,487	26,334	25,680
14 OVERTIME	12,786	35,200	28,000
21 FICA MATCHING	121,807	131,759	131,049
22 RETIREMENT	181,316	196,778	226,490
23 INSURANCE	383,631	398,278	395,211
31 PROFESSIONAL SERVICES	-	15,000	15,000
32 ACCOUNTING/AUDITING	49,000	60,500	62,000
34 OTHER CONTRACTUAL SVC	153,368	181,100	171,600
40 TRAVEL	1,304	7,620	8,275
41 COMMUNICATIONS	-	1,200	1,200
44 RENTALS & LEASES	1,632	1,800	1,800
46 REPAIRS & MAINTENANCE	34,912	44,185	38,350
49 OTHER CURRENT CHARGES	22,696	10,100	10,150
55 PROFESSIONAL DEVELOPMENT	874	3,445	3,730
42 TRANSPORTATION (POSTAGE)	587,093	600,000	606,300
47 PRINTING & BINDING	4,898	9,245	8,250
51 OFFICE SUPPLIES	16,630	24,950	25,000
52 OPERATING SUPPLIES	26,726	22,950	23,050
54 SUBSCR/MEMBERSHIPS	1,448	3,155	2,945
64 MACHINERY & EQUIPMENT	-	46,200	-
TOTAL	<u>\$ 3,267,814</u>	<u>\$ 3,572,345</u>	<u>\$ 3,553,511</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,367,233	\$ 2,540,895	\$ 2,575,861
SUPPORT SERVICES	263,786	324,950	312,105
MATERIALS & SUPPLIES	636,795	660,300	665,545
CAPITAL OUTLAY	-	46,200	-
TOTAL	<u>\$ 3,267,814</u>	<u>\$ 3,572,345</u>	<u>\$ 3,553,511</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.

2020 ACCOMPLISHMENTS TO DATE:

1. Accounts Payable processes an average of 23,000 invoices per year, which equates to roughly 8,000 checks written, 2,300 electronic funds transfer payments and 50 direct wires. As of March 31, 2020, we have 320 vendors registered to receive payments electronically. This is a 3% increase over this same time-period last fiscal year. Our 2020 goal is to see a 5% increase so therefore we continue to encourage our vendors to sign up for electronic payments. Additionally, Accounts Payable has processed over \$1 million of purchasing card payments as of March 31, 2020.
2. The Payroll Division processes bi-weekly payroll for 613 employees. As of March 31, 2020, Payroll had processed 55 new employees, 8 employees entering retirement, and 23 employees entering DROP.
3. The Purchasing Division typically processes, on average, over 1,200 purchase orders, 20 formal bids and 15 construction bids each year. So far this fiscal year, Purchasing

has facilitated 4 construction bids, and expects to process at least 11 more before the end of the fiscal year.

4. The Billing Division is responsible for reading, on average, 110,000 meters monthly and producing over 113,000 customer billings based on the readings. We are very close to our stated goal of a 10% increase in the monthly average for customer payments processed through our on-line payment processing service; at over 40,000 payments processed, we have experienced a 6.65% increase at this point in the year. The number of customers receiving e-bills has increased almost 7% as compared to the end of FY 2019.
5. We successfully closed the gap between the amount of CIP budgeted and the cash available to spend on CIP by the 50% stated goal for this year. We continue to employ effective cash flow management to plan the timing of major cash expenditures. By employing cash management techniques and strategic cash planning, we have been able to plan the timing of major cash expenditures allowing us to invest idle cash in order to maximize the efficient use of every dollar and build cash flow reserves for future years.
6. 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, but on average, 4,200 items having a book value of over \$35 million are in the process of being inspected and accounted for during FY 2020.
7. Complete the implementation of the Tyler HCM module which includes human resources and payroll functions. The planned go-live is October 1, 2020.
8. Finance will kick-off the implementation of the Tyler Utility Billing module, the final module to be implemented. With the implementation of the Tyler modules, the ECUA use of technology allows for automation and streamlining operational processes and day-to-day tasks.

2021 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 2021. 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. We strive to maintain at least a 50% gap, if not better, between the amount of CIP budgeted and the cash available to spend on CIP during FY 2021.
5. We 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. We 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.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
FINANCE / ADMINISTRATION

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 334,732	\$ 335,974	\$ 355,739
14 OVERTIME	878	10,000	10,000
21 FICA MATCHING	24,499	24,981	26,351
22 RETIREMENT	53,151	55,907	65,019
23 INSURANCE	56,997	58,550	50,660
31 PROFESSIONAL SERVICES	-	15,000	15,000
32 ACCOUNTING/AUDITING	49,000	60,500	62,000
34 OTHER CONTRACTUAL SVC	2,800	5,000	5,000
40 TRAVEL	1,304	6,600	6,600
46 REPAIRS & MAINTENANCE	-	350	350
49 OTHER CURRENT CHARGES	1,171	900	950
55 PROFESSIONAL DEVELOPMENT	325	1,500	1,760
47 PRINTING & BINDING	-	2,000	2,000
51 OFFICE SUPPLIES	7,135	12,000	12,000
52 OPERATING SUPPLIES	193	2,000	2,000
54 SUBSCR/MEMBERSHIPS	939	1,605	1,395
TOTAL	<u>\$ 533,124</u>	<u>\$ 592,867</u>	<u>\$ 616,824</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 470,257	\$ 485,412	\$ 507,769
SUPPORT SERVICES	54,600	89,850	91,660
MATERIALS & SUPPLIES	8,267	17,605	17,395
TOTAL	<u>\$ 533,124</u>	<u>\$ 592,867</u>	<u>\$ 616,824</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
FINANCE / GENERAL ACCOUNTING

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 316,725	\$ 346,404	\$ 319,550
13 OTHER SALARIES	6,622	8,550	8,560
14 OVERTIME	2,769	2,000	-
21 FICA MATCHING	23,435	26,103	23,295
22 RETIREMENT	31,946	34,705	31,955
23 INSURANCE	79,748	73,344	90,419
34 OTHER CONTRACTUAL SVC	5,896	6,000	-
46 REPAIRS & MAINTENANCE	-	2,300	-
55 PROFESSIONAL DEVELOPMENT	549	245	245
42 TRANSPORTATION (POSTAGE)			
47 PRINTING	4,483	6,495	5,500
54 SUBSCR/MEMBERSHIPS	-	225	225
TOTAL	<u>\$ 472,173</u>	<u>\$ 506,371</u>	<u>\$ 479,749</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 461,245	\$ 491,106	\$ 473,779
SUPPORT SERVICES	6,445	8,545	245
MATERIALS & SUPPLIES	4,483	6,720	5,725
TOTAL	<u>\$ 472,173</u>	<u>\$ 506,371</u>	<u>\$ 479,749</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
FINANCE / ACCOUNTS RECEIVABLE

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 598,232	\$ 668,114	\$ 679,515
13 OTHER SALARIES	5,679	8,892	8,560
14 OVERTIME	5,712	13,000	13,000
21 FICA MATCHING	43,688	49,520	49,675
22 RETIREMENT	58,739	67,328	82,980
23 INSURANCE	168,349	194,563	184,063
34 OTHER CONTRACTUAL SVC	144,672	163,100	163,100
41 COMMUNICATIONS	-	1,200	1,200
44 RENTALS & LEASES	1,632	1,800	1,800
46 REPAIRS & MAINTENANCE	34,027	33,535	34,000
42 TRANSPORTATION (POSTAGE)	587,093	600,000	606,300
51 OFFICE SUPPLIES	4,957	8,400	8,400
52 OPERATING SUPPLIES	10,854	17,600	17,600
64 MACHINERY & EQUIPMENT	-	45,000	
TOTAL	<u>\$ 1,663,634</u>	<u>\$ 1,872,052</u>	<u>\$ 1,850,193</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 880,399	\$ 1,001,417	\$ 1,017,793
SUPPORT SERVICES	180,331	199,635	200,100
MATERIALS & SUPPLIES	602,904	626,000	632,300
CAPITAL OUTLAY	-	45,000	-
TOTAL	<u>\$ 1,663,634</u>	<u>\$ 1,872,052</u>	<u>\$ 1,850,193</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
FINANCE / PURCHASING & STORES

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 401,517	\$ 402,054	\$ 414,627
13 OTHER SALARIES	4,186	8,892	8,560
14 OVERTIME	3,427	10,200	5,000
21 FICA MATCHING	30,185	31,155	31,728
22 RETIREMENT	37,480	38,838	46,536
23 INSURANCE	78,537	71,821	70,069
34 OTHER CONTRACTUAL SVC	-	7,000	3,500
40 TRAVEL	-	1,020	1,675
46 REPAIRS & MAINTENANCE	885	8,000	4,000
49 OTHER CURRENT CHARGES	21,525	9,200	9,200
55 PROFESSIONAL DEVELOPMENT	-	1,700	1,725
47 PRINTING	415	750	750
51 OFFICE SUPPLIES	4,538	4,550	4,600
52 OPERATING SUPPLIES	15,679	3,350	3,450
54 SUBSCR/MEMBERSHIPS	509	1,325	1,325
64 MACHINERY & EQUIPMENT	-	1,200	-
TOTAL	<u>\$ 598,883</u>	<u>\$ 601,055</u>	<u>\$ 606,745</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

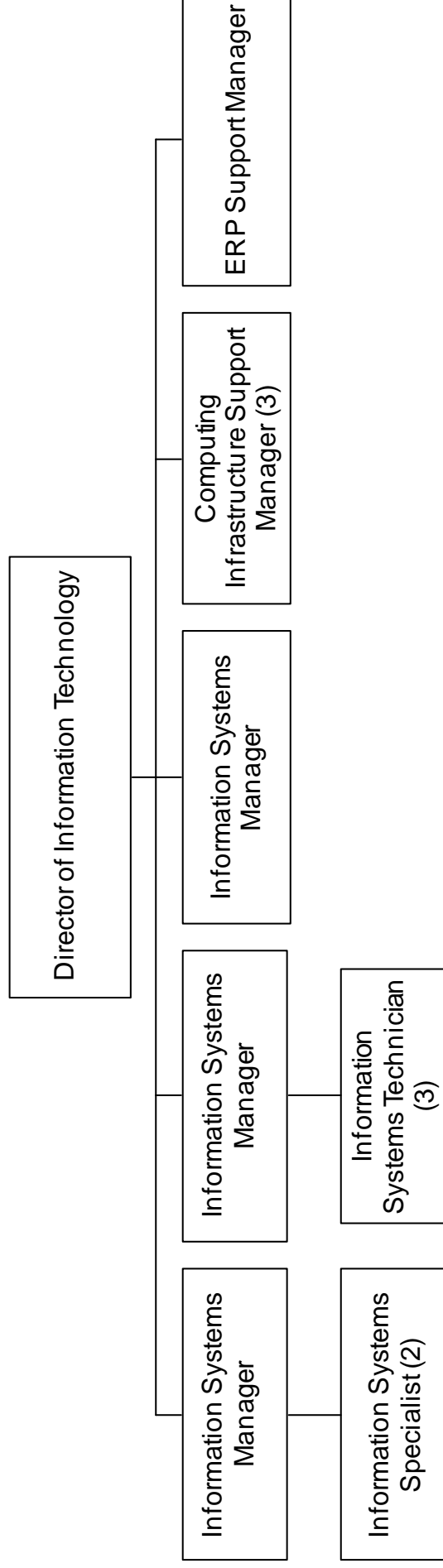
PERSONAL SERVICES	\$ 555,332	\$ 562,960	\$ 576,520
SUPPORT SERVICES	22,410	26,920	20,100
MATERIALS & SUPPLIES	21,141	9,975	10,125
CAPITAL OUTLAY	-	1,200	-
TOTAL	<u>\$ 598,883</u>	<u>\$ 601,055</u>	<u>\$ 606,745</u>



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EMERALD COAST UTILITIES AUTHORITY INFORMATION TECHNOLOGY



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
INFORMATION TECHNOLOGY DEPARTMENT

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 631,666	\$ 650,175	\$ 839,523
14 OVERTIME	5,380	6,000	6,000
21 FICA MATCHING	46,701	48,024	62,290
22 RETIREMENT	74,086	76,271	105,115
23 INSURANCE	98,021	107,421	124,855
31 PROFESSIONAL SERVICES	435	3,000	3,000
34 OTHER CONTRACTUAL SVC	22,325	3,850	10,000
40 TRAVEL	1,684	6,800	10,500
41 COMMUNICATIONS	98,611	111,896	130,431
46 REPAIRS & MAINTENANCE	293,423	325,784	372,656
55 PROFESSIONAL DEVELOPMENT	8,500	16,500	19,500
42 TRANSPORTATION (POSTAGE)	133	100	150
47 PRINTING	233	300	390
51 OFFICE SUPPLIES	569	600	780
52 OPERATING SUPPLIES	33,169	17,800	14,572
54 SUBSCR/MEMBERSHIPS	200	395	250
64 MACHINERY & EQUIPMENT	22,020	16,000	35,840
	<u>\$ 1,337,155</u>	<u>\$ 1,390,916</u>	<u>\$ 1,735,852</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 855,854	\$ 887,891	\$ 1,137,783
SUPPORT SERVICES	424,979	467,830	546,087
MATERIALS & SUPPLIES	34,303	19,195	16,142
CAPITAL OUTLAY	22,020	16,000	35,840
TOTAL	<u>\$ 1,337,155</u>	<u>\$ 1,390,916</u>	<u>\$ 1,735,852</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 I.T. service costs by using the "Better, Faster, *and* Cheaper" methodology.
6. Maintain accurate asset and equipment inventory

2021 TARGETED ACCOMPLISHMENTS:

1. In order to improve customer services, the implementation of the 5-year Strategic Master Plan must be brought to conclusion in 2021 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 Network and create 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. To improve customer service by increasing staff productivity through the PC replacement project (1/6 computers). The goal is to have no computers over 6 years old. Newer computers and software are much faster and create efficiency by reducing the time per task.
 - a. Upgrade all desktop Office users to Office 2016 as minimum version
4. 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. Work with various ECUA business units to identify missing data
 - b. Develop data requirements
 - c. Update and improve GPS Standards to increase data accuracy
5. 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
6. 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.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
INFORMATION TECHNOLOGY / ADMINISTRATION

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 631,666	\$ 650,175	\$ 839,523
14 OVERTIME	5,380	6,000	6,000
21 FICA MATCHING	46,701	48,024	62,290
22 RETIREMENT	74,086	76,271	105,115
23 INSURANCE	98,021	107,421	124,855
31 PROFESSIONAL SERVICES	435	3,000	3,000
34 OTHER CONTRACTUAL SVC	22,325	3,850	10,000
40 TRAVEL	1,684	6,800	10,500
41 COMMUNICATIONS	98,611	111,896	130,431
46 REPAIRS & MAINTENANCE	293,423	325,784	372,656
55 PROFESSIONAL DEVELOPMENT	8,500	16,500	19,500
42 TRANSPORTATION (POSTAGE)	133	100	150
47 PRINTING	233	300	390
51 OFFICE SUPPLIES	569	600	780
52 OPERATING SUPPLIES	33,169	17,800	14,572
54 SUBSCR/MEMBERSHIPS	200	395	250
64 MACHINERY & EQUIPMENT	22,020	16,000	35,840
TOTAL	<u>\$ 1,337,155</u>	<u>\$ 1,390,916</u>	<u>\$ 1,735,852</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

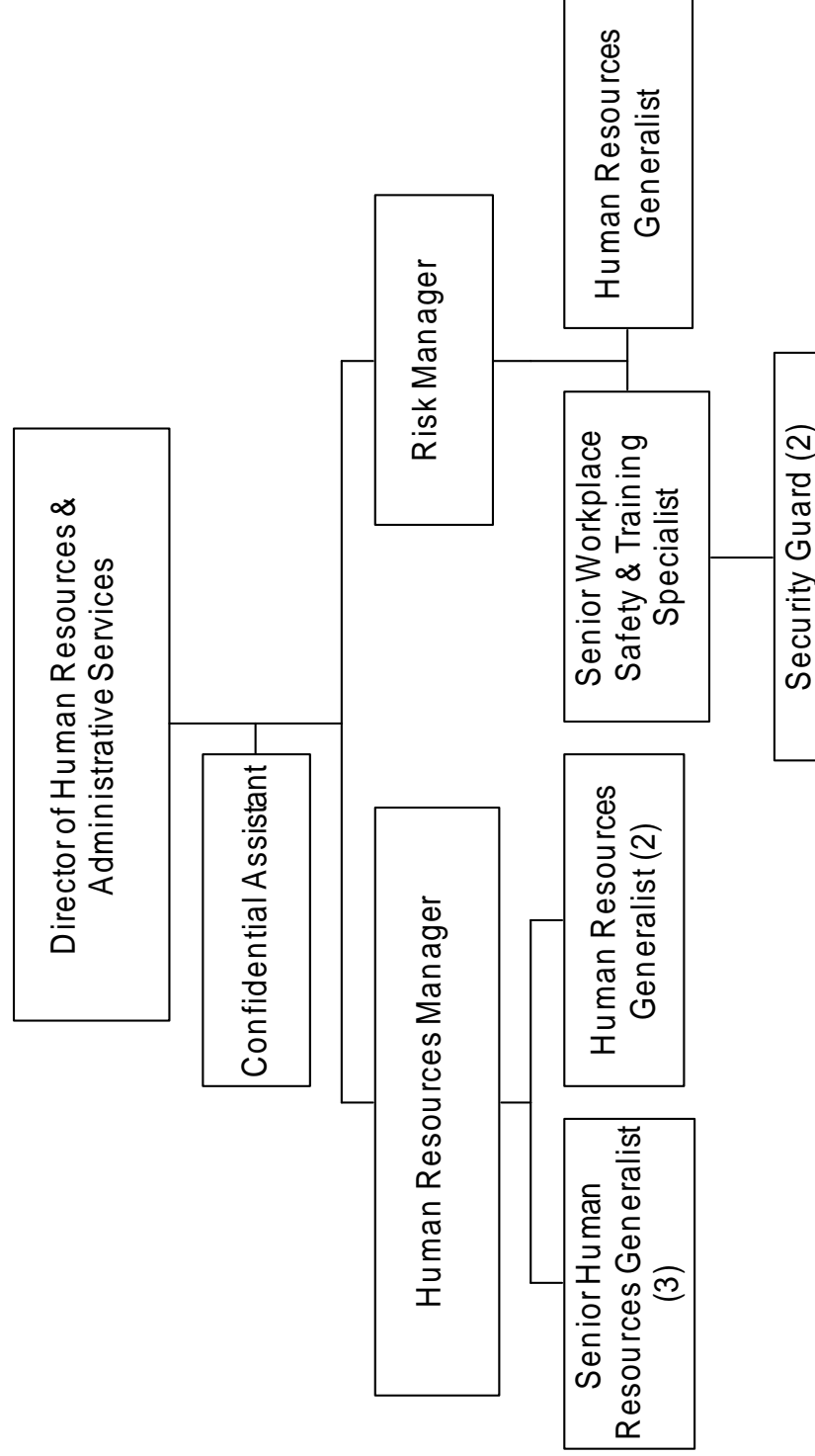
PERSONAL SERVICES	\$ 855,854	\$ 887,891	\$ 1,137,783
SUPPORT SERVICES	424,979	467,830	546,087
MATERIALS & SUPPLIES	34,303	19,195	16,142
CAPITAL OUTLAY	22,020	16,000	35,840
TOTAL	<u>\$ 1,337,155</u>	<u>\$ 1,390,916</u>	<u>\$ 1,735,852</u>



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**EMERALD COAST UTILITIES AUTHORITY
HUMAN RESOURCES & ADMINISTRATIVE SERVICES**



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
HUMAN RESOURCES & ADMINISTRATIVE SERVICES

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 724,649	\$ 719,201	\$ 745,576
14 OVERTIME	1,541	500	1,700
21 FICA MATCHING	52,875	51,739	53,099
22 RETIREMENT	79,360	76,741	91,717
23 INSURANCE	229,024	236,536	255,437
24 WORKERS COMPENSATION	142,484	287,500	287,500
25 UNEMPLOYMENT COMP	6,126	40,000	40,000
31 PROFESSIONAL SERVICES	92,811	90,700	90,700
34 OTHER CONTRACTUAL SVC	300	6,500	6,500
40 TRAVEL	1,715	12,270	11,870
44 RENTALS & LEASES	9,766	8,600	8,600
45 INSURANCE	1,531,715	1,565,000	1,755,000
46 REPAIRS & MAINTENANCE	30,742	33,500	33,500
48 PROMOTIONAL	95,947	87,000	90,000
49 OTHER CURRENT CHARGES	504	6,150	6,150
55 PROFESSIONAL DEVELOPMENT	51,997	69,320	69,120
42 TRANSPORTATION (POSTAGE)	54	700	700
47 PRINTING	64	500	500
51 OFFICE SUPPLIES	8,405	7,300	7,300
52 OPERATING SUPPLIES	36,359	41,400	41,400
54 SUBSCR/MEMBERSHIPS	34,079	39,448	39,448
64 MACHINERY & EQUIPMENT	3,950	-	-
TOTAL	<u>\$ 3,134,467</u>	<u>\$ 3,380,605</u>	<u>\$ 3,635,817</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,236,059	\$ 1,412,217	\$ 1,475,029
SUPPORT SERVICES	1,815,497	1,879,040	2,071,440
MATERIALS & SUPPLIES	78,961	89,348	89,348
CAPITAL OUTLAY	3,950	-	-
TOTAL	<u>\$ 3,134,467</u>	<u>\$ 3,380,605</u>	<u>\$ 3,635,817</u>

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT:

Human Resources and Administrative Services

DESCRIPTION:

The human resources and risk management staff supports the organization's effort to meet its goals through the continued development and support of guidelines, practices, and programs covering: employment, recruitment, retention, training and development, education, communication, employee recognition, benefits administration, health & wellness, compensation, safety, and risk management while maintaining compliance with all applicable federal, state, and local laws.

GOALS:

1. Maintain full compliance with all federal, state, and local regulatory requirements.
2. Maximize efficiency and streamline work processes in the functional areas of recruiting, benefits administration, and workers' compensation claims administration.
3. Launch the health and wellness initiatives set forth by FMIT in FY2021 to garner the Hometown Health Award for the fifth consecutive year.
4. Revamp employee performance evaluations to incorporate congruence between departmental and organizational goals and objectives.
5. Collaborate with ECUA's workers' compensation insurance provider and review claims' experience and incorporate best practices to reduce claims.

OBJECTIVES:

Maximize the performance, safety, and efficiency of our employees, by working to foster an environment that motivates employees' engagement toward organizational success.

2021 TARGETED ACCOMPLISHMENTS:

1. Health & Wellness
 - 1.1. Conduct the annual biometric screening event and flu shot clinics for FY2021, and promote the event to exceed FY2020's overall participation by 3%.

- 1.2. Provide a minimum of four quarterly Lunch & Learn health and wellness educational events in FY2021 with an annual participation goal of 350 employees between two ECUA locations – Ellyson and Regional Services in Warrington.
- 1.3. Provide four quarterly nutrition and fitness educational sessions from the Florida Department of Health University that include physical fitness exercise and cooking demonstrations.
- 1.4. Conduct a survey of employees to assess their satisfaction and gain feedback about ECUA's benefits and health/wellness programs.
- 1.5. Collaborate with the Wellbeing Works Florida Ambassadors with HR Florida State Council to take advantage of no-cost opportunities and gain recognition as a Wellbeing Works Florida workplace.

2. Employee Benefits

- 2.1. Provide three *Know Your Benefits* sessions to educate employees on how to best utilize their plan options.
- 2.2. Provide three retirement-focused workshops to help employees plan and prepare for retirement.
- 2.3. Collaborate with the current provider of workers' compensation insurance to develop and utilize a Transitional Duty/Return-to-work program for injured workers.
- 2.4. Train supervisory staff on the benefits of a Transitional Duty/Return-to-Work Program and how to engage in an interactive process with employees.
- 2.5. Identify a list of tasks within ECUA that can be used to provide alternative/modified work for injured employees.

3. Recruiting

- 3.1. Work with the local colleges and universities to develop training programs that prepare students for ECUA's specific job requirements and develop more of a human resource strategy for the hard-to-fill vacancies.
- 3.2. Work with departmental staff to develop strategic recruitment plans for hard-to-fill vacancies.
- 3.3. Promote recruitment opportunities at no less than three in-person or virtual job fairs within the local community.
- 3.4. Host one onsite job fair at ECUA and invite CareerSource Escarosa, local colleges and Chamber of Commerce to attend.
- 3.5. Participate in three HR Roundtable meetings.
- 3.6. Participate in one internship program offered by the University of West Florida, Escambia County School District, or Pensacola State College.
- 3.7. Work with departmental staff to develop more detailed functional job descriptions, to include the specific physical demands of every job classification.
- 3.8. Publish and distribute a monthly *For Your Benefit* newsletter to communicate current events and relay timely information to employees.

4. Administration

- 4.1. Successfully implement the Human Capital Management (HCM) modules of Tyler Munis.

- 4.2. Streamline processes and maximize efficiencies within the Tyler Munis system.
- 4.3. Digitize 25% of the 600+ active employee files and incorporate the digital records into the Tyler Munis HCM modules.

5. Risk Management

- 5.1. Complete a full review and evaluation of ECUA's insurable assets against ECUA's current Property and Automobile Insurance schedules.
- 5.2. Retrieve auto, general liability, and loss recovery claims data from ECUA's Recordables Claim Management System and upload the claims data into the Tyler Munis Risk Management module.

6. Training

- 6.1. Provide a two-hour Defensive Driver training course to all drivers in the Lift Stations, Water Production, Water Reclamation, and Engineering departments.

7. Safety

- 7.1. Obtain certification for ECUA's Senior Safety and Training Specialist in the area of OSHA Outreach Trainer 501 and 511.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
HR/ADMINISTRATIVE SERVICES

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 136,678	\$ 129,170	\$ 143,832
14 OVERTIME	-	500	1,000
21 FICA MATCHING	10,241	9,541	9,802
22 RETIREMENT	29,831	26,766	31,472
23 INSURANCE	21,977	18,638	36,704
25 UNEMPLOYMENT COMP	6,126	40,000	40,000
31 PROFESSIONAL SERVICES	26,289	28,000	28,000
34 OTHER CONTRACTUAL SVC	300	5,500	5,500
40 TRAVEL	-	1,850	1,850
44 RENTALS & LEASES	9,766	8,600	8,600
46 REPAIRS & MAINTENANCE	2,047	1,500	2,000
55 PROFESSIONAL DEVELOPMENT	250	1,920	1,920
42 TRANSPORTATION (POSTAGE)	-	150	150
51 OFFICE SUPPLIES	3,163	2,500	2,500
52 OPERATING SUPPLIES	1,372	5,650	7,650
54 SUBSCR/MEMBERSHIPS	472	750	750
TOTAL	<u>\$ 248,512</u>	<u>\$ 281,035</u>	<u>\$ 321,730</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 204,853	\$ 224,615	\$ 262,810
SUPPORT SERVICES	38,652	47,370	47,870
MATERIALS & SUPPLIES	5,007	9,050	11,050
TOTAL	<u>\$ 248,512</u>	<u>\$ 281,035</u>	<u>\$ 321,730</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
HR / RISK MANAGEMENT

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 233,570	\$ 240,712	\$ 247,749
14 OVERTIME	1,541	-	700
21 FICA MATCHING	16,971	17,304	17,990
22 RETIREMENT	19,555	20,388	24,845
23 INSURANCE	45,617	42,120	41,118
24 WORKERS COMPENSATION	142,484	287,500	287,500
31 PROFESSIONAL SERVICES	3,805	5,000	5,000
34 OTHER CONTRACTUAL SVC	-	1,000	1,000
40 TRAVEL	494	1,400	1,000
45 INSURANCE	1,531,715	1,565,000	1,755,000
46 REPAIRS & MAINTENANCE	263	1,500	1,500
49 OTHER CURRENT CHARGES	5	150	150
55 PROFESSIONAL DEVELOPMENT	1,497	2,500	2,300
42 TRANSPORTATION (POSTAGE)	-	50	50
47 PRINTING	32	-	-
51 OFFICE SUPPLIES	1,533	1,000	1,000
52 OPERATING SUPPLIES	31,443	29,250	29,250
54 SUBSCR/MEMBERSHIPS	565	2,400	2,400
64 MACHINERY & EQUIPMENT	3,950	-	-
TOTAL	<u>\$ 2,035,040</u>	<u>\$ 2,217,274</u>	<u>\$ 2,418,552</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 459,738	\$ 608,024	\$ 619,902
SUPPORT SERVICES	1,537,779	1,576,550	1,765,950
MATERIALS & SUPPLIES	33,573	32,700	32,700
CAPITAL OUTLAY	3,950	-	-
TOTAL	<u>\$ 2,035,040</u>	<u>\$ 2,217,274</u>	<u>\$ 2,418,552</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
HR/HUMAN RESOURCES

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 239,649	\$ 230,496	\$ 240,656
21 FICA MATCHING	17,275	16,339	17,025
22 RETIREMENT	20,431	19,523	24,066
23 INSURANCE	141,157	157,253	159,801
31 PROFESSIONAL SERVICES	34,540	20,500	57,700
40 TRAVEL	-	5,020	9,020
46 REPAIRS & MAINTENANCE	28,432	30,000	30,000
48 PROMOTIONAL	49,302	47,000	90,000
49 OTHER CURRENT CHARGES	-	-	6,000
55 PROFESSIONAL DEVELOPMENT	49,124	60,575	64,900
42 TRANSPORTATION (POSTAGE)	54	500	500
47 PRINTING	32	500	500
51 OFFICE SUPPLIES	1,785	1,800	3,800
52 OPERATING SUPPLIES	747	1,500	4,500
54 SUBSCR/MEMBERSHIPS	1,413	800	36,298
TOTAL	<u>\$ 583,941</u>	<u>\$ 591,806</u>	<u>\$ 744,766</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 418,512	\$ 423,611	\$ 441,548
SUPPORT SERVICES	161,398	163,095	257,620
MATERIALS & SUPPLIES	4,031	5,100	45,598
TOTAL	<u>\$ 583,941</u>	<u>\$ 591,806</u>	<u>\$ 744,766</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
HR/ EMPLOYMENT

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 114,752	\$ 118,823	\$ 113,339
21 FICA MATCHING	8,388	8,555	8,282
22 RETIREMENT	9,543	10,064	11,334
23 INSURANCE	20,273	18,525	17,814
31 PROFESSIONAL SERVICES	28,177	37,200	-
40 TRAVEL	1,221	4,000	-
46 REPAIRS & MAINTENANCE	-	500	-
48 PROMOTIONAL	46,645	40,000	-
49 OTHER CURRENT CHARGES	499	6,000	-
55 PROFESSIONAL DEVELOPMENT	1,126	4,325	-
51 OFFICE SUPPLIES	1,924	2,000	-
52 OPERATING SUPPLIES	2,797	5,000	-
54 SUBSCR/MEMBERSHIPS	31,629	35,498	-
TOTAL	<u>\$ 266,974</u>	<u>\$ 290,490</u>	<u>\$ 150,769</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

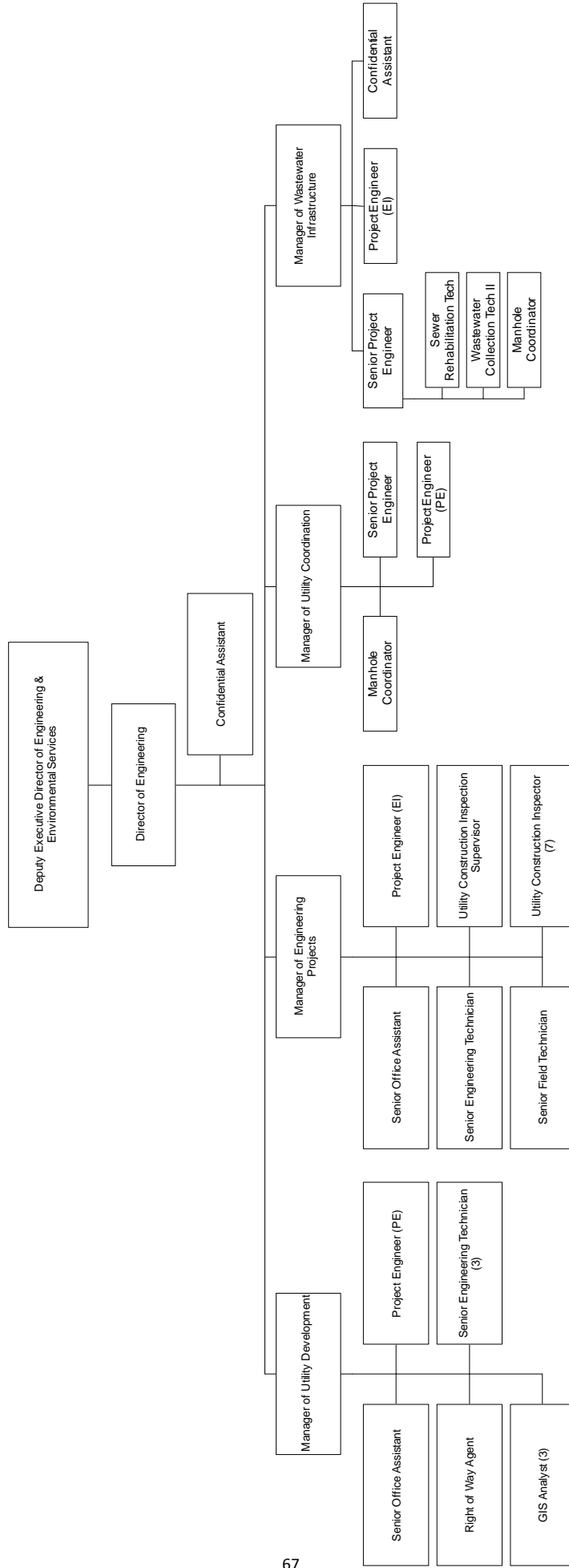
PERSONAL SERVICES	\$ 152,956	\$ 155,967	\$ 150,769
SUPPORT SERVICES	77,668	92,025	-
MATERIALS & SUPPLIES	36,350	42,498	-
TOTAL	<u>\$ 266,974</u>	<u>\$ 290,490</u>	<u>\$ 150,769</u>



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EMERALD COAST UTILITIES AUTHORITY ENGINEERING



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
ENGINEERING DEPARTMENT

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 2,300,283	\$ 2,303,153	\$ 2,333,060
13 OTHER SALARIES	12,962	17,400	17,400
14 OVERTIME	39,883	57,650	72,650
21 FICA MATCHING	168,115	170,001	171,859
22 RETIREMENT	282,057	277,651	304,287
23 INSURANCE	533,201	525,221	516,302
31 PROFESSIONAL SERVICES	-	3,000	45,000
34 OTHER CONTRACTUAL SVC	1,000	2,000	37,000
40 TRAVEL	9,771	15,470	17,900
41 COMMUNICATIONS	3,064	2,800	9,800
44 RENTALS & LEASES	11,553	13,000	15,000
46 REPAIRS & MAINTENANCE	40,833	58,500	56,000
49 OTHER CURRENT CHARGES	3,741	21,000	15,000
55 PROFESSIONAL DEVELOPMENT	10,898	17,600	22,600
42 TRANSPORTATION (POSTAGE)	459	1,000	1,000
47 PRINTING	158	400	400
51 OFFICE SUPPLIES	7,041	11,850	10,300
52 OPERATING SUPPLIES	50,296	73,050	65,350
54 SUBSCR/MEMBERSHIPS	3,937	8,500	7,000
64 MACHINERY & EQUIPMENT	9,013	-	-
TOTAL	<u>\$ 3,488,265</u>	<u>\$ 3,579,246</u>	<u>\$ 3,717,908</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 3,336,501	\$ 3,351,076	\$ 3,415,558
SUPPORT SERVICES	80,860	133,370	218,300
MATERIALS & SUPPLIES	61,891	94,800	84,050
CAPITAL OUTLAY	9,013	-	-
TOTAL	<u>\$ 3,488,265</u>	<u>\$ 3,579,246</u>	<u>\$ 3,717,908</u>

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 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.

GOAL:

To ensure the orderly 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 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. Implement efficiencies in the systems in accordance with good engineering practices.
4. Provide fair and impartial review in response to requests for service and plan submittals.

2021 TARGETED ACCOMPLISHMENTS:

1. Improve the System Extension permit review process by incorporating web-based software.
2. Provide better inspection coverage for construction oversight.
3. Develop web-based maps to better coordinate and communicate with both internal and external ECUA customers.
4. Evaluate short-term and long range impacts of environmental regulatory standards and develop plans for water or sewer system upgrades.
5. Continue with the sewer rehabilitation projects associated with sanitary sewer overflow reduction to comply with the FDEP Consent Order.

6. Continue to update water and sewer system hydraulic models to assist with master planning and review of new developments.
7. Better leverage the benefits of our Geographical Information System (GIS).
8. Perform more in-house design utilizing Engineering staff.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
ENGINEERING ADMIN

	ACTUAL 2019	APPROVED 2020 *	APPROVED 2021 *
12 REGULAR SALARIES	\$ 1,427,915	\$ 1,934,254	\$ 1,908,522
13 OTHER SALARIES	12,962	17,400	17,400
14 OVERTIME	5,731	12,650	12,650
21 FICA MATCHING	104,032	139,831	136,408
22 RETIREMENT	183,469	238,899	247,164
23 INSURANCE	334,747	445,625	425,930
31 PROFESSIONAL SERVICES	-	3,000	45,000
34 OTHER CONTRACTUAL SVC	1,000	2,000	37,000
40 TRAVEL	7,873	12,470	14,400
41 COMMUNICATIONS	394	400	7,400
44 RENTALS & LEASES	11,553	13,000	15,000
46 REPAIRS & MAINTENANCE	28,296	50,000	50,000
49 OTHER CURRENT CHARGES	1,414	21,000	15,000
55 PROFESSIONAL DEVELOPMENT	7,848	14,600	16,300
42 TRANSPORTATION (POSTAGE)	-	1,000	1,000
47 PRINTING	126	400	400
51 OFFICE SUPPLIES	6,502	11,550	10,000
52 OPERATING SUPPLIES	16,137	49,450	41,850
54 SUBSCR/MEMBERSHIPS	3,635	8,500	7,000
64 MACHINERY & EQUIPMENT	2,164	-	-
TOTAL	<u>\$ 2,155,798</u>	<u>\$ 2,976,029</u>	<u>\$ 3,008,424</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,068,856	\$ 2,788,659	\$ 2,748,074
SUPPORT SERVICES	58,378	116,470	200,100
MATERIALS & SUPPLIES	26,400	70,900	60,250
CAPITAL OUTLAY	2,164	-	-
TOTAL	<u>\$ 2,155,798</u>	<u>\$ 2,976,029</u>	<u>\$ 3,008,424</u>

* The Wastewater Infrastructure Department was combined with the Engineering Department as of October 1, 2019

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
ENGINEERING / INSPECTIONS

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 377,644	\$ 368,899	\$ 424,538
14 OVERTIME	32,266	45,000	60,000
21 FICA MATCHING	29,942	30,170	35,451
22 RETIREMENT	40,082	38,752	57,123
23 INSURANCE	81,233	79,596	90,372
40 TRAVEL	-	3,000	3,500
41 COMMUNICATIONS	2,366	2,400	2,400
46 REPAIRS & MAINTENANCE	4,407	8,500	6,000
55 PROFESSIONAL DEVELOPMENT	-	3,000	6,300
51 OFFICE SUPPLIES	-	300	300
52 OPERATING SUPPLIES	20,477	23,600	23,500
TOTAL	<u>\$ 588,417</u>	<u>\$ 603,217</u>	<u>\$ 709,484</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 561,167	\$ 562,417	\$ 667,484
SUPPORT SERVICES	6,773	16,900	18,200
MATERIALS & SUPPLIES	20,477	23,900	23,800
TOTAL	<u>\$ 588,417</u>	<u>\$ 603,217</u>	<u>\$ 709,484</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WASTEWATER INFRA / ADMINISTRATION

	ACTUAL 2019	APPROVED 2020 *	APPROVED 2021 *
12 REGULAR SALARIES	\$ 494,724	\$ -	\$ -
14 OVERTIME	1,886	-	-
21 FICA MATCHING	34,141	-	-
22 RETIREMENT	58,506	-	-
23 INSURANCE	117,221	-	-
40 TRAVEL	1,898	-	-
41 COMMUNICATIONS	304	-	-
46 REPAIRS & MAINTENANCE	8,130	-	-
49 OTHER CURRENT CHARGES	2,327	-	-
55 PROFESSIONAL DEVELOPMENT	3,050	-	-
42 TRANSPORTATION (POSTAGE)	459	-	-
47 PRINTING	32	-	-
51 OFFICE SUPPLIES	539	-	-
52 OPERATING SUPPLIES	13,682	-	-
54 SUBSCR/MEMBERSHIPS	302	-	-
64 MACHINERY & EQUIPMENT	6,849	-	-
TOTAL	<u>\$ 744,050</u>	<u>\$ -</u>	<u>\$ -</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 706,478	\$ -	\$ -
SUPPORT SERVICES	15,709	-	-
MATERIALS & SUPPLIES	15,014	-	-
CAPITAL OUTLAY	6,849	-	-
TOTAL	<u>\$ 744,050</u>	<u>\$ -</u>	<u>\$ -</u>

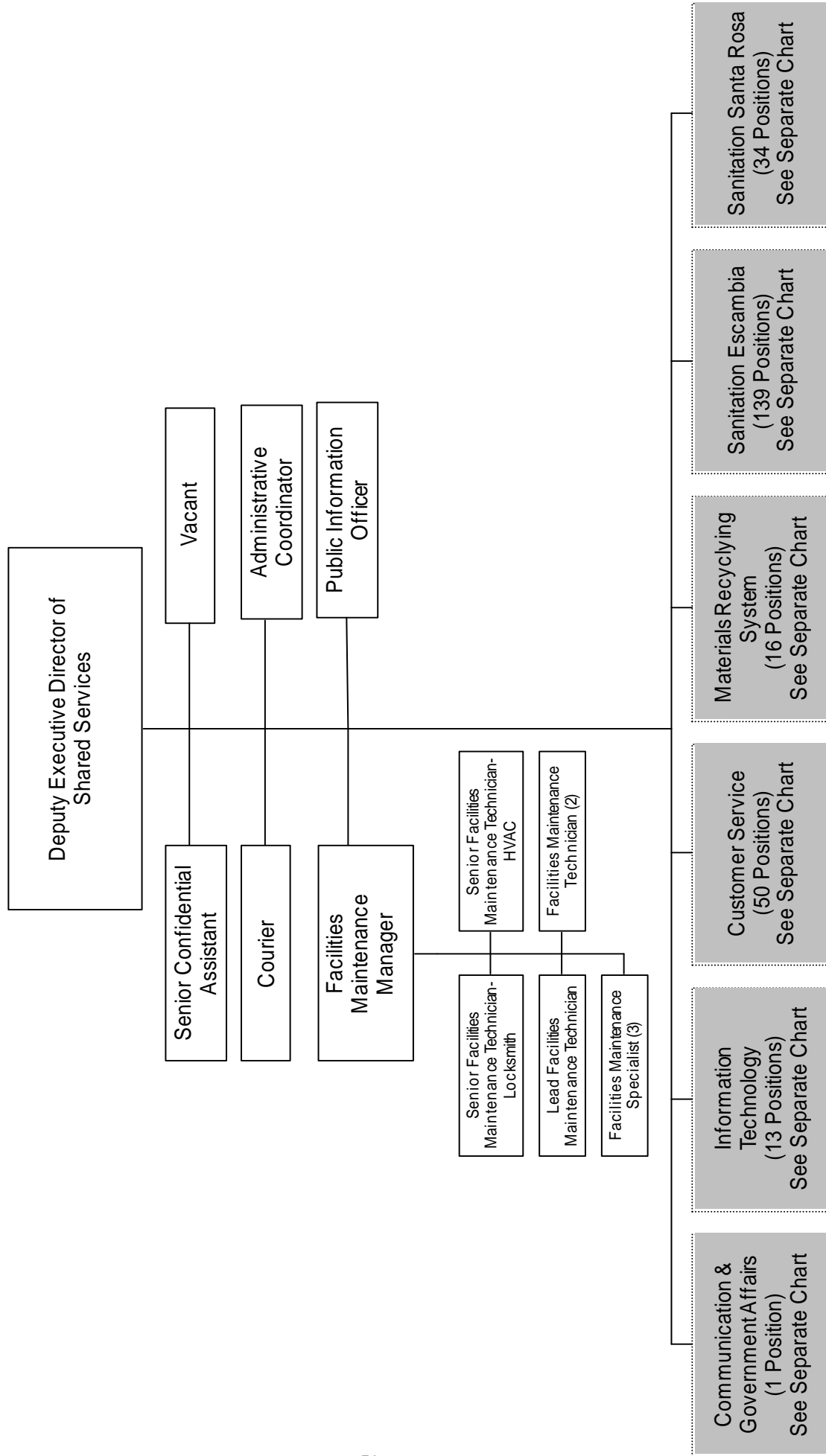
* The Wastewater Infrastructure Department was combined with the Engineering Department as of October 1, 2019



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EMERALD COAST UTILITIES AUTHORITY SHARED SERVICES



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
SHARED SERVICES DEPARTMENT

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 908,243	\$ 933,865	\$ 954,553
14 OVERTIME	27,068	18,000	18,000
21 FICA MATCHING	65,202	65,444	67,733
22 RETIREMENT	116,578	122,285	142,225
23 INSURANCE	220,988	221,362	217,579
31 PROFESSIONAL SERVICES	11,279	15,000	15,000
34 OTHER CONTRACTUAL SVC	46,304	62,500	62,500
40 TRAVEL	511	2,200	2,200
41 COMMUNICATIONS	46,216	47,720	48,440
43 UTILITIES	317,068	304,700	304,700
44 RENTALS & LEASES	2,856	5,000	5,400
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	78,927	72,208	88,500
48 PROMOTIONAL	228,516	270,000	270,000
49 OTHER CURRENT CHARGES	7,948	7,000	7,000
55 PROFESSIONAL DEVELOPMENT	839	2,200	2,200
42 TRANSPORTATION (POSTAGE)	-	5,000	5,000
47 PRINTING	36,680	40,100	40,100
51 OFFICE SUPPLIES	2,416	2,800	2,800
52 OPERATING SUPPLIES	63,793	59,250	69,250
54 SUBSCR/MEMBERSHIPS	1,366	1,100	1,100
TOTAL	<u>\$ 2,182,798</u>	<u>\$ 2,257,734</u>	<u>\$ 2,324,280</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,338,079	\$ 1,360,956	\$ 1,400,090
SUPPORT SERVICES	740,464	788,528	805,940
MATERIALS & SUPPLIES	104,255	108,250	118,250
TOTAL	<u>\$ 2,182,798</u>	<u>\$ 2,257,734</u>	<u>\$ 2,324,280</u>

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, Human Resources and Risk Management 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.

2021 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 residential recycling program to increase the percentage of customer participation by 2%, and to minimize contamination of recyclables.
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 4%.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
SHARED SERVICES / ADMINISTRATION

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 409,733	\$ 419,667	\$ 438,110
14 OVERTIME	279	-	-
21 FICA MATCHING	28,700	29,289	30,063
22 RETIREMENT	67,277	70,487	81,581
23 INSURANCE	71,112	65,872	73,154
34 OTHER CONTRACTUAL SVC	2,280	3,500	3,500
40 TRAVEL	399	450	450
41 COMMUNICATIONS	46,216	47,000	47,000
44 RENTALS & LEASES	2,856	2,500	2,900
46 REPAIRS & MAINTENANCE	3,274	2,000	2,000
55 PROFESSIONAL DEVELOPMENT	-	200	200
47 PRINTING	-	100	100
51 OFFICE SUPPLIES	708	1,000	1,000
52 OPERATING SUPPLIES	6,969	4,200	4,200
54 SUBSCR/MEMBERSHIPS	104	100	100
TOTAL	<u>\$ 639,907</u>	<u>\$ 646,365</u>	<u>\$ 684,358</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 577,101	\$ 585,315	\$ 622,908
SUPPORT SERVICES	55,025	55,650	56,050
MATERIALS & SUPPLIES	7,781	5,400	5,400
TOTAL	<u>\$ 639,907</u>	<u>\$ 646,365</u>	<u>\$ 684,358</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
SHARED SERVICES / FACILITIES MAINT.

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 421,536	\$ 437,027	\$ 436,779
14 OVERTIME	26,789	18,000	18,000
21 FICA MATCHING	31,117	30,795	32,113
22 RETIREMENT	42,899	45,262	52,678
23 INSURANCE	135,130	140,747	130,044
34 OTHER CONTRACTUAL SVC	44,024	59,000	59,000
40 TRAVEL	-	1,000	1,000
43 UTILITIES	317,068	304,700	304,700
44 RENTALS & LEASES	-	2,500	2,500
46 REPAIRS & MAINTENANCE	75,413	70,208	86,500
49 OTHER CURRENT CHARGES	7,948	7,000	7,000
55 PROFESSIONAL DEVELOPMENT	839	1,500	1,500
47 PRINTING	63	-	-
51 OFFICE SUPPLIES	852	1,000	1,000
52 OPERATING SUPPLIES	55,489	54,000	64,000
TOTAL	<u>\$ 1,159,167</u>	<u>\$ 1,172,739</u>	<u>\$ 1,196,814</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 657,471	\$ 671,831	\$ 669,614
SUPPORT SERVICES	445,292	445,908	462,200
MATERIALS & SUPPLIES	56,404	55,000	65,000
TOTAL	<u>\$ 1,159,167</u>	<u>\$ 1,172,739</u>	<u>\$ 1,196,814</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
COMMUNICATION & PUBLIC INFORMATION

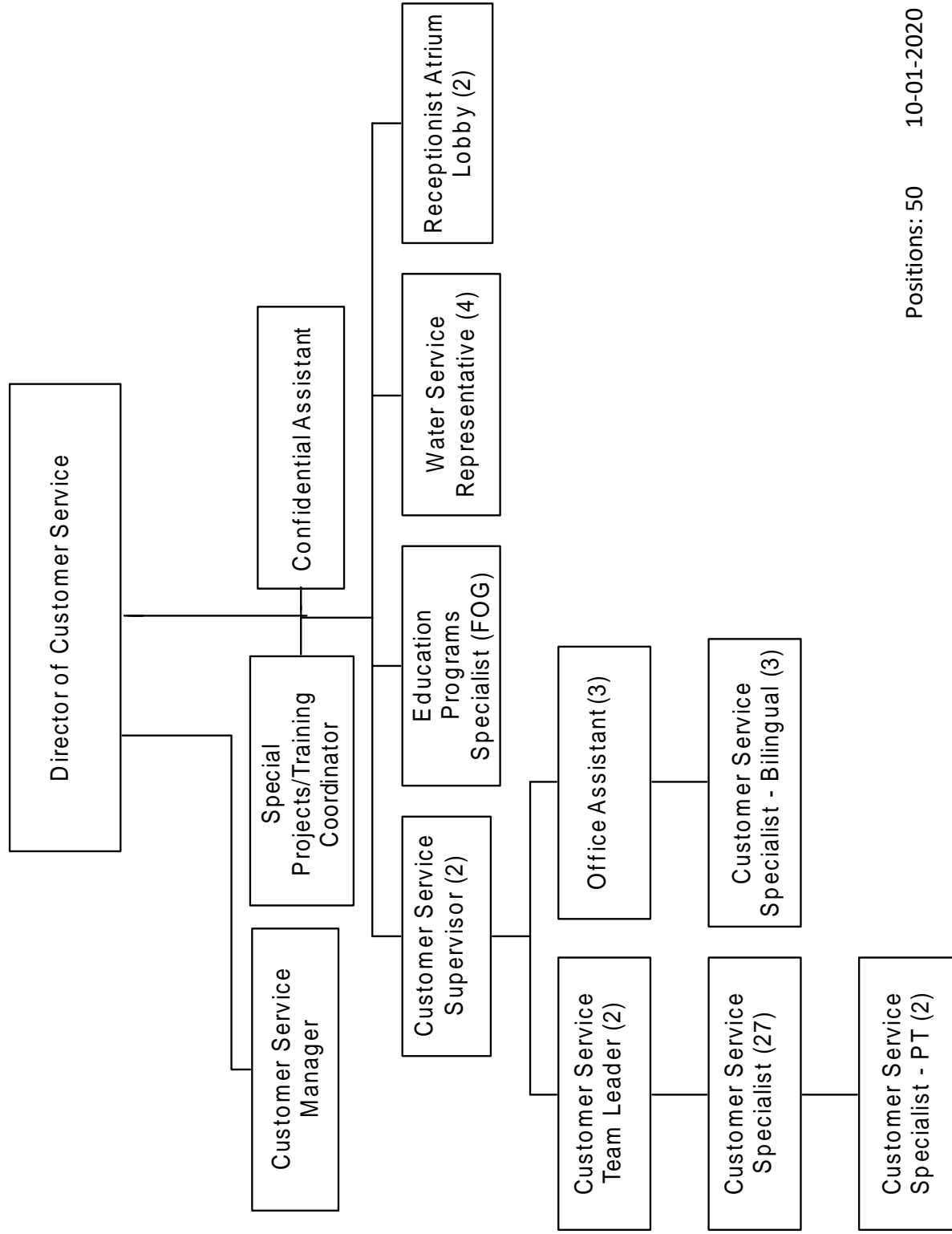
	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 76,974	\$ 77,171	\$ 79,664
21 FICA MATCHING	5,385	5,360	5,557
22 RETIREMENT	6,402	6,536	7,966
23 INSURANCE	14,746	14,743	14,381
31 PROFESSIONAL SERVICES	11,279	15,000	15,000
40 TRAVEL	112	750	750
41 COMMUNICATIONS	-	720	1,440
46 REPAIRS & MAINTENANCE	240	-	-
48 PROMOTIONAL	228,516	270,000	270,000
55 PROFESSIONAL DEVELOPMENT	-	500	500
42 TRANSPORTATION (POSTAGE)	-	5,000	5,000
47 PRINTING	36,617	40,000	40,000
51 OFFICE SUPPLIES	856	800	800
52 OPERATING SUPPLIES	1,335	1,050	1,050
54 SUBSCR/MEMBERSHIPS	1,262	1,000	1,000
TOTAL	<u>\$ 383,724</u>	<u>\$ 438,630</u>	<u>\$ 443,108</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 103,507	\$ 103,810	\$ 107,568
SUPPORT SERVICES	240,147	286,970	287,690
MATERIALS & SUPPLIES	40,070	47,850	47,850
TOTAL	<u>\$ 383,724</u>	<u>\$ 438,630</u>	<u>\$ 443,108</u>



EMERALD COAST UTILITIES AUTHORITY CUSTOMER SERVICE



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
CUSTOMER SERVICES

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 1,759,176	\$ 1,947,241	\$ 2,004,954
14 OVERTIME	11,354	12,200	8,200
21 FICA MATCHING	128,386	142,226	146,081
22 RETIREMENT	166,220	181,327	221,085
23 INSURANCE	477,000	475,881	456,498
34 OTHER CONTRACTUAL SVC	36,201	36,800	41,800
40 TRAVEL	-	1,800	1,800
41 COMMUNICATIONS	1,986	2,000	2,000
46 REPAIRS & MAINTENANCE	7,724	9,600	9,600
49 OTHER CURRENT CHARGES	427	4,000	3,500
55 PROFESSIONAL DEVELOPMENT	-	3,200	3,200
42 TRANSPORTATION (POSTAGE)	30	100	100
47 PRINTING	2,187	2,000	2,000
51 OFFICE SUPPLIES	13,017	15,400	13,900
52 OPERATING SUPPLIES	14,971	15,520	15,520
54 SUBSCR/MEMBERSHIPS	-	600	600
64 MACHINERY & EQUIPMENT	3,902	-	-
TOTAL	<u>\$ 2,622,581</u>	<u>\$ 2,849,895</u>	<u>\$ 2,930,838</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,542,136	\$ 2,758,875	\$ 2,836,818
SUPPORT SERVICES	46,338	57,400	61,900
MATERIALS & SUPPLIES	30,205	33,620	32,120
CAPITAL OUTLAY	3,902	-	-
TOTAL	<u>\$ 2,622,581</u>	<u>\$ 2,849,895</u>	<u>\$ 2,930,838</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.

2021 TARGETED ACCOMPLISHMENTS:

1. Implement and enforce a Covid 19 safety plan for all areas of Customer Service. Educate and update the employees about current preventive measures set by the CDC. Develop a work at home program for 50% of the Customer Service employees that will be rotated on a bi-annual basis.
2. Continue to reduce the number of abandon calls in comparison to last year's abandon call rate of 2 % to 1.5% of total calls answered for 2021. We should reach this goal by before the end of the fiscal year.
3. Continue promoting the incentive program to motivate employees to perform at higher performance levels. This will ensure better customer contact and an overall positive experience for customers.
4. Increase the number of shut offs over last year by 20% to help collect delinquent balances that has been created by halting cut-non-pays due to Covid 19.
5. Continuously provide monthly and annual training to all 46 employees. Develop on-line customer service training for the employees that work at home. This will ensure that all employees are continuously updated on the changing culture in the customer field and our department.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
CS / ADMINISTRATION

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 298,454	\$ 347,489	\$ 284,885
14 OVERTIME	1,920	1,200	1,200
21 FICA MATCHING	20,742	24,561	19,900
22 RETIREMENT	39,754	38,981	45,831
23 INSURANCE	75,590	66,092	64,473
34 OTHER CONTRACTUAL SVC	36,201	36,800	41,800
40 TRAVEL	-	1,600	1,600
41 COMMUNICATIONS	394	400	400
46 REPAIRS & MAINTENANCE	3,053	3,500	3,500
55 PROFESSIONAL DEVELOPMENT	-	1,200	1,200
47 PRINTING	1,476	1,000	1,000
51 OFFICE SUPPLIES	3,670	5,000	3,500
52 OPERATING SUPPLIES	523	750	750
54 SUBSCR/MEMBERSHIPS	-	100	100
TOTAL	<u>\$ 481,777</u>	<u>\$ 528,673</u>	<u>\$ 470,139</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 436,460	\$ 478,323	\$ 416,289
SUPPORT SERVICES	39,648	43,500	48,500
MATERIALS & SUPPLIES	5,669	6,850	5,350
TOTAL	<u>\$ 481,777</u>	<u>\$ 528,673</u>	<u>\$ 470,139</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
CS / CUSTOMER SVC OPERATIONS

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 1,257,891	\$ 1,380,353	\$ 1,492,871
14 OVERTIME	9,413	10,000	6,000
21 FICA MATCHING	92,777	101,358	109,364
22 RETIREMENT	109,586	123,678	152,434
23 INSURANCE	348,735	354,202	341,580
40 TRAVEL	-	200	200
46 REPAIRS & MAINTENANCE	-	500	500
49 OTHER CURRENT CHARGES	414	3,500	3,000
55 PROFESSIONAL DEVELOPMENT	-	1,500	1,500
47 PRINTING	444	500	500
51 OFFICE SUPPLIES	8,844	8,900	8,900
52 OPERATING SUPPLIES	5,553	6,470	6,470
54 SUBSCR/MEMBERSHIPS	-	500	500
64 MACHINERY & EQUIPMENT	3,902	-	-
TOTAL	<u>\$ 1,837,559</u>	<u>\$ 1,991,661</u>	<u>\$ 2,123,819</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,818,402	\$ 1,969,591	\$ 2,102,249
SUPPORT SERVICES	414	5,700	5,200
MATERIALS & SUPPLIES	14,841	16,370	16,370
CAPITAL OUTLAY	3,902	-	-
TOTAL	<u>\$ 1,837,559</u>	<u>\$ 1,991,661</u>	<u>\$ 2,123,819</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
CS / CUT NON-PAY

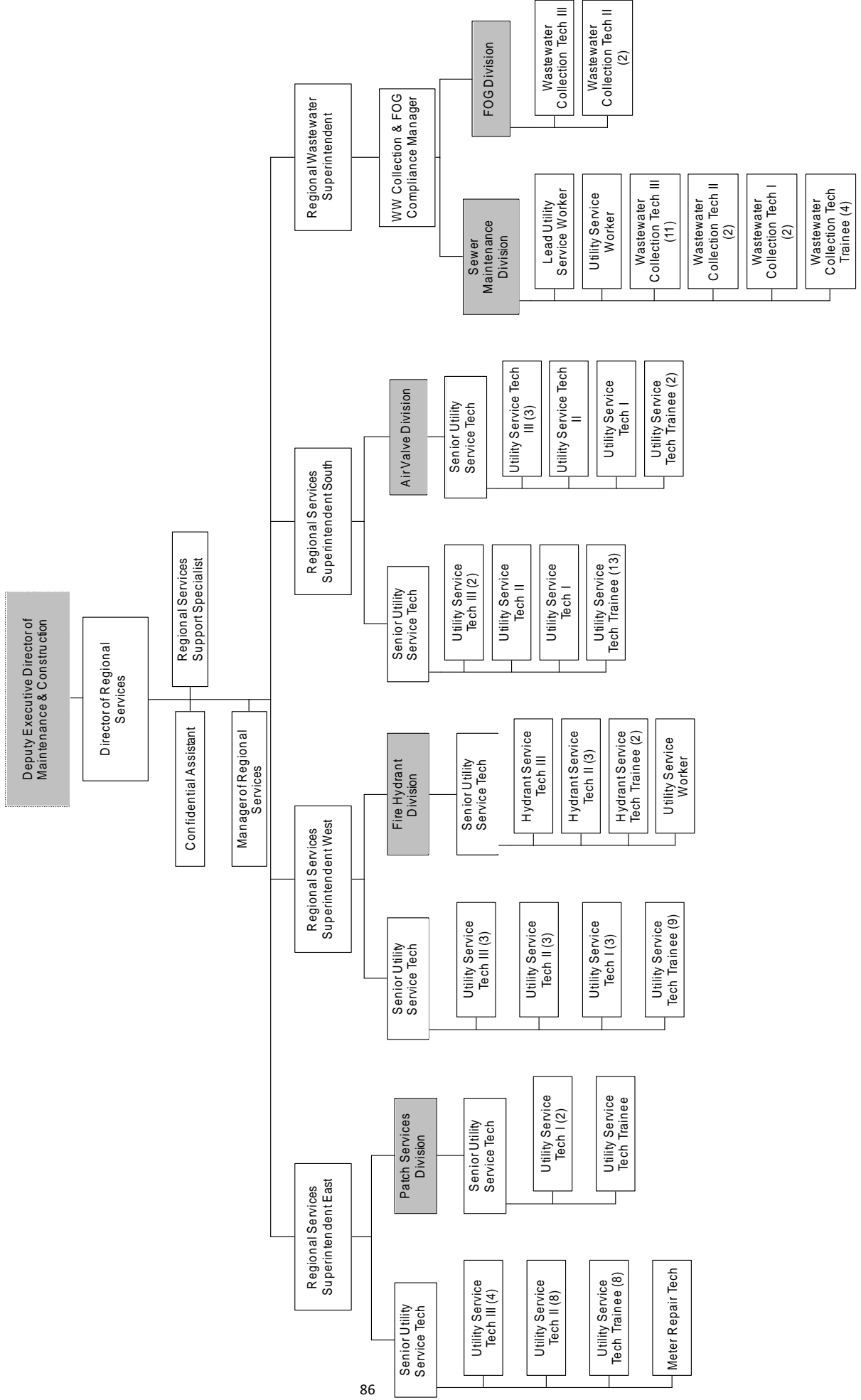
	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 202,831	\$ 219,399	\$ 227,198
14 OVERTIME	21	1,000	1,000
21 FICA MATCHING	14,867	16,307	16,817
22 RETIREMENT	16,880	18,668	22,820
23 INSURANCE	52,675	55,587	50,445
41 COMMUNICATIONS	1,592	1,600	1,600
46 REPAIRS & MAINTENANCE	4,671	5,600	5,600
49 OTHER CURRENT CHARGES	13	500	500
55 PROFESSIONAL DEVELOPMENT	-	500	500
42 TRANSPORTATION (POSTAGE)	30	100	100
47 PRINTING	267	500	500
51 OFFICE SUPPLIES	503	1,500	1,500
52 OPERATING SUPPLIES	8,895	8,300	8,300
TOTAL	<u>\$ 303,245</u>	<u>\$ 329,561</u>	<u>\$ 336,880</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 287,274	\$ 310,961	\$ 318,280
SUPPORT SERVICES	6,276	8,200	8,200
MATERIALS & SUPPLIES	9,695	10,400	10,400
TOTAL	<u>\$ 303,245</u>	<u>\$ 329,561</u>	<u>\$ 336,880</u>



EMERALD COAST UTILITIES AUTHORITY REGIONAL SERVICES



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
REGIONAL SERVICES DEPARTMENT

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 4,347,881	\$ 4,801,708	\$ 4,915,826
14 OVERTIME	702,931	563,500	629,500
21 FICA MATCHING	365,861	384,470	396,707
22 RETIREMENT	452,334	488,034	584,271
23 INSURANCE	1,273,208	1,395,335	1,296,042
34 OTHER CONTRACTUAL SVC	1,203,199	733,000	743,000
40 TRAVEL	4,935	8,000	6,000
41 COMMUNICATIONS	17,102	50,000	25,000
44 RENTALS & LEASES	4,430	13,000	23,800
46 REPAIRS & MAINTENANCE	354,736	297,150	411,150
49 OTHER CURRENT CHARGES	52,200	64,980	65,340
55 PROFESSIONAL DEVELOPMENT	15,720	21,000	21,000
42 TRANSPORTATION (POSTAGE)	541	300	300
47 PRINTING	5,440	6,500	7,000
51 OFFICE SUPPLIES	9,135	8,500	9,500
52 OPERATING SUPPLIES	2,233,288	2,201,271	2,400,266
53 ROAD MATERIALS & SUPPLIES	32,026	50,000	50,000
54 SUBSCR/MEMBERSHIPS	260	1,900	1,900
64 MACHINERY & EQUIPMENT	92,597	45,000	207,000
TOTAL	<u>\$ 11,167,824</u>	<u>\$ 11,133,648</u>	<u>\$ 11,793,602</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 7,142,215	\$ 7,633,047	\$ 7,822,346
SUPPORT SERVICES	1,652,322	1,187,130	1,295,290
MATERIALS & SUPPLIES	2,280,690	2,268,471	2,468,966
CAPITAL OUTLAY	92,597	45,000	207,000
TOTAL	<u>\$ 11,167,824</u>	<u>\$ 11,133,648</u>	<u>\$ 11,793,602</u>

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT

Regional Services

DIVISIONS

Administration; East Region; West Region; South Region; Sewer Maintenance; Patch Services; Hydrant and Flushing Services; Air Release Valve (ARV) and Valve Maintenance; Fats, Oils, and Grease (FOG)

ACTIVITY DESCRIPTION

The Regional Services department maintains ECUA's wastewater collection and transmission system and the potable water distribution system. The wastewater collection system includes approximately 950 miles of gravity sewer mains, 18,590 manholes, and 80,000 customer connections. The wastewater transmission system consists of approximately 332 miles of force mains, 500 ARVs and 1,300 control valves associated with the force mains. The potable water distribution system consists of approximately 1,707 miles of water mains, 19,160 valves, and 7,365 fire hydrants.

The entire service area is divided into three Regions that are responsible for the maintenance of infrastructure within their geographical area. The Regions maintain all water mains, gravity sewer mains, wastewater force mains, and the associated components. The Regions install water and sewer services for new residential customers and maintain more than 122,000 existing water services and water meters and more than 80,000 existing sewer services. The Sewer Maintenance division inspects and maintains all manholes, cleans gravity sewer mains, performs video inspection of gravity sewer mains, and responds to sanitary sewer overflows. The ARV and Water Valve division inspects and maintains all ARVs and the control valves in force mains and water mains. The Fire Hydrant and Flushing division inspects and maintains all fire hydrants, makes large-diameter water and sewer taps, performs valve insertions, and flushes the water system to maintain water quality. The FOG division inspects almost 1,000 food service establishments and ensures compliance with the requirements to remove fats, oils, and grease from their wastewater prior to discharge to the ECUA collection system. The Patch Services division repairs or replaces roads, driveways, and other areas impacted by ECUA's maintenance and construction activities.

GOALS

The goal of the Regional Services department is to provide the best possible service to our customers in a professional, economical, and efficient manner.

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OBJECTIVES

1. Comply with all State and Federal regulations.
2. Provide excellent service to customers.
3. Reduce operational costs through improved efficiency.
4. Complete all work orders in a timely manner.
5. Perform preventative maintenance on infrastructure to avoid unplanned maintenance events.
6. Respond quickly and effectively to unplanned maintenance events.
7. Make improvements to the water distribution and wastewater collection and transmission systems.
8. Control operating costs and work within the annual budget.
9. Manage resources effectively to achieve departmental goals.

2021 TARGETED ACCOMPLISHMENTS

1. Test all (nearly 1000) large meters (2 inches and larger) for accuracy. Make repairs as necessary.
2. Reduce the number of avoidable SSO events to near zero.
3. Inspect 3000 manholes; clean 1,000,000 feet of gravity sewer mains; use closed circuit television camera to inspect 250,000 feet of gravity sewer mains. Make repairs as necessary.
4. Use smoke and dye testing methods to inspect subdivisions and neighborhoods for sources of inflow and infiltration. Inspect 7,500 sewer services. Make repairs as necessary.
5. Clear and maintain easements as necessary to provide access to infrastructure.
6. Flow test and perform preventative maintenance on 2,500 fire hydrants.
7. Flush water system as necessary to maintain good water quality. This includes:
 - Flush more than 270 dead-end mains (six inch diameter or greater) twice per year.
 - Service more than 115 automatic flush devices twice per year (for dead-end mains less than six inches in diameter or other problem areas).
 - Flush all 55 routine flush points on a weekly basis.
8. Perform preventative maintenance on all 435 air release valves in accordance with the established maintenance schedule.
9. Perform preventative maintenance on 4,000 water system valves. This maintenance includes marking the valve, cleaning out the valve box, exercising the valve, and collecting the GPS coordinates for its location.
10. Review applications and issue discharge permits to all Food Service Establishments (FSE).
11. Perform inspections of all FSEs in accordance with the established schedule.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
RS / ADMINISTRATION

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 233,925	\$ 293,689	\$ 308,298
14 OVERTIME	160	-	-
21 FICA MATCHING	16,514	20,813	21,250
22 RETIREMENT	37,432	43,803	50,771
23 INSURANCE	63,025	72,465	76,662
34 OTHER CONTRACTUAL SVC	161,592	148,000	176,000
40 TRAVEL	4,006	5,000	5,000
41 COMMUNICATIONS	16,313	50,000	25,000
44 RENTALS & LEASES	1,925	3,000	3,000
46 REPAIRS & MAINTENANCE	181	3,000	3,000
49 OTHER CURRENT CHARGES	29,321	36,000	36,000
55 PROFESSIONAL DEVELOPMENT	15,270	20,000	20,000
42 TRANSPORTATION (POSTAGE)	541	300	300
47 PRINTING	1,322	2,000	2,500
51 OFFICE SUPPLIES	9,135	6,000	7,000
52 OPERATING SUPPLIES	619,500	629,621	629,621
54 SUBSCR/MEMBERSHIPS	260	900	900
64 MACHINERY & EQUIPMENT	12,185	-	-
TOTAL	<u>\$ 1,222,607</u>	<u>\$ 1,334,591</u>	<u>\$ 1,365,302</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 351,056	\$ 430,770	\$ 456,981
SUPPORT SERVICES	228,608	265,000	268,000
MATERIALS & SUPPLIES	630,758	638,821	640,321
CAPITAL OUTLAY	12,185	-	-
TOTAL	<u>\$ 1,222,607</u>	<u>\$ 1,334,591</u>	<u>\$ 1,365,302</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
RS / WEST REGION (REGION 2)

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 806,340	\$ 839,419	\$ 842,264
14 OVERTIME	116,974	88,000	95,000
21 FICA MATCHING	67,738	67,623	68,605
22 RETIREMENT	80,351	82,370	94,375
23 INSURANCE	232,093	235,078	227,950
34 OTHER CONTRACTUAL SVC	6,767	3,000	3,000
41 COMMUNICATIONS	789	-	-
44 RENTALS & LEASES	2,041	1,000	1,000
46 REPAIRS & MAINTENANCE	58,244	61,000	71,000
49 OTHER CURRENT CHARGES	125	200	200
52 OPERATING SUPPLIES	359,070	320,000	349,000
64 MACHINERY & EQUIPMENT	2,820	-	54,000
TOTAL	<u>\$ 1,733,352</u>	<u>\$ 1,697,690</u>	<u>\$ 1,806,394</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,303,496	\$ 1,312,490	\$ 1,328,194
SUPPORT SERVICES	67,966	65,200	75,200
MATERIALS & SUPPLIES	359,070	320,000	349,000
CAPITAL OUTLAY	2,820	-	54,000
TOTAL	<u>\$ 1,733,352</u>	<u>\$ 1,697,690</u>	<u>\$ 1,806,394</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
RS / EAST REGION (REGION 3)

	ACTUAL	APPROVED	APPROVED
	2019	2020	2021
12 REGULAR SALARIES	\$ 890,001	\$ 1,005,283	\$ 1,014,064
14 OVERTIME	259,070	193,000	220,000
21 FICA MATCHING	82,399	82,532	83,763
22 RETIREMENT	100,499	106,679	129,462
23 INSURANCE	281,618	310,203	314,932
34 OTHER CONTRACTUAL SVC	139,511	9,000	9,000
44 RENTALS & LEASES	464	3,800	3,800
46 REPAIRS & MAINTENANCE	87,280	40,500	90,500
49 OTHER CURRENT CHARGES	130	3,040	3,040
52 OPERATING SUPPLIES	527,296	385,000	510,000
64 MACHINERY & EQUIPMENT	38,490	-	-
TOTAL	<u>\$ 2,406,758</u>	<u>\$ 2,139,037</u>	<u>\$ 2,378,561</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,613,587	\$ 1,697,697	\$ 1,762,221
SUPPORT SERVICES	227,385	56,340	106,340
MATERIALS & SUPPLIES	527,296	385,000	510,000
CAPITAL OUTLAY	38,490	-	-
TOTAL	<u>\$ 2,406,758</u>	<u>\$ 2,139,037</u>	<u>\$ 2,378,561</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
RS / SOUTH REGION (REGION 4)

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 663,409	\$ 779,038	\$ 736,885
14 OVERTIME	148,829	114,000	141,000
21 FICA MATCHING	58,763	64,283	64,807
22 RETIREMENT	66,246	73,733	87,788
23 INSURANCE	197,209	243,904	153,623
34 OTHER CONTRACTUAL SVC	6,550	23,000	5,000
44 RENTALS & LEASES	-	2,000	2,000
46 REPAIRS & MAINTENANCE	62,897	52,500	65,500
49 OTHER CURRENT CHARGES	-	300	300
52 OPERATING SUPPLIES	355,451	340,000	383,000
64 MACHINERY & EQUIPMENT	1,950	-	85,000
TOTAL	<u>\$ 1,561,304</u>	<u>\$ 1,692,758</u>	<u>\$ 1,724,903</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,134,456	\$ 1,274,958	\$ 1,184,103
SUPPORT SERVICES	69,447	77,800	72,800
MATERIALS & SUPPLIES	355,451	340,000	383,000
CAPITAL OUTLAY	1,950	-	85,000
TOTAL	<u>\$ 1,561,304</u>	<u>\$ 1,692,758</u>	<u>\$ 1,724,903</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
RS / SEWER MAINTENANCE SERVICE

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 969,965	\$ 962,740	\$ 1,033,178
14 OVERTIME	100,421	97,000	100,000
21 FICA MATCHING	77,510	76,175	81,483
22 RETIREMENT	89,728	90,033	111,883
23 INSURANCE	284,045	287,751	289,954
34 OTHER CONTRACTUAL SVC	41,604	45,000	45,000
46 REPAIRS & MAINTENANCE	72,975	76,250	105,250
49 OTHER CURRENT CHARGES	-	200	20,200
47 PRINTING	249	500	500
52 OPERATING SUPPLIES	123,299	177,500	183,000
64 MACHINERY & EQUIPMENT	24,538	-	-
TOTAL	<u>\$ 1,784,334</u>	<u>\$ 1,813,149</u>	<u>\$ 1,970,448</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,521,669	\$ 1,513,699	\$ 1,616,498
SUPPORT SERVICES	114,579	121,450	170,450
MATERIALS & SUPPLIES	123,548	178,000	183,500
CAPITAL OUTLAY	24,538	-	-
TOTAL	<u>\$ 1,784,334</u>	<u>\$ 1,813,149</u>	<u>\$ 1,970,448</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
RS / FIRE HYDRANT INSTALL/ MAINT.

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 326,003	\$ 346,719	\$ 331,490
14 OVERTIME	7,089	4,000	6,000
21 FICA MATCHING	24,809	25,965	24,832
22 RETIREMENT	30,126	33,135	33,749
23 INSURANCE	72,299	78,337	61,895
44 RENTALS & LEASES	-	-	1,000
46 REPAIRS & MAINTENANCE	23,153	10,500	20,500
49 OTHER CURRENT CHARGES	-	140	500
52 OPERATING SUPPLIES	103,479	127,000	132,000
64 MACHINERY & EQUIPMENT	1,899	45,000	68,000
TOTAL	<u>\$ 588,857</u>	<u>\$ 670,796</u>	<u>\$ 679,966</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 460,326	\$ 488,156	\$ 457,966
SUPPORT SERVICES	23,153	10,640	22,000
MATERIALS & SUPPLIES	103,479	127,000	132,000
CAPITAL OUTLAY	1,899	45,000	68,000
TOTAL	<u>\$ 588,857</u>	<u>\$ 670,796</u>	<u>\$ 679,966</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
RS/ PATCH SERVICES

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 102,175	\$ 126,393	\$ 171,808
14 OVERTIME	38,109	30,000	30,000
21 FICA MATCHING	10,173	11,689	14,424
22 RETIREMENT	11,681	13,246	20,181
23 INSURANCE	29,813	31,901	53,999
34 OTHER CONTRACTUAL SVC	845,495	500,000	500,000
44 RENTALS & LEASES	-	200	10,000
46 REPAIRS & MAINTENANCE	37,033	30,000	35,000
49 OTHER CURRENT CHARGES	22,624	25,100	5,100
52 OPERATING SUPPLIES	37,852	70,000	60,000
53 ROAD MATERIALS & SUPPLIES	32,026	50,000	50,000
TOTAL	<u>\$ 1,166,981</u>	<u>\$ 888,529</u>	<u>\$ 950,512</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 191,951	\$ 213,229	\$ 290,412
SUPPORT SERVICES	905,152	555,300	550,100
MATERIALS & SUPPLIES	69,878	120,000	110,000
TOTAL	<u>\$ 1,166,981</u>	<u>\$ 888,529</u>	<u>\$ 950,512</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
RS / AIR RELEASE VALVES

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 265,017	\$ 294,603	\$ 342,285
14 OVERTIME	30,326	36,500	36,500
21 FICA MATCHING	21,416	24,081	27,625
22 RETIREMENT	28,525	31,922	42,407
23 INSURANCE	73,244	80,669	75,953
34 OTHER CONTRACTUAL SVC	1,680	5,000	5,000
44 RENTALS & LEASES	-	3,000	3,000
46 REPAIRS & MAINTENANCE	10,814	15,000	15,000
47 PRINTING	1,831	-	-
52 OPERATING SUPPLIES	63,308	95,000	95,000
64 MACHINERY & EQUIPMENT	10,715	-	-
TOTAL	<u>\$ 506,876</u>	<u>\$ 585,775</u>	<u>\$ 642,770</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 418,528	\$ 467,775	\$ 524,770
SUPPORT SERVICES	12,494	23,000	23,000
MATERIALS & SUPPLIES	65,139	95,000	95,000
CAPITAL OUTLAY	10,715	-	-
TOTAL	<u>\$ 506,876</u>	<u>\$ 585,775</u>	<u>\$ 642,770</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
RS / FATS, OIL & GREASE

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 91,046	\$ 153,824	\$ 135,554
14 OVERTIME	1,953	1,000	1,000
21 FICA MATCHING	6,539	11,309	9,918
22 RETIREMENT	7,746	13,113	13,655
23 INSURANCE	39,862	55,027	41,074
40 TRAVEL AND PER DIEM	929	3,000	1,000
46 REPAIRS & MAINTENANCE	2,159	8,400	5,400
55 PROFESSIONAL DEVELOPMENT	450	1,000	1,000
47 PRINTING	2,038	4,000	4,000
51 OFFICE SUPPLIES	-	2,500	2,500
52 OPERATING SUPPLIES	44,033	57,150	58,645
54 SUBSCR/MEMBERSHIPS	-	1,000	1,000
TOTAL	<u>\$ 196,755</u>	<u>\$ 311,323</u>	<u>\$ 274,746</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

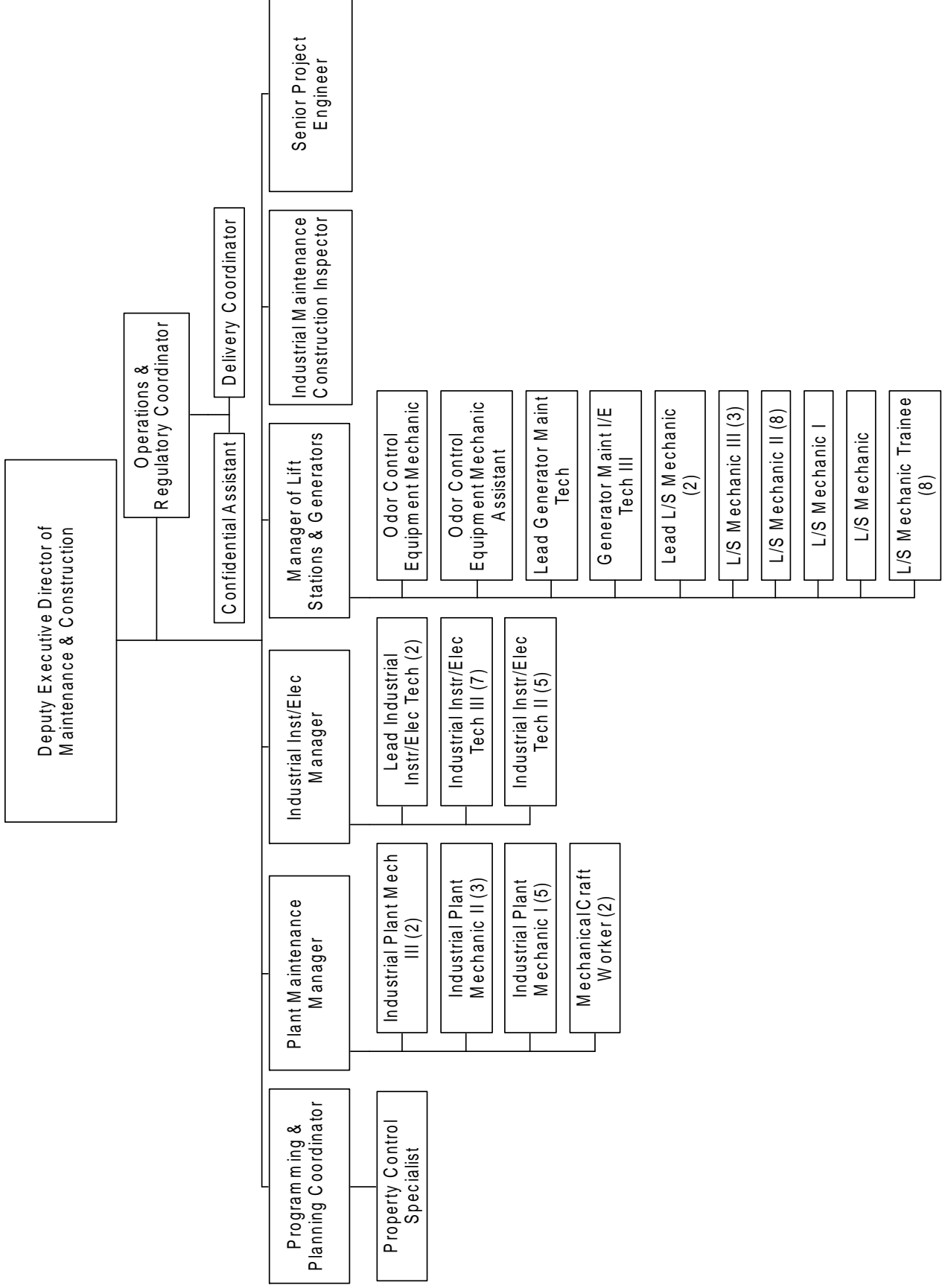
PERSONAL SERVICES	\$ 147,146	\$ 234,273	\$ 201,201
SUPPORT SERVICES	3,538	12,400	7,400
MATERIALS & SUPPLIES	46,071	64,650	66,145
TOTAL	<u>\$ 196,755</u>	<u>\$ 311,323</u>	<u>\$ 274,746</u>



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EMERALD COAST UTILITIES AUTHORITY MAINTENANCE & CONSTRUCTION



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
MAINTENANCE AND CONSTRUCTION DEPT.

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 3,378,172	\$ 3,581,839	\$ 3,642,252
14 OVERTIME	467,720	480,350	495,850
21 FICA MATCHING	281,614	295,839	301,522
22 RETIREMENT	352,825	376,411	448,330
23 INSURANCE	704,457	670,183	699,146
31 PROFESSIONAL SERVICES	18,735	46,954	46,954
34 OTHER CONTRACTUAL SVC	156,673	233,100	237,500
40 TRAVEL	6,341	22,750	22,750
41 COMMUNICATIONS	9,957	9,100	9,100
43 UTILITIES	984,832	1,089,000	1,089,000
44 RENTALS & LEASES	89,185	116,000	118,000
46 REPAIRS & MAINTENANCE	3,420,654	4,489,580	4,510,080
49 OTHER CURRENT CHARGES	10,022	23,450	23,450
55 PROFESSIONAL DEVELOPMENT	54,370	99,000	99,000
42 TRANSPORTATION (POSTAGE)	11,614	9,000	9,000
47 PRINTING	2,040	1,400	1,400
51 OFFICE SUPPLIES	12,407	15,300	15,300
52 OPERATING SUPPLIES	1,846,805	1,877,350	1,984,975
54 SUBSCR/MEMBERSHIPS	2,155	4,865	4,949
64 MACHINERY & EQUIPMENT	96,559	32,000	-
TOTAL	<u>\$ 11,907,137</u>	<u>\$ 13,473,471</u>	<u>\$ 13,758,558</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 5,184,788	\$ 5,404,622	\$ 5,587,100
SUPPORT SERVICES	4,750,769	6,128,934	6,155,834
MATERIALS & SUPPLIES	1,875,021	1,907,915	2,015,624
CAPITAL OUTLAY	96,559	32,000	-
TOTAL	<u>\$ 11,907,137</u>	<u>\$ 13,473,471</u>	<u>\$ 13,758,558</u>

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT:

Maintenance & Construction

DEPARTMENT

Regional Services

DIVISIONS:

Administration
Generator Maintenance
Info Systems/Warehouse
Instrument & Electrical
Lift Stations
Odor Control
Plant Maintenance

ACTIVITY DESCRIPTION:

The seven divisions within the Maintenance & Construction Department work together to provide maintenance services for all of ECUA's water reclamation facilities, electrical for water wells, lift stations, and ECUA buildings. Services provided range from facilities maintenance to high-tech complex instrumentation, mechanical, electrical services and management and execution of capital improvement construction projects. Additionally, the Maintenance & Construction Department provides all emergency power generation equipment and maintenance services for all of ECUA's infrastructure.

GOALS:

The goal of the Maintenance & Construction Department is to ensure that all ECUA equipment and facilities are maintained in a safe and functioning capacity. Unplanned maintenance events cannot be eliminated entirely, and the department should be able to handle any and all eventualities. Additionally, the Lift Station Division's goal is to ensure the safe transmission of all wastewater received from the collection system to one of the three wastewater treatment/reclamation plants. The Regional Services Department ensures all water mains, gravity sewer, force mains, and associated infrastructure are properly maintained.

OBJECTIVES:

1. Reduce operating costs through improved efficiency in preventive maintenance.
2. Reduce avoidable instances of unplanned maintenance by having spare parts available and performing root cause failure analysis.
3. Compliance with all State and Federal regulations in the transmission of wastewater.
4. To effectively control operating costs and work within the annual budget.
5. To effectively manage all resources to achieve departmental goals.

2021 TARGETED ACCOMPLISHMENTS:

1. Maintain the number of avoidable SSO events at all Lift Stations at or near zero.
2. Implementation of a corrosion identification and grading system to better prioritize upcoming infrastructure maintenance improvement projects.
3. Upgrade the CWRF reuse water pumps for International Paper and Sprayfield 19 from 150 H to 400 HP.
4. Upgrade Government Street Regional Pump Station pumps.
5. Implement security improvements for the CWRF property and site access.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
MAINT & CONST /ADMINISTRATION

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 419,243	\$ 455,864	\$ 466,773
14 OVERTIME	28,930	27,000	29,000
21 FICA MATCHING	32,809	34,948	35,920
22 RETIREMENT	60,982	65,840	76,176
23 INSURANCE	73,102	55,792	59,658
40 TRAVEL	1,840	3,500	3,500
44 RENTALS & LEASES	2,875	3,000	3,000
46 REPAIRS & MAINTENANCE	3,119	2,000	2,000
49 OTHER CURRENT CHARGES	331	650	650
55 PROFESSIONAL DEVELOPMENT	2,445	6,000	6,000
42 TRANSPORTATION (POSTAGE)	11,614	9,000	9,000
47 PRINTING & BINDING	119	500	500
51 OFFICE SUPPLIES	7,836	9,200	9,200
52 OPERATING SUPPLIES	36,507	39,100	39,100
54 SUBSCR/MEMBERSHIPS	589	1,350	1,434
TOTAL	<u>\$ 682,341</u>	<u>\$ 713,744</u>	<u>\$ 741,911</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 615,066	\$ 639,444	\$ 667,527
SUPPORT SERVICES	10,610	15,150	15,150
MATERIALS & SUPPLIES	56,665	59,150	59,234
TOTAL	<u>\$ 682,341</u>	<u>\$ 713,744</u>	<u>\$ 741,911</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
MAINT & CONST / LIFT STATIONS

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 1,085,266	\$ 1,157,943	\$ 1,176,099
14 OVERTIME	163,613	163,850	163,850
21 FICA MATCHING	91,450	96,284	97,124
22 RETIREMENT	103,653	111,657	132,685
23 INSURANCE	263,209	236,913	276,958
34 OTHER CONTRACTUAL SVC	25,740	50,000	50,000
40 TRAVEL	1,402	2,000	2,000
41 COMMUNICATIONS	394	500	500
43 UTILITIES	984,832	1,089,000	1,089,000
44 RENTALS & LEASES	2,590	62,000	62,000
46 REPAIRS & MAINTENANCE	794,372	756,150	770,650
49 OTHER CURRENT CHARGES	8,321	21,500	21,500
55 PROFESSIONAL DEVELOPMENT	17,270	18,000	18,000
47 PRINTING	1,860	600	600
51 OFFICE SUPPLIES	2,825	3,000	3,000
52 OPERATING SUPPLIES	398,479	437,675	437,675
54 SUBSCR/MEMBERSHIPS	-	75	75
64 MACHINERY & EQUIPMENT	8,117	32,000	-
TOTAL	<u>\$ 3,953,393</u>	<u>\$ 4,239,147</u>	<u>\$ 4,301,716</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,707,191	\$ 1,766,647	\$ 1,846,716
SUPPORT SERVICES	1,834,921	1,999,150	2,013,650
MATERIALS & SUPPLIES	403,164	441,350	441,350
CAPITAL OUTLAY	8,117	32,000	-
TOTAL	<u>\$ 3,953,393</u>	<u>\$ 4,239,147</u>	<u>\$ 4,301,716</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
MAINT & CONST / INFO SYSTEMS / WAREHOUSE

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 126,345	\$ 128,729	\$ 130,811
14 OVERTIME	396	500	500
21 FICA MATCHING	9,735	9,722	10,006
22 RETIREMENT	10,541	10,776	13,131
23 INSURANCE	9,991	9,565	9,459
40 TRAVEL	-	4,500	4,500
41 COMMUNICATIONS	674	2,000	2,000
46 REPAIRS & MAINTENANCE	55,871	69,500	69,500
55 PROFESSIONAL DEVELOPMENT		7,000	7,000
47 PRINTING	-	100	100
51 OFFICE SUPPLIES	344	1,000	1,000
52 OPERATING SUPPLIES	4,501	4,450	4,450
54 SUBSCR/MEMBERSHIPS	-	400	400
64 MACHINERY & EQUIPMENT	1,120	-	-
TOTAL	<u>\$ 219,518</u>	<u>\$ 248,242</u>	<u>\$ 252,857</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 157,008	\$ 159,292	\$ 163,907
SUPPORT SERVICES	56,545	83,000	83,000
MATERIALS & SUPPLIES	4,845	5,950	5,950
CAPITAL OUTLAY	1,120	-	-
TOTAL	<u>\$ 219,518</u>	<u>\$ 248,242</u>	<u>\$ 252,857</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
MAINT & CONST / I/E-PLANTS

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 923,628	\$ 937,232	\$ 944,902
14 OVERTIME	114,287	134,800	142,800
21 FICA MATCHING	75,536	77,562	79,497
22 RETIREMENT	86,341	90,801	108,770
23 INSURANCE	176,342	173,356	153,116
31 PROFESSIONAL SERVICES	18,735	16,000	16,000
40 TRAVEL	-	2,000	2,000
41 COMMUNICATIONS	6,523	4,300	4,300
44 RENTALS & LEASES	3,453	1,000	3,000
46 REPAIRS & MAINTENANCE	658,879	821,000	827,000
49 OTHER CURRENT CHARGES	-	250	250
55 PROFESSIONAL DEVELOPMENT	16,655	40,000	40,000
47 PRINTING	29	200	200
51 OFFICE SUPPLIES	421	500	500
52 OPERATING SUPPLIES	66,299	76,000	81,000
54 SUBSCR/MEMBERSHIPS	1,536	2,300	2,300
64 MACHINERY & EQUIPMENT	10,379	-	-
TOTAL	<u>\$ 2,159,043</u>	<u>\$ 2,377,301</u>	<u>\$ 2,405,635</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,376,134	\$ 1,413,751	\$ 1,429,085
SUPPORT SERVICES	704,245	884,550	892,550
MATERIALS & SUPPLIES	68,285	79,000	84,000
CAPITAL OUTLAY	10,379	-	-
TOTAL	<u>\$ 2,159,043</u>	<u>\$ 2,377,301</u>	<u>\$ 2,405,635</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
MAINT & CONST / PLANT MAINTENANCE

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 595,610	\$ 672,982	\$ 687,691
14 OVERTIME	139,194	118,300	120,800
21 FICA MATCHING	53,964	58,097	59,549
22 RETIREMENT	65,505	70,355	84,730
23 INSURANCE	146,528	159,280	152,487
31 PROFESSIONAL SERVICES	-	5,954	5,954
34 OTHER CONTRACTUAL SVC	45,733	105,000	105,000
40 TRAVEL	3,099	8,000	8,000
41 COMMUNICATIONS	1,183	1,000	1,000
44 RENTALS & LEASES	80,267	44,000	44,000
46 REPAIRS & MAINTENANCE	1,704,551	2,591,000	2,591,000
49 OTHER CURRENT CHARGES	1,130	500	500
55 PROFESSIONAL DEVELOPMENT	17,650	21,000	21,000
47 PRINTING	32	-	-
51 OFFICE SUPPLIES	877	1,200	1,200
52 OPERATING SUPPLIES	151,243	135,000	135,000
54 SUBSCR/MEMBERSHIPS	30	500	500
64 MACHINERY & EQUIPMENT	76,943	-	-
TOTAL	<u>\$ 3,083,539</u>	<u>\$ 3,992,168</u>	<u>\$ 4,018,411</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,000,801	\$ 1,079,014	\$ 1,105,257
SUPPORT SERVICES	1,853,613	2,776,454	2,776,454
MATERIALS & SUPPLIES	152,182	136,700	136,700
CAPITAL OUTLAY	76,943	-	-
TOTAL	<u>\$ 3,083,539</u>	<u>\$ 3,992,168</u>	<u>\$ 4,018,411</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
MAINT & CONST / ODOR CONTROLS

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 92,423	\$ 92,750	\$ 95,326
14 OVERTIME	1,642	7,000	7,000
21 FICA MATCHING	6,711	7,100	6,725
22 RETIREMENT	7,823	8,449	10,233
23 INSURANCE	18,739	18,737	31,297
31 PROFESSIONAL SERVICES	-	25,000	25,000
34 OTHER CONTRACTUAL SVC	85,200	78,100	82,500
40 TRAVEL	-	750	750
41 COMMUNICATIONS	394	500	500
46 REPAIRS & MAINTENANCE	23,471	65,750	65,750
49 OTHER CURRENT CHARGES	75	500	500
55 PROFESSIONAL DEVELOPMENT	225	3,000	3,000
51 OFFICE SUPPLIES	37	250	250
52 OPERATING SUPPLIES	1,145,426	1,096,625	1,199,250
54 SUBSCR/MEMBERSHIPS	-	150	150
TOTAL	<u>\$ 1,382,166</u>	<u>\$ 1,404,661</u>	<u>\$ 1,528,231</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 127,338	\$ 134,036	\$ 150,581
SUPPORT SERVICES	109,365	173,600	178,000
MATERIALS & SUPPLIES	1,145,463	1,097,025	1,199,650
TOTAL	<u>\$ 1,382,166</u>	<u>\$ 1,404,661</u>	<u>\$ 1,528,231</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
MAINT & CONST / GENERATOR MAINTENANCE

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 135,657	\$ 136,339	\$ 140,650
14 OVERTIME	19,658	28,900	31,900
21 FICA MATCHING	11,409	12,126	12,701
22 RETIREMENT	17,980	18,533	22,605
23 INSURANCE	16,546	16,540	16,171
40 TRAVEL	-	2,000	2,000
41 COMMUNICATIONS	789	800	800
44 RENTALS & LEASES	-	6,000	6,000
46 REPAIRS & MAINTENANCE	180,391	184,180	184,180
49 OTHER CURRENT CHARGES	165	50	50
55 PROFESSIONAL DEVELOPMENT	125	4,000	4,000
51 OFFICE SUPPLIES	67	150	150
52 OPERATING SUPPLIES	44,350	88,500	88,500
54 SUBSCR/MEMBERSHIPS	-	90	90
TOTAL	<u>\$ 427,137</u>	<u>\$ 498,208</u>	<u>\$ 509,797</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 201,250	\$ 212,438	\$ 224,027
SUPPORT SERVICES	181,470	197,030	197,030
MATERIALS & SUPPLIES	44,417	88,740	88,740
TOTAL	<u>\$ 427,137</u>	<u>\$ 498,208</u>	<u>\$ 509,797</u>



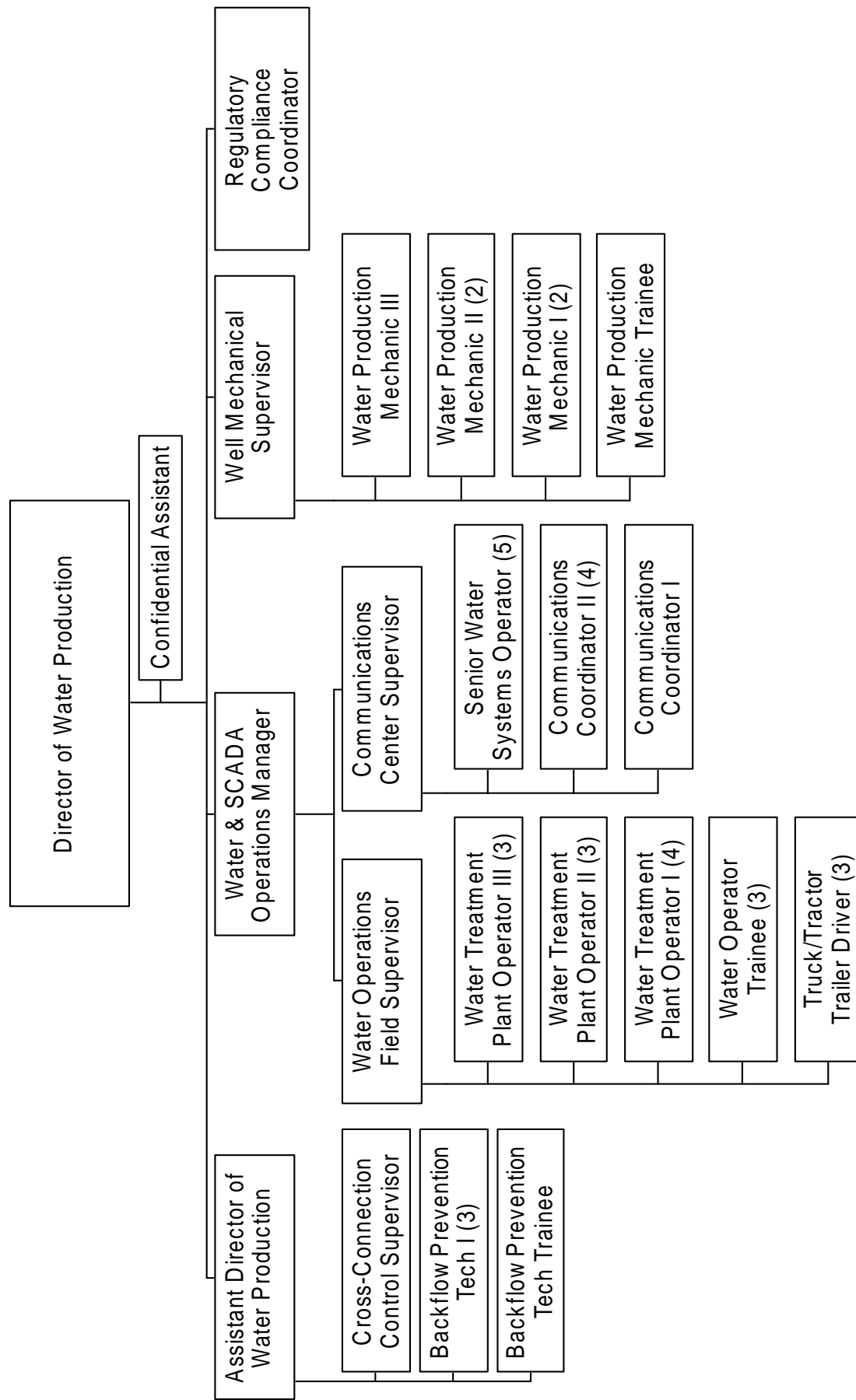
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EMERALD COAST UTILITIES AUTHORITY

UTILITY OPERATIONS

WATER PRODUCTION



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WATER PRODUCTION DEPARTMENT

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 2,292,735	\$ 2,379,897	\$ 2,522,189
13 OTHER SALARIES	8,044	5,000	5,000
14 OVERTIME	256,747	303,200	303,200
21 FICA MATCHING	186,553	195,793	206,744
22 RETIREMENT	251,445	267,908	328,274
23 INSURANCE	546,973	551,162	561,838
31 PROFESSIONAL SERVICES	7,688	22,000	25,500
34 OTHER CONTRACTUAL SVC	111,229	139,000	139,000
40 TRAVEL	5,726	15,600	16,500
41 COMMUNICATIONS	394	1,700	1,700
43 UTILITIES	1,778,755	1,928,000	1,928,000
44 RENTALS & LEASES	22,261	25,800	26,300
46 REPAIRS & MAINTENANCE	285,796	295,300	347,800
49 OTHER CURRENT CHARGES	51,194	95,800	95,800
55 PROFESSIONAL DEVELOPMENT	5,834	16,000	17,000
42 TRANSPORTATION (POSTAGE)	52	750	750
47 PRINTING	4,264	10,500	10,500
51 OFFICE SUPPLIES	10,424	12,700	12,700
52 OPERATING SUPPLIES	1,167,028	1,720,600	2,206,600
53 ROAD MATERIALS & SUPPLIES	65	1,000	1,000
54 SUBSCR/MEMBERSHIPS	5,921	9,500	10,250
64 MACHINERY & EQUIPMENT	19,913	-	-
TOTAL	<u>\$ 7,019,041</u>	<u>\$ 7,997,210</u>	<u>\$ 8,766,645</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 3,542,497	\$ 3,702,960	\$ 3,927,245
SUPPORT SERVICES	2,268,877	2,539,200	2,597,600
MATERIALS & SUPPLIES	1,187,753	1,755,050	2,241,800
CAPITAL OUTLAY	19,913	-	-
TOTAL	<u>\$ 7,019,041</u>	<u>\$ 7,997,210</u>	<u>\$ 8,766,645</u>

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT:

Water Production

ACTIVITY DESCRIPTION:

The Water Production Department operates and maintains 31 water production facilities (wells with associated treatment), six elevated water storage tanks, eight ground storage tanks with five pump stations. The Water Production Department consists of the Water Operations Division, Well Mechanical Division, Cross Connection Control Division and the Communications Center. The Water Operations Division is primarily responsible for monitoring, operating and reporting responsibilities for wells, tanks, and pump stations including treatment and water quality at the well sites. The Well Mechanical Division is primarily responsible for performing preventative and responsive maintenance at all Water Production facilities. The Cross Connection Control Division is responsible for administration of ECUA's Cross Connection Control Program. The Communications Center coordinates and communicates activities in both water and sewer among different ECUA divisions, regulatory authorities, customers and the public.

GOALS:

The goals of the department are as follows: provide ECUA's customers with high quality water for consumption with quantity sufficient to meet customer demands and fire flow as economically as possible; display a high level of professionalism and cooperation in dealing with other ECUA departments, customers, regulatory authorities, other agencies and the general public. Maintain 24/7 reliable operation for the customers.

OBJECTIVES:

- Evaluate and identify capital improvements needed to meet future water production demands.
- Initiate and complete construction of improvements, including Capital Improvement and Renewal/Replacement, needed to meet water production demands.
- Meet and surpass all primary and secondary water quality standards.
- Continue providing accurate sampling and testing to meet all regulatory permit conditions and requirements. This includes the preparation and submittal of all required reports.
- Maintain high level of performance and productivity through training and professional development.
- Perform preventive maintenance to minimize failures and the associated time that the facilities are out of service for repair.
- Identify and evaluate new products and technologies to enhance the operation and maintenance of the water production facilities.

2021 TARGETED ACCOMPLISHMENTS:

- Continue to evaluate and implement, as appropriate, improvements recommended in the 20-Year Water System Master Plan Update.
- Commence and/or complete construction of Capital Improvement Projects (CIPs) to enhance the potable water system.
- Perform all annual tank inspections and all five year comprehensive tank evaluations. Perform work to address any deficiencies identified in these reports.
- Remove the well pump and discharge column at the West Well. Clean the inner casing and screen. Evaluate the condition of the pump, discharge column, the inner casing and screen. Complete the evaluation of the West Well and Tank facilities to determine the most economical way to construct a new two million gallon (2 MG) water storage tank, pump station, and water treatment facility. Determine the best option for the existing well.
- Assist Regional Services to develop a comprehensive plan to systematically flush the water distribution system while locating and performing maintenance on water valves.
- Pull the pump and pump discharge column at the Royce Well and Lillian Well. Clean the inner casing and screen. Evaluate the condition of the pump and discharge pipe. Repair or replace as needed.
- Complete the construction of an in-line booster pump station on Mobile Highway.
- Rehabilitate the lime rooms at the Humphrey Well, Royce Well and #6 Well.
- Complete the testing of resins on the removal of contaminants at the Hagler Well. With information on the removal capabilities of the tested resins complete the treatment analysis for the water from the Hagler Well.
- Design and implement improvements to the Innerarity Pump Station.
- Design a bulk lime plant to replace the use of bagged hydrated lime for pH adjustment at ECUA's water wells.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WP / WATER OPERATION

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 1,117,306	\$ 1,167,948	\$ 1,252,814
13 OTHER SALARIES	8,044	5,000	5,000
14 OVERTIME	134,588	132,000	132,000
21 FICA MATCHING	90,964	93,990	100,048
22 RETIREMENT	126,303	133,753	163,190
23 INSURANCE	286,600	288,594	315,809
31 PROFESSIONAL SERVICES	7,688	22,000	22,000
34 OTHER CONTRACTUAL SVC	74,022	116,000	116,000
40 TRAVEL	4,125	6,450	6,450
41 COMMUNICATIONS	394	1,700	1,700
43 UTILITIES	1,778,755	1,928,000	1,928,000
44 RENTALS & LEASES	9,585	10,500	10,500
46 REPAIRS & MAINTENANCE	72,627	79,750	79,750
49 OTHER CURRENT CHARGES	50,013	94,300	94,300
55 PROFESSIONAL DEVELOPMENT	2,680	6,000	6,000
42 TRANSPORTATION (POSTAGE)	52	500	500
47 PRINTING	1,842	500	500
51 OFFICE SUPPLIES	1,973	3,700	3,700
52 OPERATING SUPPLIES	1,131,108	1,662,500	2,148,500
53 ROAD MATERIALS & SUPPLIES	65	1,000	1,000
54 SUBSCR/MEMBERSHIPS	4,483	5,500	6,250
64 MACHINERY & EQUIPMENT	10,741	-	-
TOTAL	<u>\$ 4,913,958</u>	<u>\$ 5,759,685</u>	<u>\$ 6,394,011</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,763,805	\$ 1,821,285	\$ 1,968,861
SUPPORT SERVICES	1,999,889	2,264,700	2,264,700
MATERIALS & SUPPLIES	1,139,523	1,673,700	2,160,450
CAPITAL OUTLAY	10,741	-	-
TOTAL	<u>\$ 4,913,958</u>	<u>\$ 5,759,685</u>	<u>\$ 6,394,011</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WP / WELL MECHANICAL MAINTENANCE

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 407,856	\$ 414,569	\$ 426,213
14 OVERTIME	36,363	50,200	50,200
21 FICA MATCHING	33,144	34,616	35,584
22 RETIREMENT	50,216	52,212	62,656
23 INSURANCE	82,042	79,455	77,512
31 PROFESSIONAL SERVICES	-	-	3,500
40 TRAVEL	20	1,300	1,300
44 RENTALS & LEASES	-	1,500	1,500
46 REPAIRS & MAINTENANCE	180,640	175,550	225,550
49 OTHER CURRENT CHARGES	731	800	800
55 PROFESSIONAL DEVELOPMENT	370	3,500	3,500
51 OFFICE SUPPLIES	279	500	500
52 OPERATING SUPPLIES	25,431	39,900	39,900
54 SUBSCR/MEMBERSHIPS	-	1,500	1,500
64 MACHINERY & EQUIPMENT	4,022	-	-
TOTAL	<u>\$ 821,114</u>	<u>\$ 855,602</u>	<u>\$ 930,215</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 609,621	\$ 631,052	\$ 652,165
SUPPORT SERVICES	181,761	182,650	236,150
MATERIALS & SUPPLIES	25,710	41,900	41,900
CAPITAL OUTLAY	4,022	-	-
TOTAL	<u>\$ 821,114</u>	<u>\$ 855,602</u>	<u>\$ 930,215</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WP / COMMUNICATIONS CENTER

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 591,426	\$ 614,426	\$ 647,330
14 OVERTIME	81,440	115,000	115,000
21 FICA MATCHING	48,850	52,977	55,924
22 RETIREMENT	59,920	65,939	82,245
23 INSURANCE	129,478	136,900	123,186
34 OTHER CONTRACTUAL SVC	24,395	5,000	5,000
40 TRAVEL	1,561	5,250	5,250
44 RENTALS & LEASES	12,676	13,500	14,000
46 REPAIRS & MAINTENANCE	24,669	37,000	39,500
49 OTHER CURRENT CHARGES	450	700	700
55 PROFESSIONAL DEVELOPMENT	2,134	4,000	4,000
51 OFFICE SUPPLIES	5,445	4,000	4,000
52 OPERATING SUPPLIES	4,066	4,800	4,800
54 SUBSCR/MEMBERSHIPS	979	1,500	1,500
64 MACHINERY & EQUIPMENT	1,790	-	-
TOTAL	<u>\$ 989,279</u>	<u>\$ 1,060,992</u>	<u>\$ 1,102,435</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 911,114	\$ 985,242	\$ 1,023,685
SUPPORT SERVICES	65,885	65,450	68,450
MATERIALS & SUPPLIES	10,490	10,300	10,300
CAPITAL OUTLAY	1,790	-	-
TOTAL	<u>\$ 989,279</u>	<u>\$ 1,060,992</u>	<u>\$ 1,102,435</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WP / CROSS CONNECTION CONTROLS

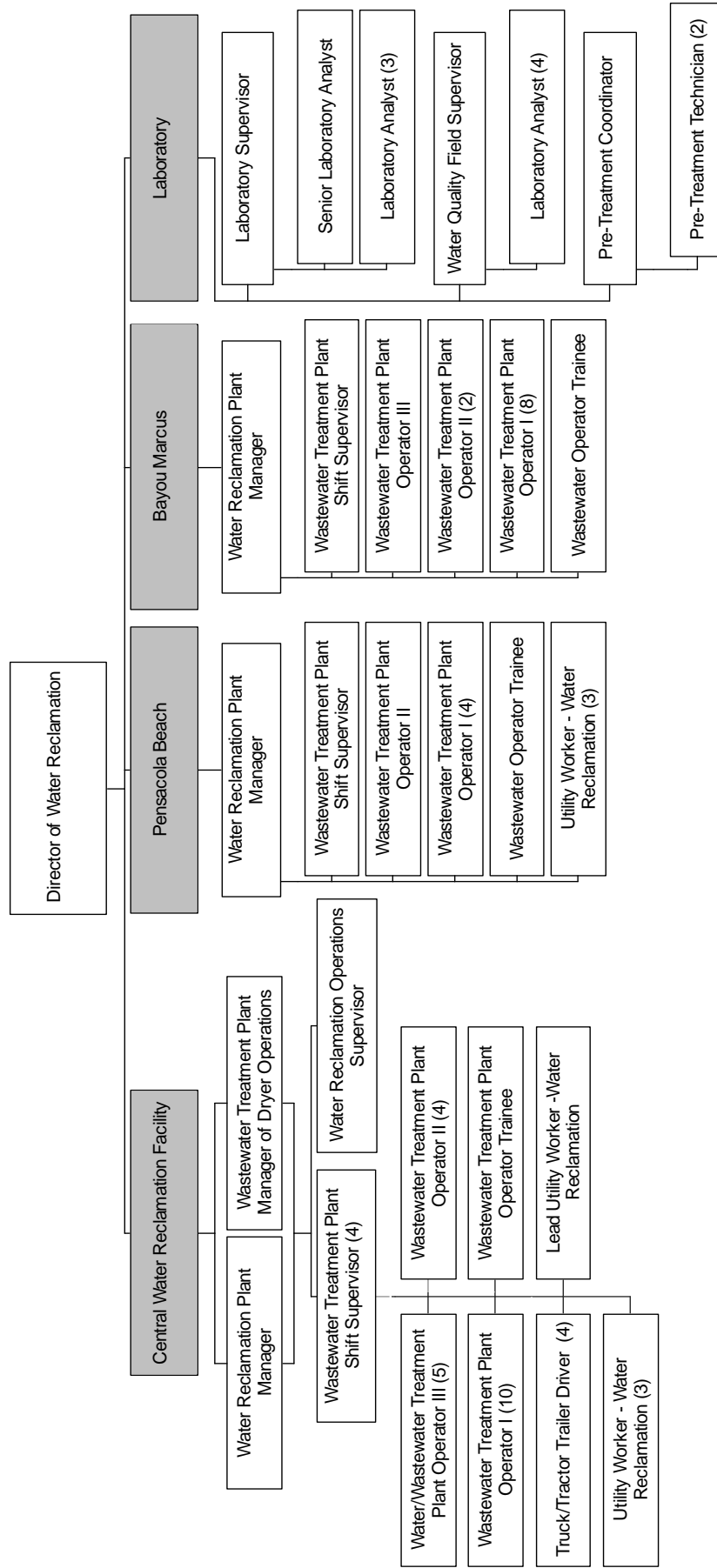
	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 176,147	\$ 182,954	\$ 195,832
14 OVERTIME	4,356	6,000	6,000
21 FICA MATCHING	13,595	14,210	15,188
22 RETIREMENT	15,006	16,004	20,183
23 INSURANCE	48,853	46,213	45,331
34 OTHER CONTRACTUAL SVC	12,812	18,000	18,000
40 TRAVEL	20	2,600	3,500
44 RENTALS & LEASES	-	300	300
46 REPAIRS & MAINTENANCE	7,860	3,000	3,000
55 PROFESSIONAL DEVELOPMENT	650	2,500	3,500
42 TRANSPORTATION (POSTAGE)	-	250	250
47 PRINTING	2,422	10,000	10,000
51 OFFICE SUPPLIES	2,727	4,500	4,500
52 OPERATING SUPPLIES	6,423	13,400	13,400
54 SUBSCR/MEMBERSHIPS	459	1,000	1,000
64 MACHINERY & EQUIPMENT	3,360	-	-
TOTAL	<u>\$ 294,690</u>	<u>\$ 320,931</u>	<u>\$ 339,984</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 257,957	\$ 265,381	\$ 282,534
SUPPORT SERVICES	21,342	26,400	28,300
MATERIALS & SUPPLIES	12,030	29,150	29,150
CAPITAL OUTLAY	3,360	-	-
TOTAL	<u>\$ 294,690</u>	<u>\$ 320,931</u>	<u>\$ 339,984</u>



EMERALD COAST UTILITIES AUTHORITY
UTILITY OPERATIONS
WATER RECLAMATION



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WATER RECLAMATION DEPARTMENT

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 3,164,206	\$ 3,242,297	\$ 3,406,958
14 OVERTIME	478,600	505,000	527,000
21 FICA MATCHING	266,681	262,221	275,285
22 RETIREMENT	343,387	351,970	429,078
23 INSURANCE	779,196	776,236	807,301
31 PROFESSIONAL SERVICES	75,304	168,000	168,000
34 OTHER CONTRACTUAL SVC	629,395	888,000	922,000
40 TRAVEL	6,575	19,750	19,750
41 COMMUNICATIONS	76	-	650
43 UTILITIES	3,621,848	4,158,150	4,208,150
44 RENTALS & LEASES	4,042	12,000	12,000
46 REPAIRS & MAINTENANCE	308,824	399,680	421,300
49 OTHER CURRENT CHARGES	123,224	133,250	144,750
55 PROFESSIONAL DEVELOPMENT	9,434	15,900	16,900
42 TRANSPORTATION (POSTAGE)	1,459	600	1,500
47 PRINTING	127	250	300
51 OFFICE SUPPLIES	4,406	5,800	5,800
52 OPERATING SUPPLIES	1,762,157	1,978,900	2,026,100
54 SUBSCR/MEMBERSHIPS	10,934	14,400	14,950
64 MACHINERY & EQUIPMENT	54,676	158,600	5,000
TOTAL	<u>\$ 11,644,551</u>	<u>\$ 13,091,004</u>	<u>\$ 13,412,772</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 5,032,070	\$ 5,137,724	\$ 5,445,622
SUPPORT SERVICES	4,778,722	5,794,730	5,913,500
MATERIALS & SUPPLIES	1,779,083	1,999,950	2,048,650
CAPITAL OUTLAY	54,676	158,600	5,000
TOTAL	<u>\$ 11,644,551</u>	<u>\$ 13,091,004</u>	<u>\$ 13,412,772</u>

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT:

Water Reclamation

DIVISIONS:

Administration
Bayou Marcus WRF
Central WRF
Pensacola Beach WRF
Water Quality Laboratory

ACTIVITY DESCRIPTION:

The Water Reclamation Department operates our three wastewater treatment plants, effluent disposal, reclaimed water facilities, biosolids handling, and the Water Quality Laboratory. The three treatment plants process more than 7.5 billion gallons of wastewater annually, a majority of which is beneficially reused, and provides support for the ECUA's composting facility. The Water Quality Laboratory, which is home to the laboratory, field operations, and pretreatment groups, collects, analyzes, and reports more than 22,000 sample results each year in addition to assisting customers with questions at their homes and business.

GOALS:

- Ensure that the ECUA's customers receive proper treatment of their wastewater with minimum disruption of service at the lowest possible operating cost;
- Ensure that all State and Federal effluent discharge criteria are met;
- Work respectfully with citizens and other ECUA departments to answer questions and concerns regarding water quality and system operations.

OBJECTIVES:

- Reduce the number of Florida Department of Environmental Protection (FDEP) permit excursions to zero
- Provide accurate sampling and testing required to meet permit conditions and regulatory requirements
- Coordinate with the Water Production Department to ensure safe drinking water throughout the distribution system
- Maintain a highly trained and professional staff 24/7
- Keep abreast of changes to proposed Federal and State regulations

2021 TARGETED ACCOMPLISHMENTS:

- Identify and implement at a minimum three changes that can create a more efficient treatment process or cost-savings for the ECUA
- Come into compliance with all new requirements in the new FDEP operating permit at the Pensacola Beach WRF
- Complete all required operator licensing on time and as prescribed by the FDEP
- Receive no marginal or non-compliance comments on inspections and/or reports at any location from the FDEP and FDOH

- Expand the Pretreatment Program to ensure compliance with all new federal and state requirements to protect the Water Reclamation Facilities
- Submit all required regulatory reports correctly and on time
- Exceed 99.9% FDEP operating permit compliance

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WR / ADMINISTRATION

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 96,151	\$ 96,548	\$ 99,653
21 FICA MATCHING	7,007	6,535	6,781
22 RETIREMENT	27,382	24,533	27,195
23 INSURANCE	14,791	14,787	14,430
40 TRAVEL	691	1,000	1,000
46 REPAIRS & MAINTENANCE	292	500	500
49 OTHER CURRENT CHARGES	2	500	500
55 PROFESSIONAL DEVELOPMENT	1,274	1,000	1,000
47 PRINTING	32	-	50
51 OFFICE SUPPLIES	600	200	200
52 OPERATING SUPPLIES	1,424	2,000	2,000
54 SUBSCR/MEMBERSHIPS	6,025	8,200	7,700
TOTAL	<u>\$ 155,671</u>	<u>\$ 155,803</u>	<u>\$ 161,009</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 145,331	\$ 142,403	\$ 148,059
SUPPORT SERVICES	2,259	3,000	3,000
MATERIALS & SUPPLIES	8,081	10,400	9,950
TOTAL	<u>\$ 155,671</u>	<u>\$ 155,803</u>	<u>\$ 161,009</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WR / BAYOU MARCUS WRF

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 604,250	\$ 612,936	\$ 642,005
14 OVERTIME	63,497	74,000	75,000
21 FICA MATCHING	48,919	50,218	51,979
22 RETIREMENT	58,970	61,325	75,369
23 INSURANCE	154,408	153,069	145,972
34 OTHER CONTRACTUAL SVC	16,500	21,000	21,000
40 TRAVEL	203	2,000	2,000
43 UTILITIES	469,218	577,500	577,500
44 RENTALS & LEASES	90	5,000	5,000
46 REPAIRS & MAINTENANCE	125,130	90,000	90,000
49 OTHER CURRENT CHARGES	25,591	24,500	25,000
55 PROFESSIONAL DEVELOPMENT	1,008	1,000	1,000
52 OPERATING SUPPLIES	530,312	586,100	594,600
54 SUBSCR/MEMBERSHIPS	815	800	1,250
64 MACHINERY & EQUIPMENT	-	6,000	-
TOTAL	<u>\$ 2,098,911</u>	<u>\$ 2,265,448</u>	<u>\$ 2,307,675</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 930,044	\$ 951,548	\$ 990,325
SUPPORT SERVICES	637,740	721,000	721,500
MATERIALS & SUPPLIES	531,127	586,900	595,850
CAPITAL OUTLAY	-	6,000	-
TOTAL	<u>\$ 2,098,911</u>	<u>\$ 2,265,448</u>	<u>\$ 2,307,675</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WR / PENSACOLA BEACH WWTP

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 413,974	\$ 451,586	\$ 464,395
14 OVERTIME	88,025	66,000	75,000
21 FICA MATCHING	36,601	37,684	39,410
22 RETIREMENT	41,737	43,840	53,940
23 INSURANCE	122,984	120,731	130,107
31 PROFESSIONAL SERVICES	18,077	-	-
34 OTHER CONTRACTUAL SVC	9,200	210,000	250,000
40 TRAVEL	-	750	750
43 UTILITIES	149,637	213,150	213,150
44 RENTALS & LEASES	-	1,000	1,000
46 REPAIRS & MAINTENANCE	4,954	38,300	38,300
49 OTHER CURRENT CHARGES	12,377	19,750	19,750
55 PROFESSIONAL DEVELOPMENT	694	900	900
51 OFFICE SUPPLIES	495	600	600
52 OPERATING SUPPLIES	115,241	162,300	162,300
54 SUBSCR/MEMBERSHIPS	180	500	500
TOTAL	<u>\$ 1,014,176</u>	<u>\$ 1,367,091</u>	<u>\$ 1,450,102</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 703,321	\$ 719,841	\$ 762,852
SUPPORT SERVICES	194,939	483,850	523,850
MATERIALS & SUPPLIES	115,916	163,400	163,400
TOTAL	<u>\$ 1,014,176</u>	<u>\$ 1,367,091</u>	<u>\$ 1,450,102</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WR / CENTRAL WRF

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 1,499,766	\$ 1,520,164	\$ 1,583,437
14 OVERTIME	293,501	325,000	335,000
21 FICA MATCHING	130,672	123,372	127,759
22 RETIREMENT	161,263	165,478	202,622
23 INSURANCE	384,166	366,597	401,501
31 PROFESSIONAL SERVICES	49,562	118,000	118,000
34 OTHER CONTRACTUAL SVC	563,376	609,000	608,000
40 TRAVEL	979	4,000	4,000
43 UTILITIES	2,941,011	3,294,500	3,344,500
44 RENTALS & LEASES	1,481	3,000	3,000
46 REPAIRS & MAINTENANCE	170,372	240,000	260,000
49 OTHER CURRENT CHARGES	81,642	75,500	86,500
55 PROFESSIONAL DEVELOPMENT	3,493	6,000	7,000
47 PRINTING	63	-	-
52 OPERATING SUPPLIES	1,005,649	1,089,000	1,127,500
54 SUBSCR/MEMBERSHIPS	1,225	1,400	2,000
64 MACHINERY & EQUIPMENT	13,719	31,500	-
TOTAL	<u>\$ 7,301,940</u>	<u>\$ 7,972,511</u>	<u>\$ 8,210,819</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,469,368	\$ 2,500,611	\$ 2,650,319
SUPPORT SERVICES	3,811,916	4,350,000	4,431,000
MATERIALS & SUPPLIES	1,006,937	1,090,400	1,129,500
CAPITAL OUTLAY	13,719	31,500	-
TOTAL	<u>\$ 7,301,940</u>	<u>\$ 7,972,511</u>	<u>\$ 8,210,819</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WR / WATER QUALITY LAB

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 550,065	\$ 561,063	\$ 617,468
14 OVERTIME	33,577	40,000	42,000
21 FICA MATCHING	43,482	44,412	49,356
22 RETIREMENT	54,035	56,794	69,952
23 INSURANCE	102,847	121,052	115,291
31 PROFESSIONAL SERVICES	7,665	50,000	50,000
34 OTHER CONTRACTUAL SVC	40,319	48,000	43,000
40 TRAVEL	4,702	12,000	12,000
41 COMMUNICATIONS	76	-	650
43 UTILITIES	61,982	73,000	73,000
44 RENTALS & LEASES	2,471	3,000	3,000
46 REPAIRS & MAINTENANCE	8,076	30,880	32,500
49 OTHER CURRENT CHARGES	3,612	13,000	13,000
55 PROFESSIONAL DEVELOPMENT	2,965	7,000	7,000
42 TRANSPORTATION (POSTAGE)	1,459	600	1,500
47 PRINTING	32	250	250
51 OFFICE SUPPLIES	3,311	5,000	5,000
52 OPERATING SUPPLIES	109,531	139,500	139,700
54 SUBSCR/MEMBERSHIPS	2,689	3,500	3,500
64 MACHINERY & EQUIPMENT	40,957	121,100	5,000
TOTAL	<u>\$ 1,073,853</u>	<u>\$ 1,330,151</u>	<u>\$ 1,283,167</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 784,006	\$ 823,321	\$ 894,067
SUPPORT SERVICES	131,868	236,880	234,150
MATERIALS & SUPPLIES	117,022	148,850	149,950
CAPITAL OUTLAY	40,957	121,100	5,000
TOTAL	<u>\$ 1,073,853</u>	<u>\$ 1,330,151</u>	<u>\$ 1,283,167</u>



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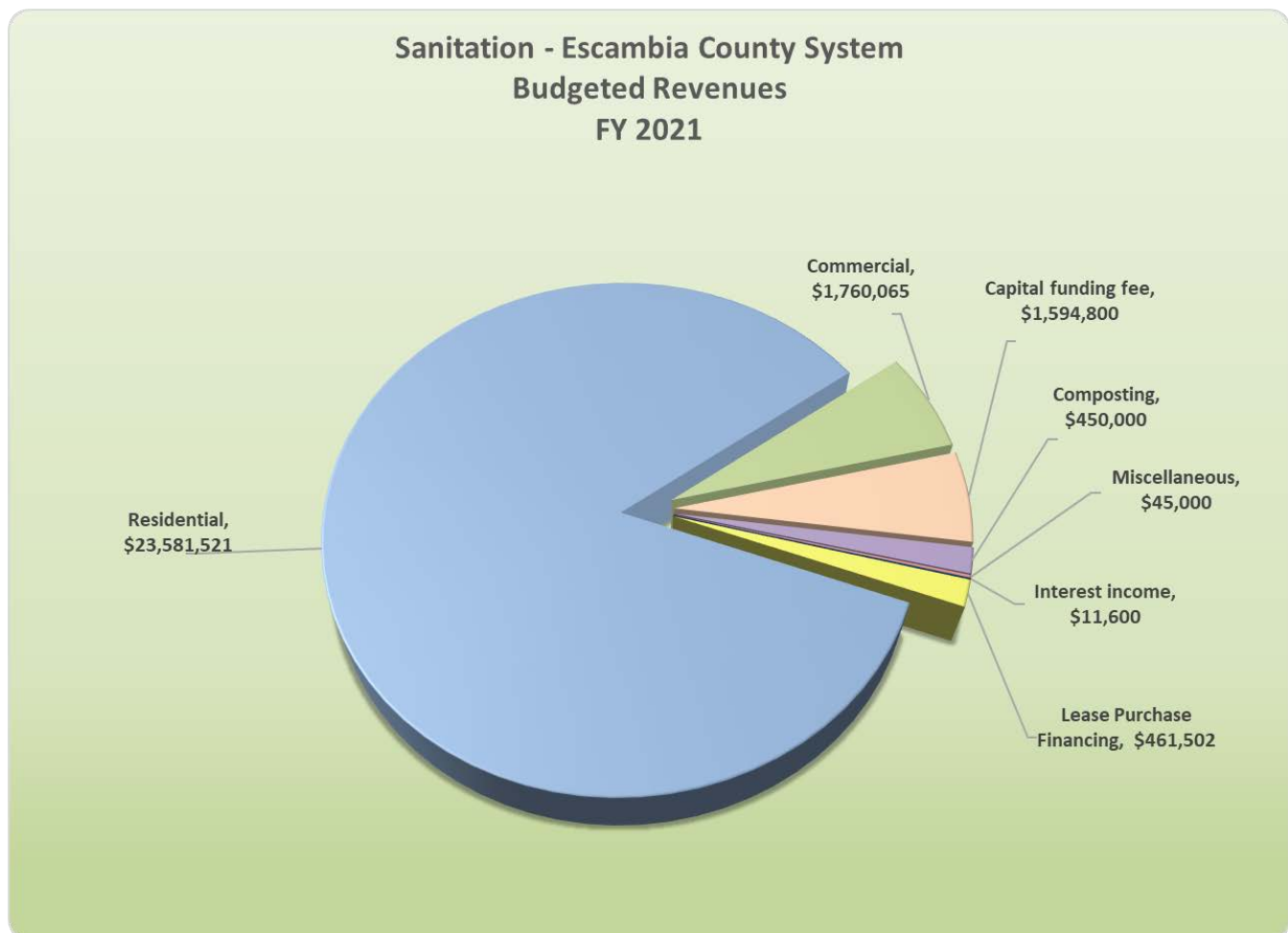
SANITATION SYSTEM

EMERALD COAST UTILITIES AUTHORITY
SANITATION SYSTEMS AND MATERIALS RECYCLING FACILITY
SOURCES AND USES STATEMENTS
9/30/2017 - 9/30/2021

	ACTUAL FY 2017	ACTUAL FY 2018	ACTUAL FY 2019	PROJECTED ACTUAL FY 2020	APPROVED BUDGET FY 2021
SOURCES :					
Beginning balances:					
Unrestricted Reserves (PY Loan)	\$ (1,628,795)	\$ (677,065)	\$ (2,205,763)	\$ (267,021)	\$ 389,180
Total beginning balance	(1,628,795)	(677,065)	(2,205,763)	(267,021)	389,180
Operating revenues:					
Sanitation - Residential	20,106,874	21,374,213	22,263,522	23,500,000	23,581,521
Sanitation - Commercial	1,720,821	1,924,951	2,129,945	1,898,602	1,760,065
Sanitation - Santa Rosa	5,166,332	5,745,628	6,257,250	4,850,000	1,610,000
Capital funding fee	0	0	1,361,337	1,490,322	1,594,800
Recyclable commodities	1,495,326	1,329,554	1,680,112	1,568,000	1,700,000
Recycle tipping fees	155,306	149,267	694,974	851,200	840,000
Composting	350,614	372,505	411,019	422,276	450,000
Miscellaneous revenues	194,327	110,463	39,384	526,169	45,000
Total operating income	29,189,600	31,006,581	34,837,543	35,106,569	31,581,386
Other income:					
Interest income	7,744	16,558	48,133	22,948	11,600
Lease purchase funds	3,661,164	1,505,040	2,749,040	3,353,500	461,502
Grants and contributions	250,000	0	0	0	0
Total other	3,918,908	1,521,598	2,797,173	3,376,448	473,102
Total Sources	\$ 31,479,713	\$ 31,851,114	\$ 35,428,953	\$ 38,215,996	\$ 32,443,668
USES:					
Operating expenses:					
Personal services	\$ 10,200,832	\$ 10,660,868	\$ 11,535,609	\$ 11,563,505	\$ 11,718,626
Support services	11,705,711	12,989,067	14,492,968	12,082,660	10,528,021
Materials & supplies	1,586,107	1,918,520	1,974,454	1,572,923	1,627,100
Total operating expenses	23,492,650	25,568,455	28,003,031	25,219,088	23,873,747
Debt service:					
Bonds, loans, and leases	8,042,049	5,090,472	5,847,484	4,691,548	5,208,574
Capital improvements:					
CIP Projects	890,352	379,617	313,850	800,000	1,000,000
R & R Projects	1,115,845	646,644	394,230	3,762,680	1,200,000
Equipment Replacement Fund	0	1,505,040	2,749,040	3,353,500	461,502
Total capital improvements	2,006,197	2,531,301	3,457,120	7,916,180	2,661,502
Total uses	33,540,896	33,190,228	37,307,635	37,826,816	31,743,823
Ending balances:					
Unrestricted Reserves	(2,061,183)	(1,339,114)	(1,878,682)	389,180	699,845
Total Uses & Reserves	\$ 31,479,713	\$ 31,851,114	\$ 35,428,953	\$ 38,215,996	\$ 32,443,668

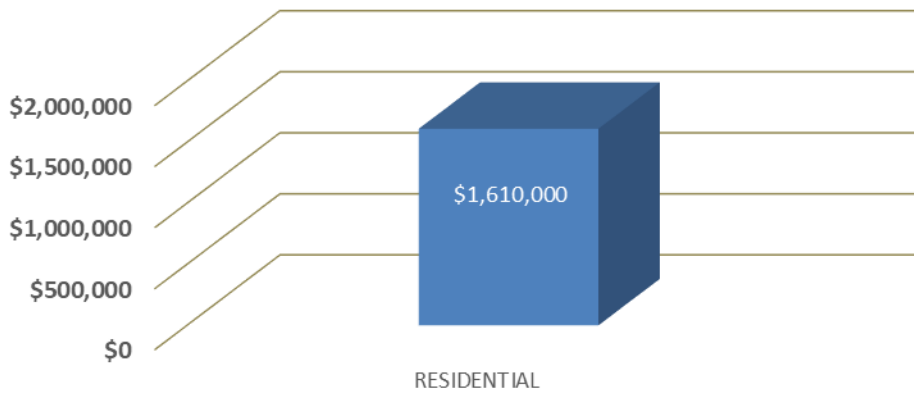
Revenues

In fiscal year 2021, ECUA Sanitation in Escambia County expects to generate 84.51% of its operating revenues from residential rates charged to customers, 6.31% from commercial customers, 5.72% from the capital funding fee, 1.61% from compost sales, .20% from interest income and miscellaneous revenues, and 1.65% from a lease purchase financing for new vehicles. Miscellaneous revenue consists of roll-off and delivery charges.



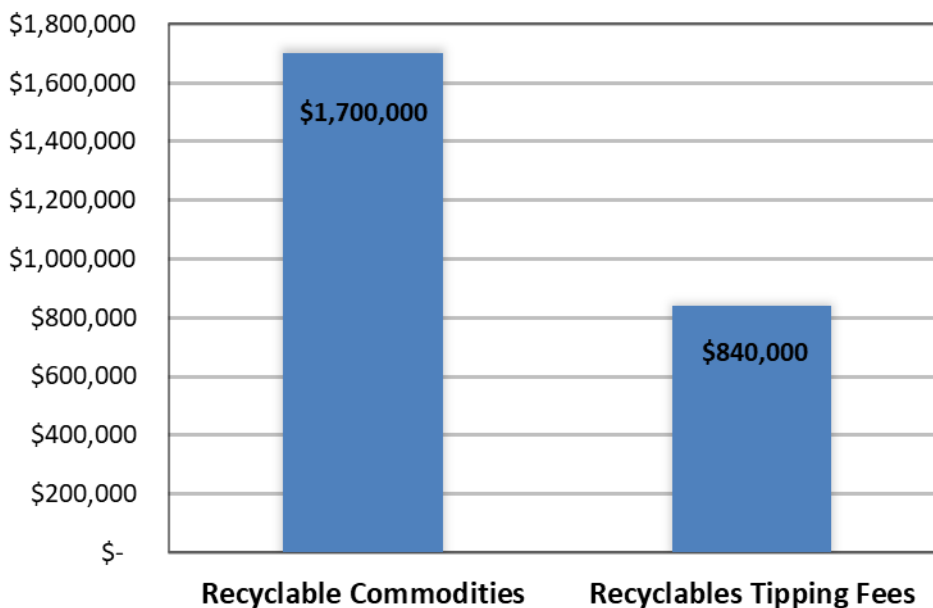
The Santa Rosa Sanitation System revenue consists of residential rates charged to customers in the designated areas of Santa Rosa County. Rate revenue comprises 100% of the revenue generated for the Santa Rosa Sanitation System. The chart below illustrates the budgeted revenues for the Santa Rosa System for FY 2021. The contract with Santa Rosa County for Sanitation Services ends December 31, 2020 and will not be renewed. Therefore, the revenue budget for the Santa Rosa System consists of three (3) months of operations.

Sanitation - Santa Rosa County Budgeted Revenues FY 2021



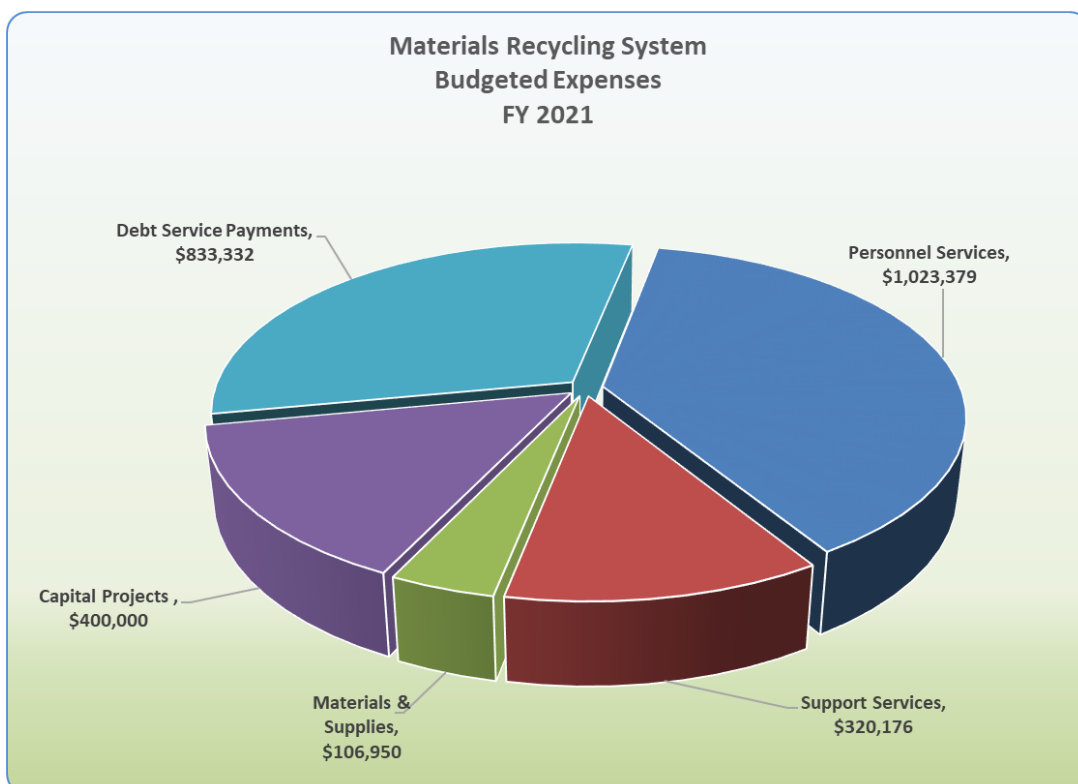
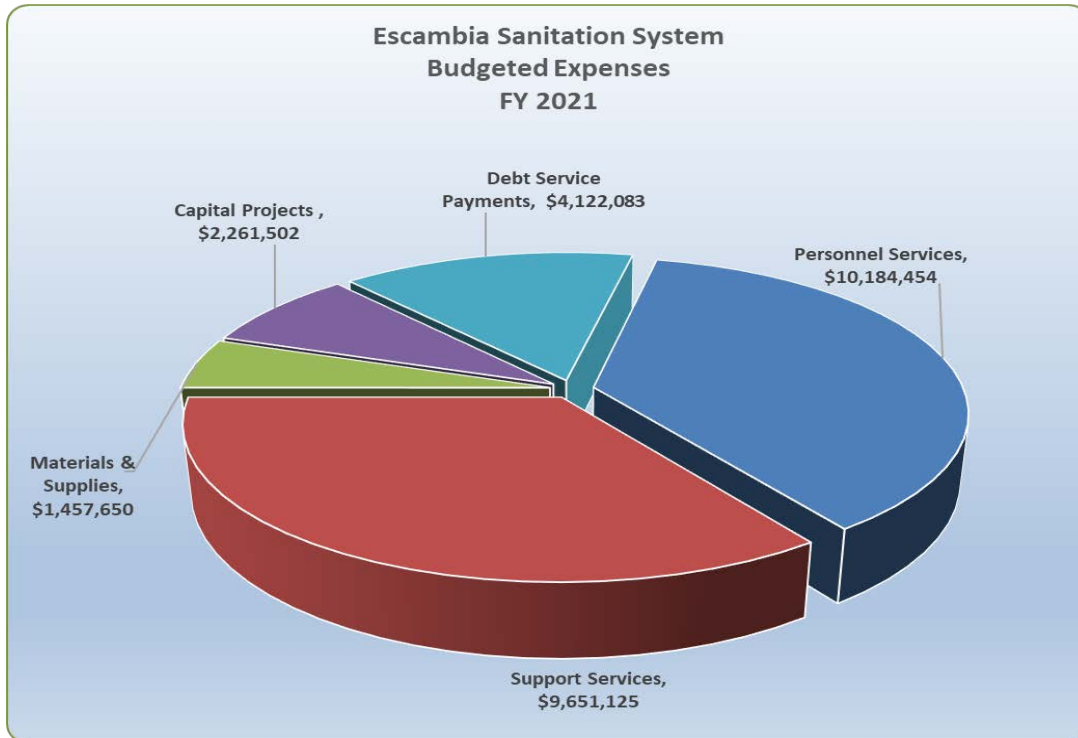
In fiscal year 2021, the MRF expects to generate 67% of its operating revenues from the sale of recyclable commodities and 33% from recycling tipping fees charged to third party entities utilizing the recycling facility. No rate setting is involved with the MRF since the sale of the recyclable commodities is based on the market value of the commodities throughout the year.

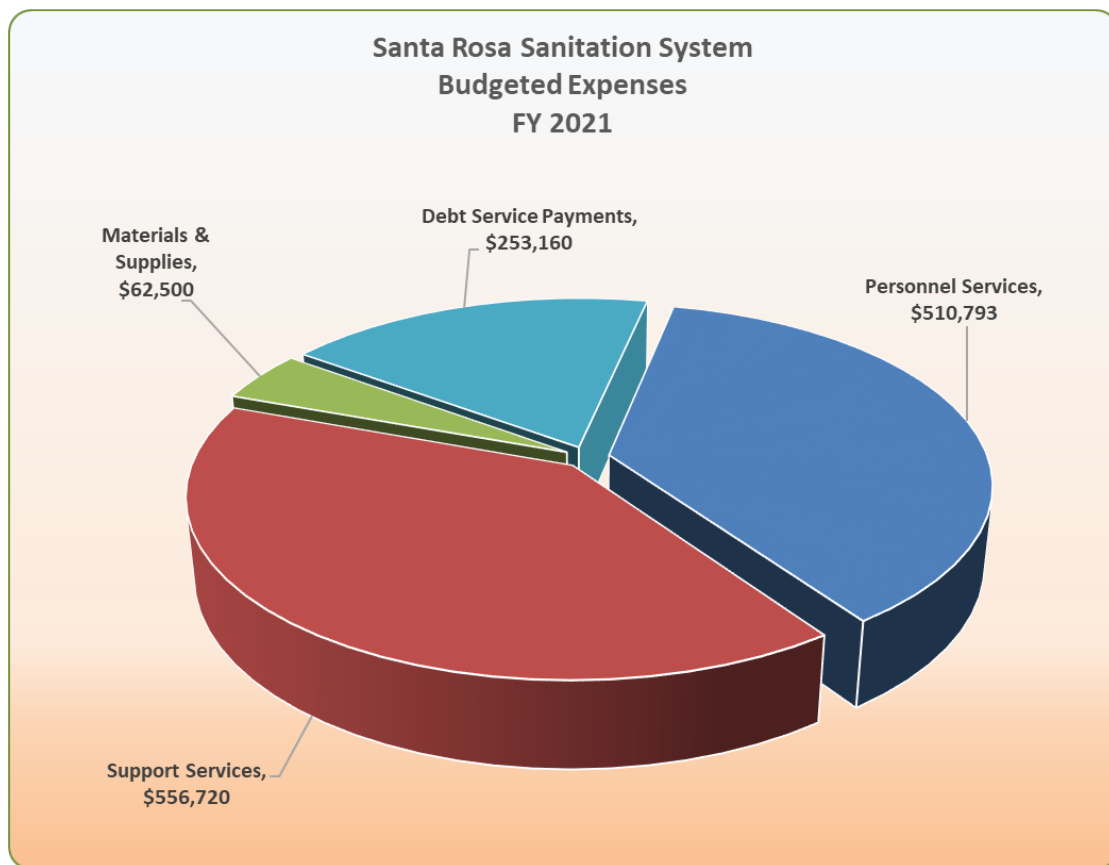
Materials Recycling Facility Budgeted Revenues FY 2021



Expenses:

Expenses are shown in the charts below by category for each system, Escambia sanitation system, MRF, and the Santa Rosa sanitation system.





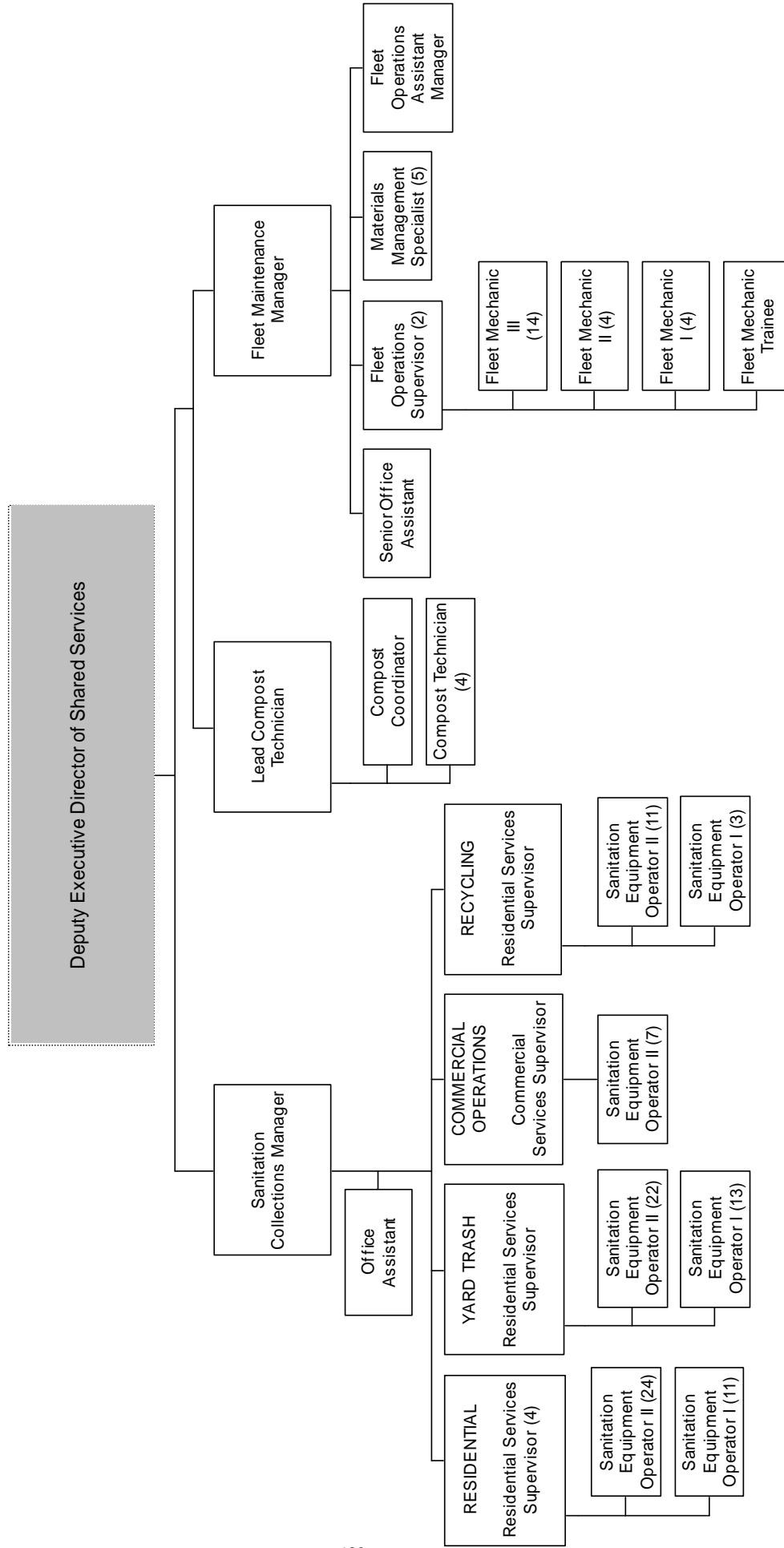
Departmental expenditure summaries detailing planned operating expenditures by line item are presented within each departmental tab that follows.



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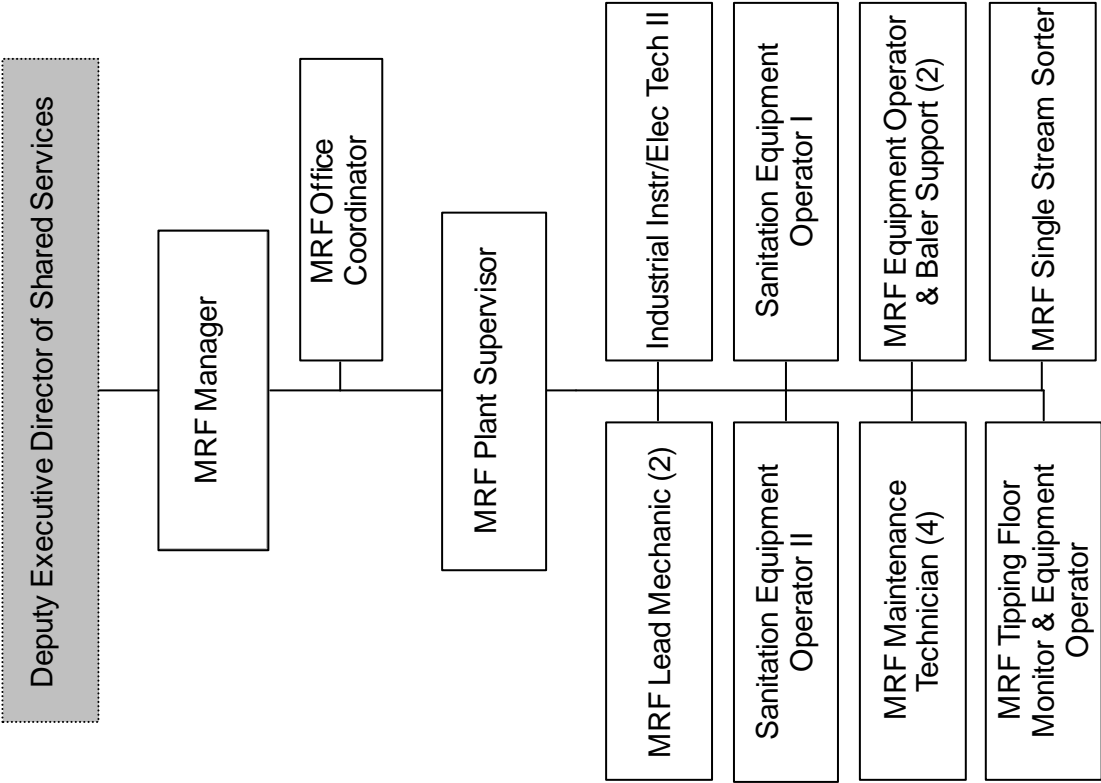


EMERALD COAST UTILITIES AUTHORITY SANITATION ESCAMBIA





EMERALD COAST UTILITIES AUTHORITY
MATERIALS RECYCLING SYSTEM



EMERALD COAST UTILITIES AUTHORITY
 ESCAMBIA SANITATION AND MATERIAL RECYCLING FACILITY
 ADOPTED SOURCES & USES
 FISCAL YEAR 2021

<u>SOURCES</u>	ESCAMBIA SYSTEM	MATERIALS RECYCLING	TOTAL
Beginning balances:			
Unrestricted reserves	\$ 392,839	\$ 387,342	\$ 780,181
Total beginning balances	392,839	387,342	780,181
Operating revenues:			
Residential services	23,581,520	0	23,581,520
Commercial services	1,760,065	0	1,760,065
Capital funding fee	1,594,800	0	1,594,800
Recyclable commodities		1,700,000	1,700,000
Recyclable tipping fees		840,000	840,000
Yard waste tipping fees	50,000	0	50,000
Compost sales	50,000	0	50,000
Sludge processing fee	350,000	0	350,000
Miscellaneous	45,000	0	45,000
Total operating revenues	27,431,385	2,540,000	29,971,385
Other income:			
Interest income	11,600	0	11,600
Lease purchase funds	461,502	0	461,502
Total other income	473,102	0	473,102
Total sources	<u>\$ 28,297,326</u>	<u>\$ 2,927,342</u>	<u>\$ 31,224,668</u>
<u>USES</u>			
Operating expenses:			
Personal services	\$ 10,184,454	\$ 1,023,379	\$ 11,207,833
Support services	8,602,325	1,317,100	9,919,425
Materials & supplies	1,457,650	106,950	1,564,600
Overhead allocation	1,048,800	(996,924)	51,876
Total operating expenses	21,293,229	1,450,505	22,743,734
Debt service:			
Debt service bonds & loans	998,095	833,332	1,831,427
Equipment lease payments	2,372,188	0	2,372,188
CNG fueling station	235,800	0	235,800
New debt service	516,000	0	516,000
Total debt service	4,122,083	833,332	4,955,415
Capital improvements:			
CIP projects	700,000	300,000	1,000,000
R&R projects	1,100,000	100,000	1,200,000
Equipment replacement fund	461,502	0	461,502
Total capital improvements	2,261,502	400,000	2,661,502
Ending balances:			
Unrestricted reserves	620,512	243,505	864,017
Total uses	<u>\$ 28,297,326</u>	<u>\$ 2,927,342</u>	<u>\$ 31,224,668</u>

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT:

Sanitation

DIVISIONS:

Administration
Residential Operations
Garage
Commercial Operations
Yard Trash / Bulky Waste
Recycling
Composting
Santa Rosa County Operations

ACTIVITY DESCRIPTION:

The 13 divisions within the Sanitation Department work together to provide Escambia and Santa Rosa County customers with solid waste collection services for various types of waste. The field crews are supported by an internal full service fleet maintenance operation and other ECUA departments.

GOALS:

To ensure that customers receive the full benefit of the services provided by the Sanitation Department. For residential customers this includes collection of garbage, recycling, bulk waste and yard trash on a timely and consistent schedule. For commercial customers this includes collection on a timely and consistent schedule and prompt customer service that is focused on customer satisfaction.

OBJECTIVES:

1. To maintain timely collection schedules throughout the operation.
2. To provide superior customer service.
3. To achieve and maintain the highest level of productivity that is practical.
4. To effectively control operating costs and work within the annual budget.
5. To effectively manage employees and equipment to achieve departmental goals.

2021 TARGETED ACCOMPLISHMENTS:

1. To reduce the number of preventable accidents and injuries by 3% on an annual basis.
2. To reduce the number of missed pick up complaints by 2% on an annual basis.
3. To compost 20,000 tons of yard trash annually and eliminate the need for landfilling of any yard trash.
4. To reduce the level of contamination from the curbside recycling collection program to an acceptable level of 18%.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441/451
SANITATION SYSTEMS AND MATERIALS RECYCLING

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 6,790,325	\$ 6,880,534	\$ 6,666,964
14 OVERTIME	1,337,928	946,620	894,120
21 FICA MATCHING	586,865	556,069	534,412
22 RETIREMENT	681,052	683,464	781,982
23 INSURANCE	2,105,191	2,109,496	2,047,648
24 WORKERS COMPENSATION	(122,473)	508,000	508,000
26 OTHER	-	350,500	285,500
31 PROFESSIONAL SERVICES	54,212	2,500	12,500
34 OTHER CONTRACTUAL SVC	2,655,252	2,464,000	1,406,500
40 TRAVEL	6,242	4,050	5,550
41 COMMUNICATIONS	33,716	32,850	32,100
43 UTILITIES	168,052	171,000	171,000
44 RENTALS & LEASES	329,469	242,000	289,500
45 INSURANCE	115,283	260,350	260,350
46 REPAIRS & MAINTENANCE	3,766,572	2,618,500	2,592,000
48 PROMOTIONAL	17,089	38,100	25,000
49 OTHER CURRENT CHARGES	6,902,075	6,480,900	5,517,900
55 PROFESSIONAL DEVELOPMENT	15,071	5,500	8,500
58 OVERHEAD ALLOCATION	585,300	182,856	84,621
98 CONTINGENCY	-	122,500	122,500
42 TRANSPORTATION (POSTAGE)	41,836	30,000	7,500
47 PRINTING	2,800	2,400	2,400
51 OFFICE SUPPLIES	8,191	5,200	4,950
52 OPERATING SUPPLIES	1,966,262	1,563,540	1,606,850
SUBSCR/MEMBERSHI			
54 PS	18,369	4,900	4,900
MRF			
55 TRAINING/DEVELOPMENT	-	-	500
64 MACHINERY & EQUIPMENT	5,842	-	-
TOTAL	<u>\$ 28,070,521</u>	<u>\$ 26,265,829</u>	<u>\$ 23,873,747</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 11,378,888	\$ 12,034,683	\$ 11,718,626
SUPPORT SERVICES	14,648,333	12,625,106	10,528,021
MATERIALS & SUPPLIES	2,037,458	1,606,040	1,627,100
CAPITAL OUTLAY	5,842	-	-
TOTAL	<u>\$ 28,070,521</u>	<u>\$ 26,265,829</u>	<u>\$ 23,873,747</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION - ESCAMBIA COUNTY

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 5,150,273	\$ 5,135,953	\$ 5,778,238
14 OVERTIME	921,055	716,620	716,620
21 FICA MATCHING	437,387	414,319	461,022
22 RETIREMENT	515,245	516,218	675,359
23 INSURANCE	1,578,316	1,566,675	1,781,965
24 WORKERS COMPENSATION	(122,473)	475,000	499,750
26 OTHER	-	235,500	271,500
31 PROFESSIONAL SERVICES	29,890	2,500	2,500
34 OTHER CONTRACTUAL SVC	1,611,312	1,619,000	749,000
40 TRAVEL	6,242	4,050	4,050
41 COMMUNICATIONS	24,278	22,600	22,600
43 UTILITIES	57,962	79,000	79,000
44 RENTALS & LEASES	254,697	212,000	212,000
45 INSURANCE	114,413	217,100	249,275
46 REPAIRS & MAINTENANCE	2,490,049	1,703,500	2,005,500
48 PROMOTIONAL	17,089	38,100	25,000
49 OTHER CURRENT CHARGES	5,343,727	4,792,400	5,142,400
55 PROFESSIONAL DEVELOPMENT	15,071	5,500	8,500
58 OVERHEAD ALLOCATION	454,320	1,920,674	1,048,800
98 CONTINGENCY	-	82,500	102,500
42 TRANSPORTATION (POSTAGE)	17	-	-
47 PRINTING	2,737	2,400	2,400
51 OFFICE SUPPLIES	8,065	4,700	4,700
52 OPERATING SUPPLIES	1,451,580	1,248,150	1,448,150
54 SUBSCR/MEMBERSHIPS	15,479	2,400	2,400
TOTAL	<u>\$ 20,380,019</u>	<u>\$ 21,016,859</u>	<u>\$ 21,293,229</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 8,479,803	\$ 9,060,285	\$ 10,184,454
SUPPORT SERVICES	10,419,050	10,698,924	9,651,125
MATERIALS & SUPPLIES	1,477,878	1,257,650	1,457,650
TOTAL	<u>\$ 20,380,019</u>	<u>\$ 21,016,859</u>	<u>\$ 21,293,229</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
OTHER EXPENDITURES / NON-DEPARTMENTAL

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
23 INSURANCE	\$ -	\$ -	\$ 125,000
24 WORKERS COMPENSATION	(122,473)	475,000	499,750
26 OTHER	-	235,500	271,500
31 PROFESSIONAL SERVICES	3,000	2,500	2,500
45 INSURANCE	114,413	217,100	249,275
46 REPAIRS & MAINTENANCE	-	5,000	5,000
49 OTHER CURRENT CHARGES	157,323	165,000	165,000
58 OVERHEAD ALLOCATION	454,320	1,920,674	1,048,800
98 CONTINGENCY	-	82,500	102,500
TOTAL	<u>\$ 606,583</u>	<u>\$ 3,103,274</u>	<u>\$ 2,469,325</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ (122,473)	\$ 710,500	\$ 896,250
SUPPORT SERVICES	729,056	2,392,774	1,573,075
TOTAL	<u>\$ 606,583</u>	<u>\$ 3,103,274</u>	<u>\$ 2,469,325</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / ADMINISTRATION

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 105,420	\$ 105,746	\$ 103,418
14 OVERTIME	224	-	-
21 FICA MATCHING	7,417	7,370	7,243
22 RETIREMENT	8,787	8,957	10,342
23 INSURANCE	32,422	32,416	22,354
31 PROFESSIONAL SERVICES	26,890	-	-
34 OTHER CONTRACTUAL SVC	760,066	900,000	35,000
40 TRAVEL	3,559	700	700
41 COMMUNICATIONS	24,278	22,600	22,600
43 UTILITIES	54,332	75,000	75,000
44 RENTALS & LEASES	3,550	40,000	40,000
46 REPAIRS & MAINTENANCE	1,979	81,000	81,000
49 OTHER CURRENT CHARGES	4,267	15,500	15,500
55 PROFESSIONAL DEVELOPMENT	975	700	700
47 PRINTING	180	500	500
51 OFFICE SUPPLIES	595	1,000	1,000
52 OPERATING SUPPLIES	40,666	16,000	16,000
54 SUBSCR/MEMBERSHIPS	14,563	1,000	1,000
TOTAL	<u>\$ 1,090,170</u>	<u>\$ 1,308,489</u>	<u>\$ 432,357</u>

DEPARTMENTAL EXPENDITURE
SUMMARIES:

PERSONAL SERVICES	\$ 154,270	\$ 154,489	\$ 143,357
SUPPORT SERVICES	879,896	1,135,500	270,500
MATERIALS & SUPPLIES	56,004	18,500	18,500
TOTAL	<u>\$ 1,090,170</u>	<u>\$ 1,308,489</u>	<u>\$ 432,357</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / RESIDENTIAL OPERATIONS

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 1,529,573	\$ 1,523,322	\$ 1,955,736
14 OVERTIME	243,607	250,000	250,000
21 FICA MATCHING	124,807	123,379	149,955
22 RETIREMENT	157,484	160,939	229,541
23 INSURANCE	490,464	485,021	627,291
34 OTHER CONTRACTUAL SVC	7,693	-	-
46 REPAIRS & MAINTENANCE	1,159,164	700,000	850,000
49 OTHER CURRENT CHARGES	4,432,682	4,000,500	4,250,500
52 OPERATING SUPPLIES	697,669	621,750	816,750
TOTAL	<u>\$ 8,843,143</u>	<u>\$ 7,864,911</u>	<u>\$ 9,129,773</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,545,935	\$ 2,542,661	\$ 3,212,523
SUPPORT SERVICES	5,599,539	4,700,500	5,100,500
MATERIALS & SUPPLIES	697,669	621,750	816,750
TOTAL	<u>\$ 8,843,143</u>	<u>\$ 7,864,911</u>	<u>\$ 9,129,773</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / GARAGE

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 1,526,354	\$ 1,531,402	\$ 1,575,122
14 OVERTIME	202,847	170,000	170,000
21 FICA MATCHING	125,182	122,436	127,418
22 RETIREMENT	154,866	155,286	187,491
23 INSURANCE	399,577	388,196	359,765
34 OTHER CONTRACTUAL SVC	5,320	-	-
40 TRAVEL	1,750	2,500	2,500
43 UTILITIES	3,630	4,000	4,000
44 RENTALS & LEASES	33,326	37,000	37,000
46 REPAIRS & MAINTENANCE	334,839	145,000	152,000
49 OTHER CURRENT CHARGES	3,314	8,000	8,000
55 PROFESSIONAL DEVELOPMENT	13,501	4,300	4,300
42 TRANSPORTATION (POSTAGE)	17	-	-
51 OFFICE SUPPLIES	7,470	3,700	3,700
52 OPERATING SUPPLIES	455,960	349,600	349,600
64 MACHINERY & EQUIPMENT	3,288	-	-
TOTAL	<u>\$ 3,271,241</u>	<u>\$ 2,921,420</u>	<u>\$ 2,980,896</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 2,408,826	\$ 2,367,320	\$ 2,419,796
SUPPORT SERVICES	395,680	200,800	207,800
MATERIALS & SUPPLIES	463,447	353,300	353,300
CAPITAL OUTLAY	3,288	-	-
TOTAL	<u>\$ 3,271,241</u>	<u>\$ 2,921,420</u>	<u>\$ 2,980,896</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / COMMERCIAL OPERATIONS

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 270,455	\$ 277,441	\$ 321,237
14 OVERTIME	109,478	60,000	60,000
21 FICA MATCHING	29,639	24,322	27,779
22 RETIREMENT	31,111	28,581	42,050
23 INSURANCE	74,744	68,591	78,149
34 OTHER CONTRACTUAL SVC	1,120	4,000	4,000
46 REPAIRS & MAINTENANCE	322,521	180,000	250,000
49 OTHER CURRENT CHARGES	744,680	601,200	701,200
52 OPERATING SUPPLIES	52,912	50,800	50,800
TOTAL	<u>\$ 1,636,660</u>	<u>\$ 1,294,935</u>	<u>\$ 1,535,215</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 515,427	\$ 458,935	\$ 529,215
SUPPORT SERVICES	1,068,321	785,200	955,200
MATERIALS & SUPPLIES	52,912	50,800	50,800
TOTAL	<u>\$ 1,636,660</u>	<u>\$ 1,294,935</u>	<u>\$ 1,535,215</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / YARD TRASH

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 926,226	\$ 889,135	\$ 1,027,936
14 OVERTIME	196,123	135,000	135,000
21 FICA MATCHING	80,620	72,542	84,250
22 RETIREMENT	87,447	86,743	116,294
23 INSURANCE	329,833	333,042	312,854
34 OTHER CONTRACTUAL SVC	831,319	700,000	700,000
46 REPAIRS & MAINTENANCE	299,630	175,000	250,000
49 OTHER CURRENT CHARGES	1,046	1,700	1,700
52 OPERATING SUPPLIES	82,116	66,500	71,500
TOTAL	<u>\$ 2,834,360</u>	<u>\$ 2,459,662</u>	<u>\$ 2,699,534</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 1,620,249	\$ 1,516,462	\$ 1,676,334
SUPPORT SERVICES	1,131,995	876,700	951,700
MATERIALS & SUPPLIES	82,116	66,500	71,500
TOTAL	<u>\$ 2,834,360</u>	<u>\$ 2,459,662</u>	<u>\$ 2,699,534</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / RECYCLING

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 605,415	\$ 613,490	\$ 551,741
14 OVERTIME	123,974	60,000	60,000
21 FICA MATCHING	52,794	48,202	43,601
22 RETIREMENT	57,233	57,043	61,174
23 INSURANCE	204,611	216,511	196,432
40 TRAVEL	933	-	-
46 REPAIRS & MAINTENANCE	141,985	200,000	200,000
48 PROMOTIONAL	17,089	38,100	25,000
49 OTHER CURRENT CHARGES	-	500	500
PROFESSIONAL			
55 DEVELOPMENT	595	500	-
47 PRINTING	2,557	1,900	1,900
52 OPERATING SUPPLIES	29,542	47,000	47,000
TOTAL	<u>\$ 1,236,728</u>	<u>\$ 1,283,246</u>	<u>\$ 1,187,348</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,044,027	\$ 995,246	\$ 912,948
SUPPORT SERVICES	160,602	239,100	225,500
MATERIALS & SUPPLIES	32,099	48,900	48,900
TOTAL	<u>\$ 1,236,728</u>	<u>\$ 1,283,246</u>	<u>\$ 1,187,348</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / COMPOSTING

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 186,830	\$ 195,417	\$ 243,048
14 OVERTIME	44,802	41,620	41,620
21 FICA MATCHING	16,928	16,068	20,776
22 RETIREMENT	18,317	18,669	28,467
23 INSURANCE	46,665	42,898	60,120
34 OTHER CONTRACTUAL SVC	5,794	15,000	10,000
40 TRAVEL	-	850	850
44 RENTALS & LEASES	217,821	135,000	135,000
46 REPAIRS & MAINTENANCE	229,931	217,500	217,500
49 OTHER CURRENT CHARGES	415	-	-
PROFESSIONAL			
55 DEVELOPMENT	-	-	3,500
52 OPERATING SUPPLIES	92,715	96,500	96,500
54 SUBSCR/MEMBERSHIPS	916	1,400	1,400
TOTAL	<u>\$ 861,134</u>	<u>\$ 780,922</u>	<u>\$ 858,781</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 313,542	\$ 314,672	\$ 394,031
SUPPORT SERVICES	453,961	368,350	366,850
MATERIALS & SUPPLIES	93,631	97,900	97,900
TOTAL	<u>\$ 861,134</u>	<u>\$ 780,922</u>	<u>\$ 858,781</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 451
MATERIALS RECYCLING FACILITY (MRF)

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 442,709	\$ 566,302	\$ 593,840
14 OVERTIME	176,013	125,000	125,000
21 FICA MATCHING	45,943	51,430	52,995
22 RETIREMENT	50,968	58,553	71,884
23 INSURANCE	129,930	159,030	179,660
31 PROFESSIONAL SERVICES	24,322	-	10,000
34 OTHER CONTRACTUAL SVC	1,034,836	835,000	655,000
40 TRAVEL	-	-	1,500
41 COMMUNICATIONS	7,860	9,250	9,250
43 UTILITIES	110,090	92,000	92,000
44 RENTALS & LEASES	66,277	30,000	75,000
45 INSURANCE	870	350	350
46 REPAIRS & MAINTENANCE	300,953	370,000	404,000
49 OTHER CURRENT CHARGES	80,461	50,000	50,000
58 OVERHEAD ALLOCATION	-	(1,868,798)	(996,924)
98 CONTINGENCY	-	20,000	20,000
47 PRINTING	63	-	-
52 OPERATING SUPPLIES	207,771	105,000	103,950
54 SUBSCR/MEMBERSHIPS	2,890	2,500	2,500
PROFESSIONAL			
55 DEVELOPMENT	-	-	500
64 MACHINERY & EQUIPMENT	2,554	-	-
TOTAL	\$ 2,684,510	\$ 605,617	\$ 1,450,505

DEPARTMENTAL EXPENDITURE SUMMARIES:

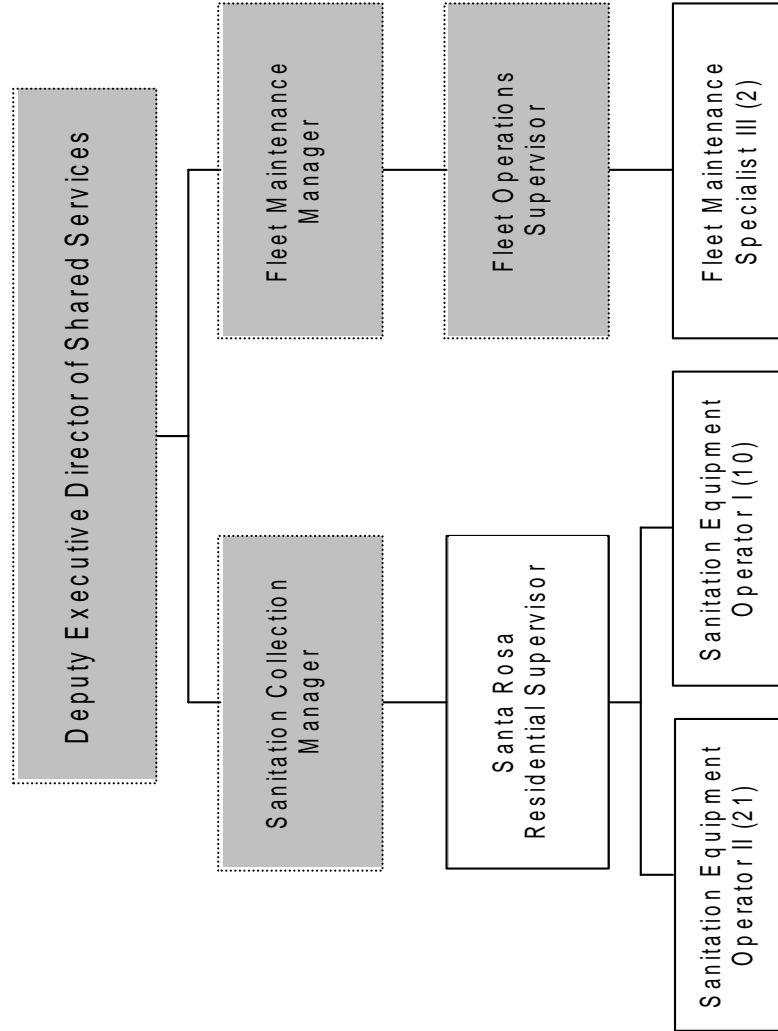
PERSONAL SERVICES	\$ 845,563	\$ 960,315	\$ 1,023,379
SUPPORT SERVICES	1,625,669	(462,198)	320,176
MATERIALS & SUPPLIES	210,724	107,500	106,950
CAPITAL OUTLAY	2,554	-	-
TOTAL	\$ 2,684,510	\$ 605,617	\$ 1,450,505



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**EMERALD COAST UTILITIES AUTHORITY
SANITATION SANTA ROSA**



EMERALD COAST UTILITIES AUTHORITY
SANTA ROSA SANITATION SYSTEM
ADOPTED SOURCES & USES
FISCAL YEAR 2021

SOURCES

Beginning balances:

Unrestricted reserves	<u>\$ (391,001)</u>
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Operating revenues:

Residential services	<u>1,610,000</u>
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Total sources	<u><u>\$ 1,218,999</u></u>
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USES

Operating expenses:

Personal services	\$ 510,793
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Support services	523,975
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Materials & supplies	62,500
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Overhead allocation	<u>32,745</u>
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Total operating expenses	1,130,013
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Debt service:

Equipment lease payments	<u>253,160</u>
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Ending balances:

Unrestricted reserves	<u>(164,174)</u>
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Total uses	<u><u>\$ 1,218,999</u></u>
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EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANTA ROSA COUNTY SANITATION

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 1,197,343	\$ 1,178,279	\$ 294,886
14 OVERTIME	240,860	105,000	52,500
21 FICA MATCHING	103,535	90,320	20,395
22 RETIREMENT	114,839	108,693	34,739
23 INSURANCE	396,945	383,791	86,023
24 WORKERS COMPENSATION	-	33,000	8,250
26 OTHER	-	115,000	14,000
34 OTHER CONTRACTUAL SVC	9,104	10,000	2,500
41 COMMUNICATIONS	1,578	1,000	250
44 RENTALS & LEASES	8,495	-	2,500
45 INSURANCE	-	42,900	10,725
46 REPAIRS & MAINTENANCE	975,570	545,000	182,500
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	1,477,887	1,638,500	325,500
58 OVERHEAD ALLOCATION	130,980	130,980	32,745
98 CONTINGENCY	-	20,000	-
42 TRANSPORTATION (POSTAGE)	41,819	30,000	7,500
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	126	500	250
52 OPERATING SUPPLIES	306,911	210,390	54,750
TOTAL	<u>\$ 5,005,992</u>	<u>\$ 4,643,353</u>	<u>\$ 1,130,013</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 2,053,522	\$ 2,014,083	\$ 510,793
SUPPORT SERVICES	2,603,614	2,388,380	556,720
MATERIALS & SUPPLIES	348,856	240,890	62,500
TOTAL	<u>\$ 5,005,992</u>	<u>\$ 4,643,353</u>	<u>\$ 1,130,013</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANTA ROSA / ADMINISTRATION

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
OTHER CONTRACTUAL			
34 SVC	\$ 9,104	\$ 10,000	\$ 2,500
OTHER CURRENT			
49 CHARGES	38,158	38,000	-
TRANSPORTATION			
42 (POSTAGE)	41,819	30,000	7,500
51 OFFICE SUPPLIES	126	500	250
52 OPERATING SUPPLIES	189	500	250
TOTAL	<u>\$ 89,396</u>	<u>\$ 79,000</u>	<u>\$ 10,500</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
SUPPORT SERVICES	\$ 47,262	\$ 48,000	\$ 2,500
MATERIALS & SUPPLIES	42,134	31,000	8,000
TOTAL	<u>\$ 89,396</u>	<u>\$ 79,000</u>	<u>\$ 10,500</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANTA ROSA / RESIDENTIAL

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 1,101,455	\$ 1,081,996	\$ 268,356
13 OTHER SALARIES	-	-	-
14 OVERTIME	223,838	95,000	47,500
21 FICA MATCHING	95,479	82,820	18,580
22 RETIREMENT	105,447	99,691	31,586
23 INSURANCE	363,870	351,671	78,195
41 COMMUNICATIONS	1,578	1,000	250
44 RENTALS & LEASES	8,495	-	2,500
46 REPAIRS & MAINTENANCE	759,205	400,000	150,000
49 OTHER CURRENT CHARGES	1,378,603	1,500,500	300,500
52 OPERATING SUPPLIES	303,316	206,500	53,500
TOTAL	<u>\$ 4,341,286</u>	<u>\$ 3,819,178</u>	<u>\$ 950,967</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,890,089	\$ 1,711,178	\$ 444,217
SUPPORT SERVICES	2,147,881	1,901,500	453,250
MATERIALS & SUPPLIES	303,316	206,500	53,500
TOTAL	<u>\$ 4,341,286</u>	<u>\$ 3,819,178</u>	<u>\$ 950,967</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANTA ROSA / GARAGE

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
12 REGULAR SALARIES	\$ 95,888	\$ 96,283	\$ 26,530
14 OVERTIME	17,022	10,000	5,000
21 FICA MATCHING	8,056	7,500	1,815
22 RETIREMENT	9,392	9,002	3,153
23 INSURANCE	33,075	32,120	7,828
52 OPERATING SUPPLIES	665	-	-
TOTAL	<u>\$ 164,098</u>	<u>\$ 154,905</u>	<u>\$ 44,326</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 163,433	\$ 154,905	\$ 44,326
MATERIALS & SUPPLIES	665	-	-
TOTAL	<u>\$ 164,098</u>	<u>\$ 154,905</u>	<u>\$ 44,326</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANTA ROSA / YARD WASTE

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
46 REPAIRS & MAINTENANCE	\$ 22,522	\$ 25,000	\$ 2,500
52 OPERATING SUPPLIES	667	1,890	500
TOTAL	<u>\$ 23,189</u>	<u>\$ 26,890</u>	<u>\$ 3,000</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
SUPPORT SERVICES	22,522	25,000	2,500
MATERIALS & SUPPLIES	667	1,890	500
TOTAL	<u>\$ 23,189</u>	<u>\$ 26,890</u>	<u>\$ 3,000</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANTA ROSA / RECYCLING

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
46 REPAIRS & MAINTENANCE	\$ 193,843	\$ 120,000	\$ 30,000
52 OPERATING SUPPLIES	2,074	1,500	500
TOTAL	<u>\$ 195,917</u>	<u>\$ 121,500</u>	<u>\$ 30,500</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

SUPPORT SERVICES	193,843	120,000	30,000
MATERIALS & SUPPLIES	2,074	1,500	500
TOTAL	<u>\$ 195,917</u>	<u>\$ 121,500</u>	<u>\$ 30,500</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANTA ROSA / NON-DEPARTMENTAL

	ACTUAL 2019	APPROVED 2020	APPROVED 2021
24 WORKERS COMPENSATION	\$ -	\$ 33,000	\$ 8,250
26 OTHER	-	115,000	14,000
45 INSURANCE	-	42,900	10,725
49 OTHER CURRENT CHARGES	61,126	100,000	25,000
58 OVERHEAD ALLOCATION	130,980	130,980	32,745
98 CONTINGENCY	-	20,000	-
TOTAL	<u>\$ 192,106</u>	<u>\$ 441,880</u>	<u>\$ 90,720</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ -	\$ 148,000	\$ 22,250
SUPPORT SERVICES	192,106	293,880	68,470
TOTAL	<u>\$ 192,106</u>	<u>\$ 441,880</u>	<u>\$ 90,720</u>



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