

EMERALD COAST UTILITIES AUTHORITY

OPERATING BUDGET

FISCAL YEAR 2020



**Quality drinking water
is our #1 Priority**



For the Fiscal Year Ending 9/30/2020

Emerald Coast Utilities Authority

An Independent Special District of the State of Florida

ANNUAL OPERATING BUDGET

For the fiscal year ending September 30, 2020

As Approved by the ECUA Board
8/27/2019

Prepared by
The Finance Department

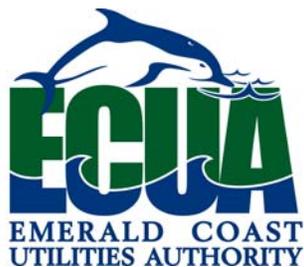
Patricia L. Sheldon,
CPA, CGFO, CPFO, CPFIM
Director of Finance

Justin Smith, CPA
Assistant Director of Finance

Budget Office Staff

Sherry Rawleigh
Senior Financial Services Analyst

Ronda Branton-McCurley
Confidential Assistant



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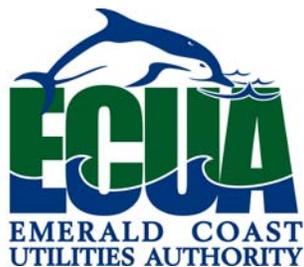
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“The people and resources of the ECUA are committed to providing the citizens of Escambia County with services of the highest quality. We are dedicated to meeting the needs of our customers in a courteous and responsive manner. We will continue to 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

Fiscal Year 2020

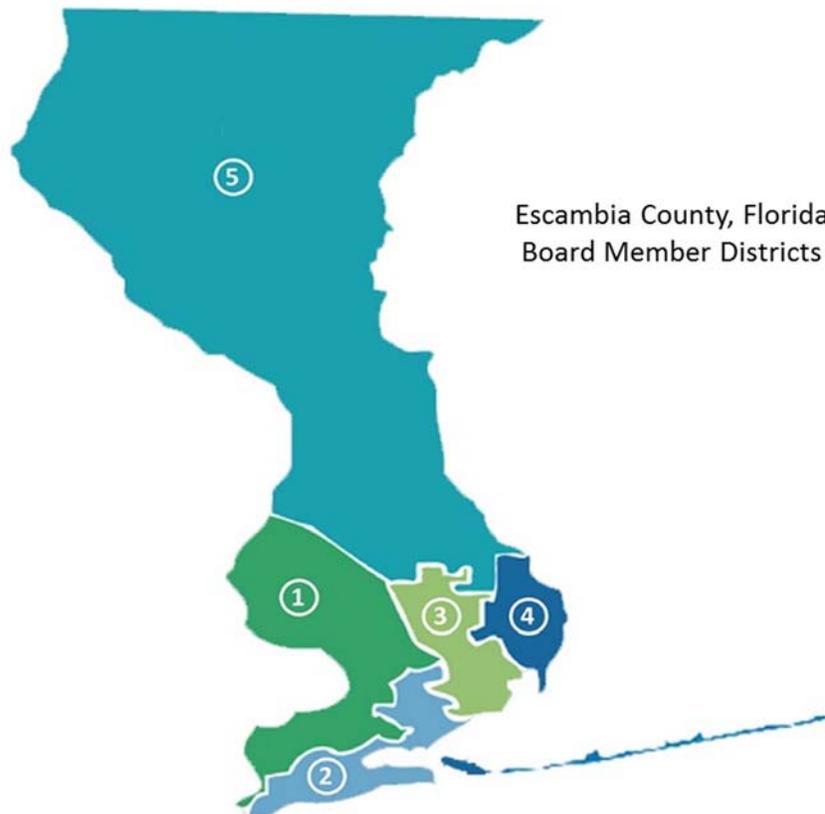
Vicki Campbell, District 1

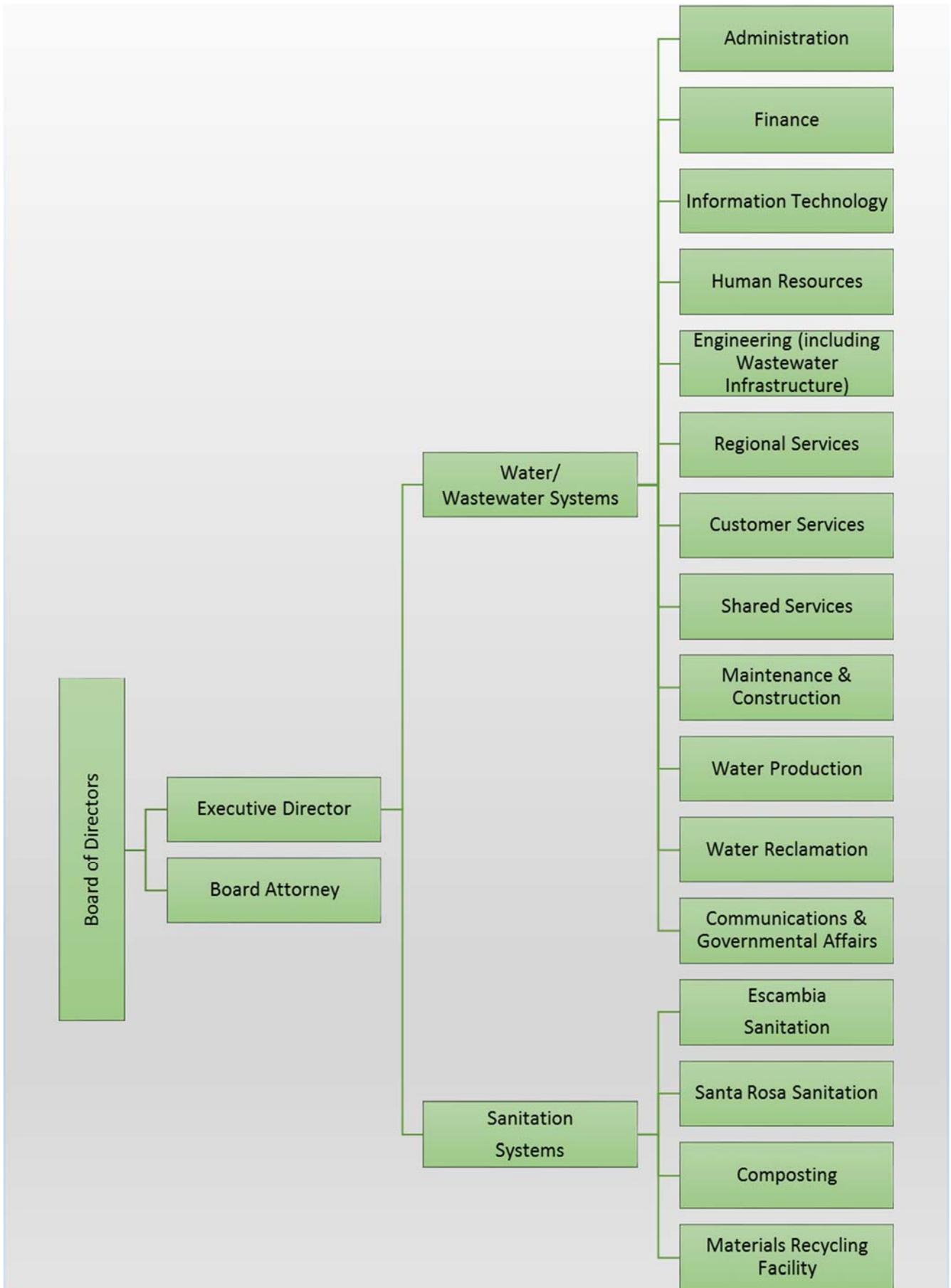
Lois Benson, District 2, Chair

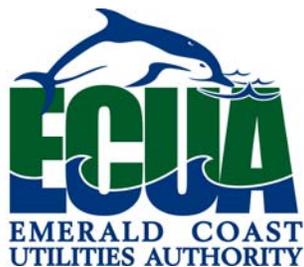
Cedric L. Alexander, District 3

Dale Perkins, District 4, Vice Chair

Larry Walker, District 5







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EXECUTIVE DIRECTOR

William E. Johnson

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

Communications & Governmental Affairs – Tim Haag

EXECUTIVE SUMMARY

WATER/WASTEWATER

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 now 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.

The FY 2020 Water/Wastewater budget revenue projections include a 2.3% rate increase, which is slightly higher than the Consumer Price Index (CPI) for fiscal year 2019. This equates to \$1.43 per month, or approximately \$0.36 cents per week, for average residential customers with the average monthly usage of 6,100 gallons of water and 4,600 gallons of sewer service.

The Capital Improvement Fee (CIF) is expected to generate approximately \$9.3 million to help pay for capital infrastructure improvements. The CIF equals a \$5.00 per month assessment for the majority of our customers who receive both water and sewer services using a residential 5/8-inch meter. Commercial customers and those with larger-than-normal infrastructure

(meters and pipes) are assessed a graduating amount up to a maximum of \$1,000 for our largest commercial customers with a 10-inch meter and associated piping.

The total increase in operating expenses when compared to FY 2019 is 2.29% for the Water and Wastewater Systems. The water/wastewater operating budget expenses include funding for normal operating needs adjusted for ordinary cost increases for ongoing expenses such as chemicals in the lift stations to control odor, properly maintaining the water wells, and providing for repair and maintenance on the buildings, equipment, and vehicles.

Because of the progress we have made over the last several years on the capital improvements program, we are experiencing a normal increase in general maintenance costs. When we repair and maintain the infrastructure, much of those costs are classified as operating and should be expensed in the year they are paid rather than using capital dollars for normal repairs and maintenance. 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.

The FY 2020 Water/Wastewater budget includes the Finance Department adding two Utility Billing positions. Due to growth in the service area, more meters are being read and reviewed. The additional staff allows for more detailed review of billed accounts to ensure billing accuracy, as well as allowing additional staff in the field to inspect meter registers for accurate readings. Along with the new positions, a new truck is being added along with applicable office equipment. The Maintenance & Construction Department will purchase a new mini-excavator for use at the lift stations to help with the maintenance of grounds in order to maintain optimal operating conditions. The Water Reclamation Department will be required to perform additional primary and secondary inorganic levels testing in addition to the on-going lead and copper testing. This is an increase in lab costs of approximately \$16,000 from our current level of testing. Additionally, the Water Reclamation Department will be purchasing a new vehicle and field sampling equipment. The Regional Services Department will purchase a compact excavator to use in field operations as well.

In order to provide funding for emergency repairs and increases in cost without increasing the actual department budgets each year, we have again budgeted \$1,500,000 as an operating contingency for FY 2020. 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.

The FY 2020 budget for Water/Wastewater includes a Capital Improvement Program (CIP) in the sum of \$30.39 million of which \$8 million is funding the programmed approach targeting system replacements and the Sanitary Sewer Overflow/Inflow & Infiltration (SSO and I&I) Consent Order (CO) requirements in response to the FDEP Consent Order (CO) which the ECUA

Board approved in May 2012. Fiscal year 2020 is the eighth (8th) year of a 16-year program that we have established to make the system repairs and improvements required in the CO. The remaining \$22.39 million is for other normal CIP needs. Normal CIP needs include general utility relocations, vehicle replacement, water meter replacements, lift station rehabilitation and antiquated water line replacements. We are not planning the issuance of any new debt for fiscal year 2020. The FY 2020 budget provides funds for the CIP from a combination of prior year carryforward (projected to be approximately \$24 million at the end of FY 2019), net current year operating revenue, capital improvement fees collected, impact fees, and funds received from agreements with other entities.

As in the past, we have tried to be consistent with the targeted amount of carryforward so that we have carryforward funds to rely on when unexpected events such as floods or hurricanes occur and we need to fund our capital replacement. Our target annual carryforward is generally around \$9 million to serve as a strong reserve that also helps us achieve a favorable interest rate in the debt market should we find the need to borrow funds later in the year for the CIP requirements. Although a portion of the rate increase will fund this year's capital spending, we will also be using net revenues and last year's carryforward as additional capital funding sources. Therefore, after funding FY 2020 capital without issuing debt, we anticipate the carryforward balance to be \$12.9 million at the end of FY 2020.

The CIF, adopted August 24, 2017, is used as an annual dedicated funding source for a portion of the CIP spending. A "capital improvement fee" is a common methodology utilized by many utility companies to fund on-going capital projects from year-to-year to minimize the impact on CIP of lost water revenue in years of heavy rainfall or other anomalies. With the CIF, we estimate realizing approximately \$9.3 million annually, which will be restricted solely for CIP projects and related debt service. This will provide a dedicated funding source that can be applied to the mandated I&I requirements or CIP projects in general.

In addition to monitoring levels of reserves and carryforward balances, we need to monitor the impact rate decisions have on the debt service coverage (DSC). 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 Loans, or SRF, loans). Under this approved budget, the debt service coverage requirements exceed those minimum coverage requirements by 49% and 35%, respectively, and therefore remains acceptable.

SANITATION

The Board, on August 27, 2019 approved a 5.0% rate increase for the Escambia County Sanitation System (ECSS). 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 \$1.06. The FY 2020 funding provides for

operating and capital, as well as helping reduce prior year deficits. The total increase in operating expenses when compared to FY 2019 is 5.32% for the Sanitation Systems, mainly due to increases in normal operating costs such as repair and maintenance, gas, oil, and lubricants, along with overtime costs due to driver shortages. The Escambia County Sanitation System (ECSS) is growing. With growth comes increased operating costs in maintenance, labor, and equipment. We need to buy additional collection and recycling cans, and many of the trucks are reaching the end of their programmed life thus requiring expensive maintenance. It is intended that part of the ESCC rate increase be used to pay the MRF for services received as explained in the paragraph regarding the MRF that follows on the next page.

The composting activity is producing and selling compost material, and we completed the concrete composting pads and assembled the fabric canopies during FY 2019, which will provide an additional 5 acres of processing space. In addition to the bagging operation serving smaller customers, we are now selling the remaining compost in bulk to vendors who use it in large scale farming or landscaping operations. The sale of the finished compost product, which is marketed as "Emerald Coast Bloom" generates an estimated \$50,000 in revenue each year.

The approved budget contemplates a \$3.5 million lease financing to pay for replacement garbage trucks and other service vehicles similar to the lease financing done in the past two fiscal years. The financing details will be brought to the Board sometime during FY 2020 for review and approval.

The Capital Funding Fee (CFF) is providing funds for capital purchases such as sanitation trucks and other required capital equipment.

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 2.04%.

The rate for the Santa Rosa County Sanitation System (SRCS) is independent of the ECSS and does not have any impact on the ECSS rate structure. As established by the contract approved between the ECUA and Santa Rosa County, the SRCS rate increases on January 1 of each year by the percentage change in CPI as of October 31 for the proceeding twelve months. As of this writing, a 1.35% increase in Santa Rosa rates will be effective January 1, 2020. A 1.7% increase was estimated at the time of budget preparation and was built into the SRCS approved budget. It is expected that growth in the customer base in Santa Rosa County will offset the slight difference in the budgeted rate increase.

The ECUA Board passed Resolution 15-04 in which it found it necessary and appropriate for the ECUA to build, operate, and maintain a municipal recycling facility (MRF) in Escambia County,

Florida. By doing so, the locally-operated MRF would increase the efficiency of recycling in both Escambia and Santa Rosa Counties, and drastically reduce costs associated with putting those materials in the local landfill. The MRF began operations on September 25, 2016. 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. Because of recent declines in the market values of the commodities, unfortunately, the revenues generated are not projected to cover the operating costs of the MRF, creating a revenue gap.

The ECSS has been receiving services at the MRF without a charge since the operation began. Beginning in FY 2020 the MRF is merged into the Sanitation Fund. New in FY 2020 for Sanitation is an allocation from the ECSS to the MRF for the Escambia County solid waste materials diverted to the MRF. Loan requirements on MRF equipment dictate that the MRF be solvent and in order for the MRF to continue in operation, it is intended that part of the ESCC rate increase be used to pay the MRF for operating costs until such time as there is a resurgence in commodity market values. This allocation will vary depending upon the commodities market values for the recycled materials. For fiscal year 2020, revenue for the MRF is budgeted to come from the processing and sale of recyclable materials, with the offsetting transfer from the ECSS to help cover operating expenses.

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, the 2.3% rate increase for FY 2020 will increase the water and wastewater rates by \$1.43 per month for an average residential customer, due to both increased operating costs

and capital project spending. Escambia sanitation rates will increase by 5.0%. Therefore, an average Escambia County ECUA water/wastewater customer who also receives ECUA sanitation service will see a net monthly increase in service charges of \$2.49 per month, or \$.62 per week.

The Escambia County Sanitation System (ECSS) including collection of solid waste, recycling collections and compost operations is experiencing growth opportunities, but along with that comes increased operating costs in maintenance, labor, equipment, and electrical energy. We have to buy additional collection and recycling cans, and many of the trucks are reaching the end of their programmed life and are requiring expensive maintenance. The growth of about 2,000 customers per year resulted in a 5.46% increase in operating costs needed for FY 2020. Reserves were negative at the end of FY 19, and therefore, one of the goals in the FY 2020 budget is to initiate an incremental replacement of the emergency reserves.

The Santa Rosa County collection system is completely independent of the Escambia County system. The contract allows for annual rate increases, which offset the increase in annual operating costs.

The compost operation has been extremely well received. While not a big revenue producer, it has allowed us to avoid landfill disposal costs for yard trash and also energy costs to dry sludge at the CWRP. The demand for the product remains high and we completed expansion of the compost site and constructed a fabric structure during FY 2019. We initiated a relatively inexpensive bagging operation so we can serve smaller customers.

The Materials Recycling Facility (MRF) in its fourth full year of operations has experienced some growing pains. The Authority now operates the facility completely in-house after restructuring and hiring staff as well as negotiating directly with purchasers of the recyclable materials. This arrangement facilitates a more reliable revenue stream for the MRF. The MRF has won several major awards for innovation and efficiency. It continues to attract neighboring localities interested in utilizing the facility.

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 2020 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,



William E. Johnson, P.E.
Executive Director



Patricia Sheldon, CPA, CGFO, CPFO, CPFIM
Director of Finance

EMERALD COAST UTILITIES AUTHORITY
OPERATING BUDGET
FISCAL YEAR 2020

	WATER & WASTEWATER	SANITATION AND MATERIALS RECYCLING	TOTAL ADOPTED FY 2020
SOURCES:			
Operating revenues:			
Water	\$ 43,370,191	\$ -	\$ 43,370,191
Wastewater	57,711,692	-	57,711,692
Sewer Improvement Fee	6,090,000	-	6,090,000
Capital Improvement Fee	9,300,000	1,594,800	10,894,800
Sanitation - Residential	-	29,001,619	29,001,619
Sanitation-Commercial	-	1,760,065	1,760,065
Connection Charges	350,000	-	350,000
Recyclable Commodities	-	2,500,000	2,500,000
Recyclable Tipping Fees	-	500,000	500,000
Compost & Yard Waste Tipping Fees	-	450,000	450,000
Miscellaneous Revenues	1,300,000	45,000	1,345,000
Subtotal Operating Revenues	118,121,883	35,851,484	153,973,367
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	-	3,500,000	3,500,000
Unrestricted Reserves	3,500,000	(1,819,853)	1,680,147
Project Contingencies	24,043,451	-	24,043,451
Subtotal Non-operating Revenues	32,543,451	1,691,747	34,235,198
TOTAL SOURCES	\$ 150,665,334	\$ 37,543,231	\$ 188,208,565
USES:			
Operating expenses:			
Personal Services	\$ 35,697,924	\$ 12,034,683	\$ 47,732,607
Support Services	22,188,156	12,625,106	34,813,262
Materials & Supplies	9,256,599	1,606,040	10,862,639
Subtotal operating expenses	67,142,679	26,265,829	93,408,508
Non-operating expenses:			
Debt Service	36,697,523	5,078,938	41,776,461
CIP, Renewal & Replacement	30,390,000	1,900,000	32,290,000
Capital Financing Projects	-	3,500,000	3,500,000
Unrestricted Reserves	3,500,000	798,464	4,298,464
Project Contingencies	12,935,132	-	12,935,132
Subtotal non-operating expenses	83,522,655	11,277,402	94,800,057
TOTAL USES	\$ 150,665,334	\$ 37,543,231	\$ 188,208,565

**EMERALD COAST UTILITIES AUTHORITY
PERSONNEL COMPARISON**

	<u>2018 POSITIONS</u>	<u>2019 FUNDED POSITIONS</u>	<u>2020 FUNDED POSITIONS</u>
ADMINISTRATION DEPARTMENT			
OFFICE OF THE EXECUTIVE DIRECTOR	<u>3</u>	<u>3</u>	<u>2</u>
FINANCE DEPARTMENT			
ADMINISTRATION	4	4	4
GENERAL ACCOUNTING	7	7	7
ACCOUNTS RECEIVABLE	15	15	17
PURCHASING & STORES	<u>8</u>	<u>8</u>	<u>8</u>
FINANCE TOTAL	<u>34</u>	<u>34</u>	<u>36</u>
INFORMATION TECHNOLOGY DEPARTMENT			
ADMINISTRATION	10	10	10
GIS	<u>0</u>	<u>0</u>	<u>0</u>
INFORMATION TECHNOLOGY TOTAL	<u>10</u>	<u>10</u>	<u>10</u>
HUMAN RESOURCES/ADMIN SERVICES DEPARTMENT			
ADMINISTRATIVE SERVICES	2	2	2
SAFETY & SECURITY	3	3	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>11</u>	<u>13</u>
ENGINEERING DEPARTMENT			
ADMINISTRATION	20	23	29
INSPECTIONS	<u>7</u>	<u>7</u>	<u>7</u>
ENGINEERING TOTAL	<u>27</u>	<u>30</u>	<u>36</u>
SHARED SERVICES			
ADMINISTRATION	6	6	5
FACILITIES MAINTENANCE	11	9	9
PUBLIC INFORMATION	<u>1</u>	<u>1</u>	<u>1</u>
SHARED SERVICES TOTAL	<u>18</u>	<u>16</u>	<u>15</u>

**EMERALD COAST UTILITIES AUTHORITY
PERSONNEL COMPARISON**

	<u>2018 POSITIONS</u>	<u>2019 FUNDED POSITIONS</u>	<u>2020 FUNDED POSITIONS</u>
CUSTOMER SERVICES			
ADMINISTRATION	7	7	7
OPERATIONS	36	38	38
CUT NON-PAYS	5	5	5
CUSTOMER SERVICES TOTAL	<u>48</u>	<u>50</u>	<u>50</u>
REGIONAL SERVICES DEPARTMENT			
ADMINISTRATION	3	4	4
REGION 2 (WEST REGION)	19	19	20
REGION 3 (EAST REGION)	23	23	24
REGION 4 (SOUTH REGION)	20	18	19
SEWER MAINTENANCE SERVICES	22	22	22
FIRE HYDRANT INSTALL/MAINT.	7	7	8
PATCH SERVICES	8	8	3
AIR RELEASE VALVES	6	8	8
FATS, OILS, & GREASE	2	2	4
REGIONAL SERVICES TOTAL	<u>110</u>	<u>111</u>	<u>112</u>
FIELD & CUSTOMER SERVICES GROUP TOTAL	<u>176</u>	<u>177</u>	<u>177</u>
MAINTENANCE AND CONSTRUCTION			
ADMINISTRATION	0	6	6
LIFTSTATIONS	23	24	24
MAINTENANCE OPERATIONS	4	0	0
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	<u>61</u>	<u>64</u>	<u>64</u>
WATER PRODUCTION			
WATER OPERATIONS	21	21	21
WELL MECHANICAL MAINTENANCE	7	7	7
COMMUNICATIONS CENTER	11	11	11
LAB (QA/QC)	11	0	0
CROSS CONNECTION CONTROLS	5	5	5
WATER PRODUCTION TOTAL	<u>55</u>	<u>44</u>	<u>44</u>
WATER RECLAMATION			
ADMINISTRATION	2	1	1
BAYOU MARCUS WRF	14	14	14
PENSACOLA BEACH WWTP	11	11	11
CENTRAL WRF	36	36	35
WATER QUALITY/LAB	0	11	12

**EMERALD COAST UTILITIES AUTHORITY
PERSONNEL COMPARISON**

	2018 POSITIONS	2019 FUNDED POSITIONS	2020 FUNDED POSITIONS
WATER RECLAMATION TOTAL	<u>63</u>	<u>73</u>	<u>73</u>
UTILITY OPERATIONS			
ADMINISTRATION	<u>5</u>	<u>0</u>	<u>0</u>
	<u>5</u>	<u>0</u>	<u>0</u>
UTILITY OPERATIONS GROUP TOTAL	<u>184</u>	<u>181</u>	<u>181</u>
WASTEWATER INFRASTRUCTURE			
ADMINISTRATION	<u>9</u>	<u>8</u>	<u>0</u>
WATER & WASTEWATER TOTAL	<u>454</u>	<u>454</u>	<u>455</u>

**EMERALD COAST UTILITIES AUTHORITY
PERSONNEL COMPARISON**

	<u>2018 POSITIONS</u>	<u>2019 FUNDED POSITIONS</u>	<u>2020 FUNDED POSITIONS</u>
SANITATION DEPARTMENT			
ADMINISTRATION	2	2	2
RESIDENTIAL OPERATIONS	39	39	39
GARAGE	31	31	33
COMMERCIAL OPERATIONS	7	7	7
YARD TRASH COLLECTION	28	27	27
RECYCLING	17	18	18
COMPOSTING	3	3	3
SANITATION TOTAL	<u>127</u>	<u>127</u>	<u>129</u>
SANTA ROSA			
RESIDENTIAL OPERATIONS	32	32	32
GARAGE	2	2	2
SANTA ROSA TOTAL	<u>34</u>	<u>34</u>	<u>34</u>
SANITATION TOTAL	<u>161</u>	<u>161</u>	<u>163</u>

**EMERALD COAST UTILITIES AUTHORITY
PERSONNEL COMPARISON**

	<u>2018 POSITIONS</u>	<u>2019 FUNDED POSITIONS</u>	<u>2020 FUNDED POSITIONS</u>
MATERIALS RECYCLING SYSTEM			
MATERIALS RECYCLING FACILITY OPERATIONS	<u>2</u>	<u>16</u>	<u>16</u>
GRAND TOTAL	<u><u>617</u></u>	<u><u>631</u></u>	<u><u>634</u></u>

Financial Health

ECUA received an unqualified opinion for the FY 2018 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 received the Government Finance Officers' Certificate of Excellence in Financial Reporting for the thirty-first (31st) consecutive year. Debt service coverage for FY 2019 was 174% while meeting debt covenant requirements for reserve targets and all key performance indicators.

On August 6, 2015, Standard & Poor's affirmed ECUA's rating of A/Stable. This rating reflects both: (1) S&P's opinion that ECUA has a diverse customer base within the Pensacola metropolitan statistical area's diverse regional economy; and (2) ECUA's competitive rates with a history of incremental rate increases to provide adequate financial margins.

ECUA's Water/Wastewater System issued no new debt during fiscal year 2019. The Authority's Escambia Sanitation System entered into a capital lease agreement in the par amount of \$3,396,609 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, 2019, the outstanding balance is \$53,574,603.
- ❖ \$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, 2019, the outstanding balance is \$99,815,000.
- ❖ \$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, 2019, the outstanding balance is \$29,261,000.
- ❖ \$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, 2019, the outstanding balance is \$4,958,000.
- ❖ \$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, 2019, the outstanding balance is \$15,515,000.
- ❖ \$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, 2019, the outstanding balance is \$7,415,000.

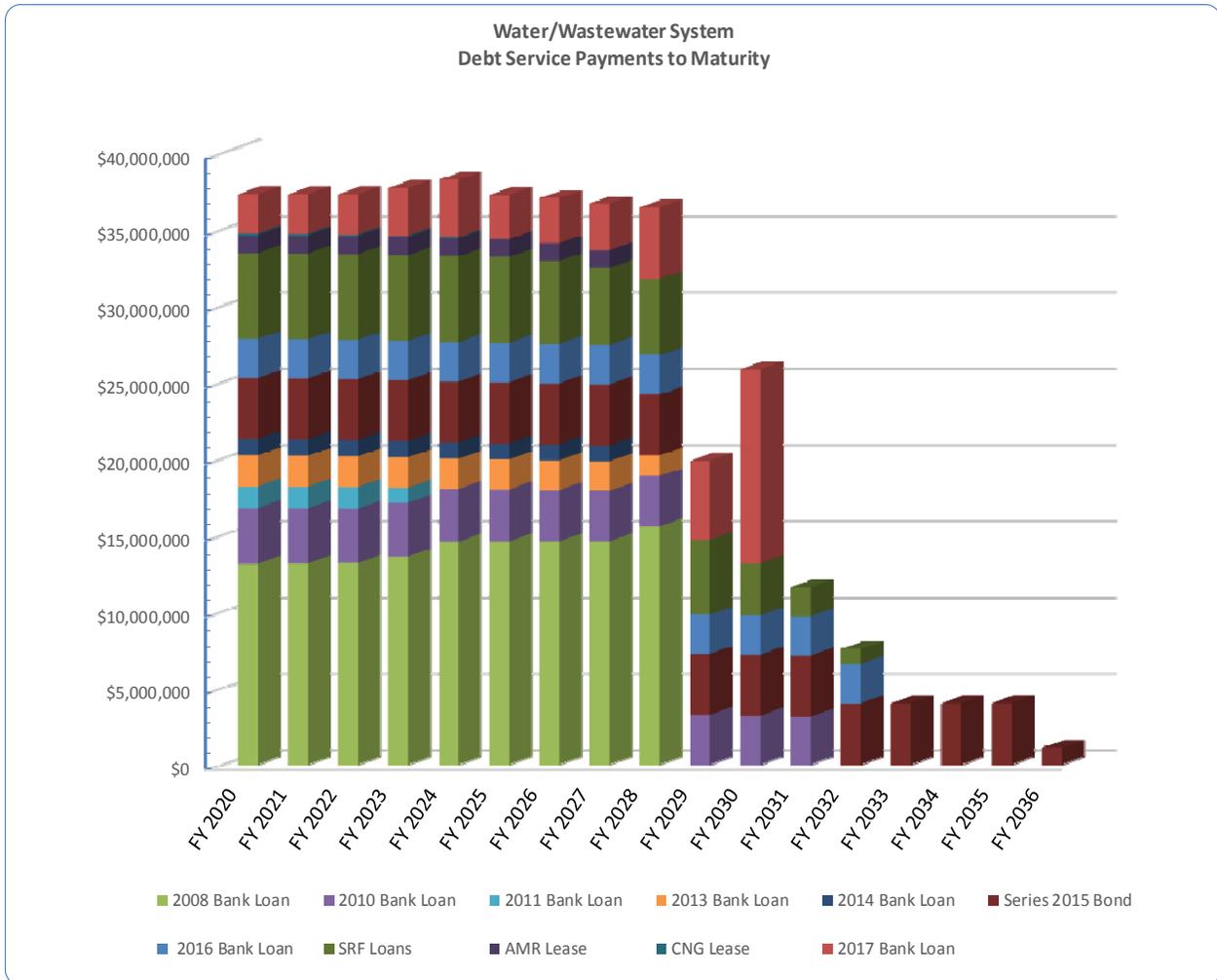
- ❖ \$52,285,000 Utility System Refunding Revenue Bonds, Series 2015, interest from 2.00% to 5.00%, maturing in annual installments through January 2036, secured by net revenue. As of September 30, 2019, the outstanding balance is \$46,595,000.
- ❖ \$33,115,000 Utility System Refunding Revenue Note, Series 2016, interest at 2.11%, maturing in annual installments through July 2032, secured by net revenue. As of September 30, 2019, the outstanding balance is \$29,281,000.
- ❖ \$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, 2019, the outstanding balance is \$38,685,000.
- ❖ \$15,500,000 capital lease, interest at 4.41%, payments due annually through September 2027. As of September 30, 2019, the outstanding balance is \$7,699,671.
- ❖ \$965,655 capital lease, interest at 2.09%, payments due monthly through February 2024. As of September 30, 2019, the outstanding balance is \$491,960.

Sanitation and MRF:

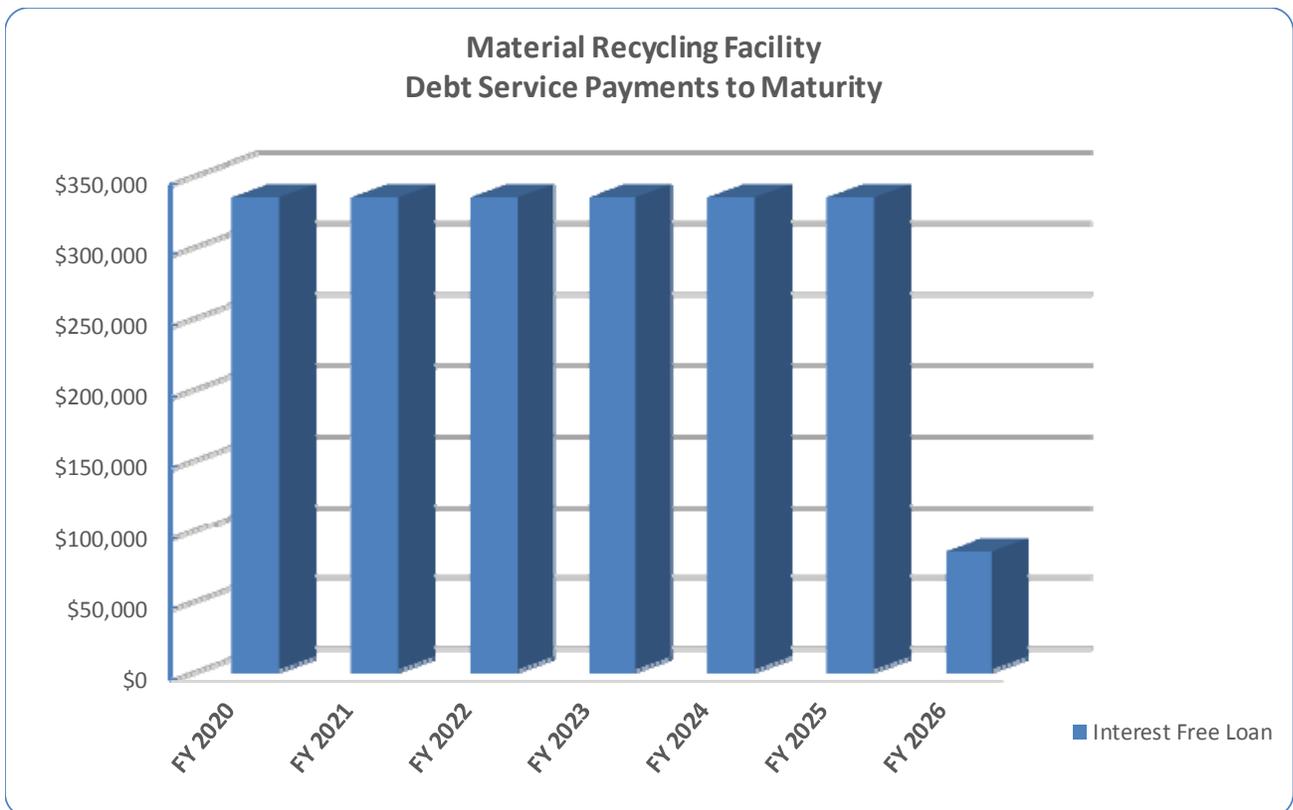
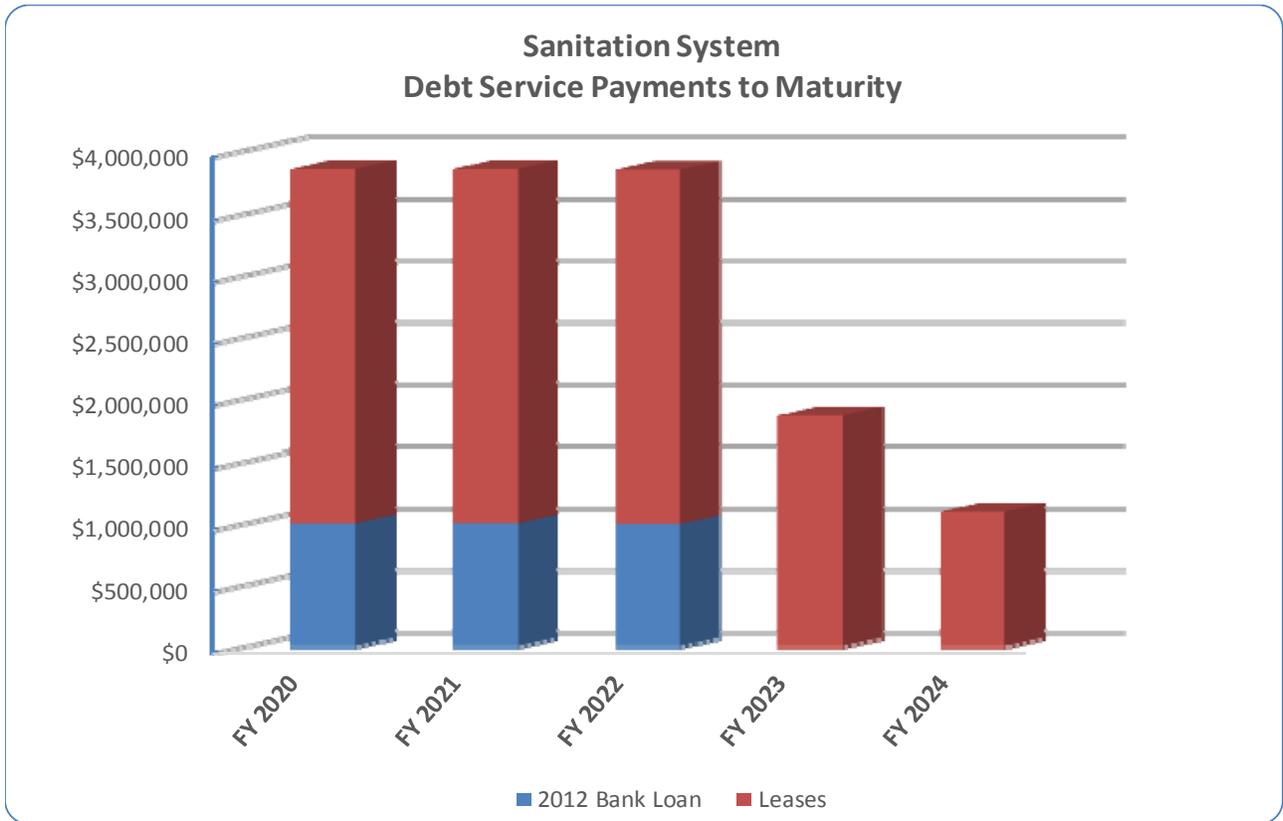
- ❖ \$8,544,000 Sanitation System Refunding Revenue Bond, Series 2012, interest at 2.75%, maturing in annual installments through January 2022, secured by net revenue. As of September 30, 2019, the outstanding balance is \$2,868,000.
- ❖ \$11,973,722 capital lease, interest at 2.12%, payments annually through February 2019. As of September 30, 2019, the outstanding balance is \$0.
- ❖ \$1,933,355 capital lease, interest at 2.09%, payments due monthly through September 2022. As of September 30, 2019, the outstanding balance is \$665,864.
- ❖ \$11,068,116 capital lease, interest at 2.48%, payments due semi-annually through February 2023. As of September 30, 2019, the outstanding balance is \$5,101,607.
- ❖ \$661,163.28 capital lease, interest at 2.59%, payments annually through April 2024. As of September 30, 2019, the outstanding balance is \$482,255.
- ❖ \$2,749,040 capital lease, interest at 3.307%, payments annually through December 2024. As of September 30, 2019, the outstanding balance is \$2,381,565.
- ❖ \$3,396,609 capital lease, interest at 3.26%, payments semi-annually through January 2026. As of September 30, 2019, the outstanding balance is \$3,178,676.
- ❖ \$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, 2019, the outstanding balance is \$2,083,333.

Aggregate Debt Service through maturity is as follows:

Water/Wastewater System:



Sanitation System and MRF:



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 places the Authority in an excellent financial position.

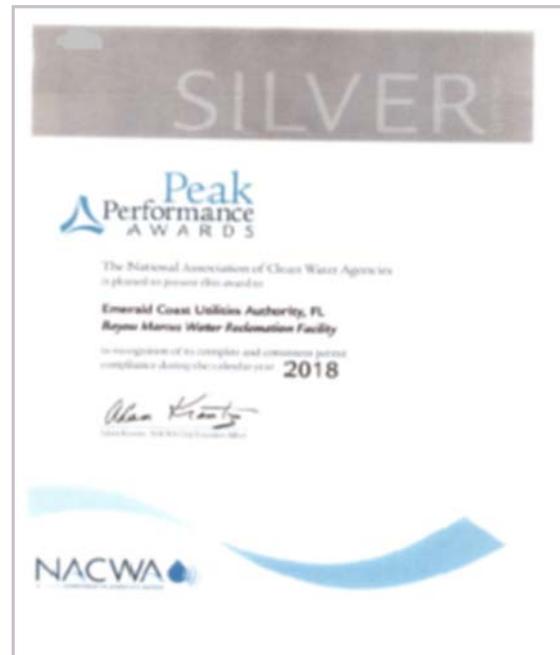
Awards and Recognitions



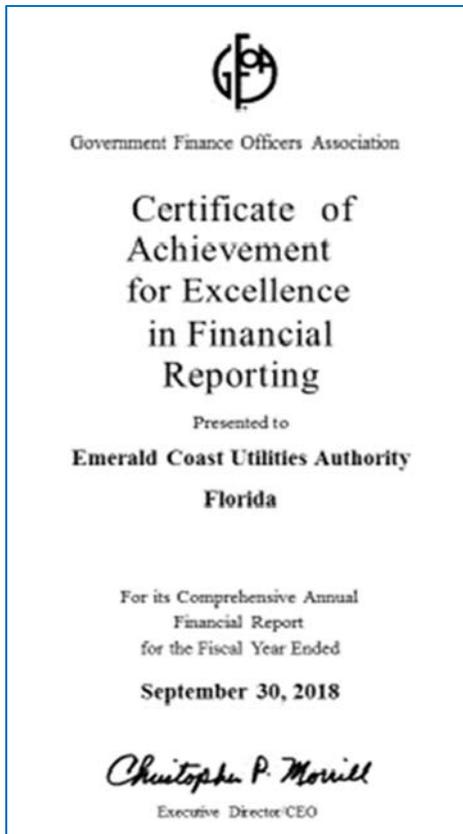
The ECUA's drinking water has been selected as the 2018 Best Tasting Water in a taste-test competition held on March 16, 2018 in Destin, Florida. The Florida Section of the American Water Works Association (FS/AWWA) is divided into twelve Regions, each hosting their own regional competition. Destin Water 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 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)



Peak Performance Awards consist of a "Gold" award to those utilities with no violations of applicable NPDES permit limits, or a "Silver" award for those with five (5) or less violations. For 2018, the Pensacola Beach Wastewater Treatment Plant received the Gold Award and Bayou Marcus Water Reclamation Facility received the Silver Award.



Government Finance Officers Association (GFOA)

Certificate of Achievement

The Government Finance Officers Association (GFOA) awarded ECUA a Certificate of Achievement for Excellence in Financial Reporting for the thirty-first (31st) consecutive year for its FY 2018 CAFR. 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 2019 CAFR.



Florida League of Cities Hometown Health Award

ECUA received the Florida League of Cities' Hometown Health Award for the third consecutive year. The 2018 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 twelve of the wellness objectives. The award recognized ECUA's 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.

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.

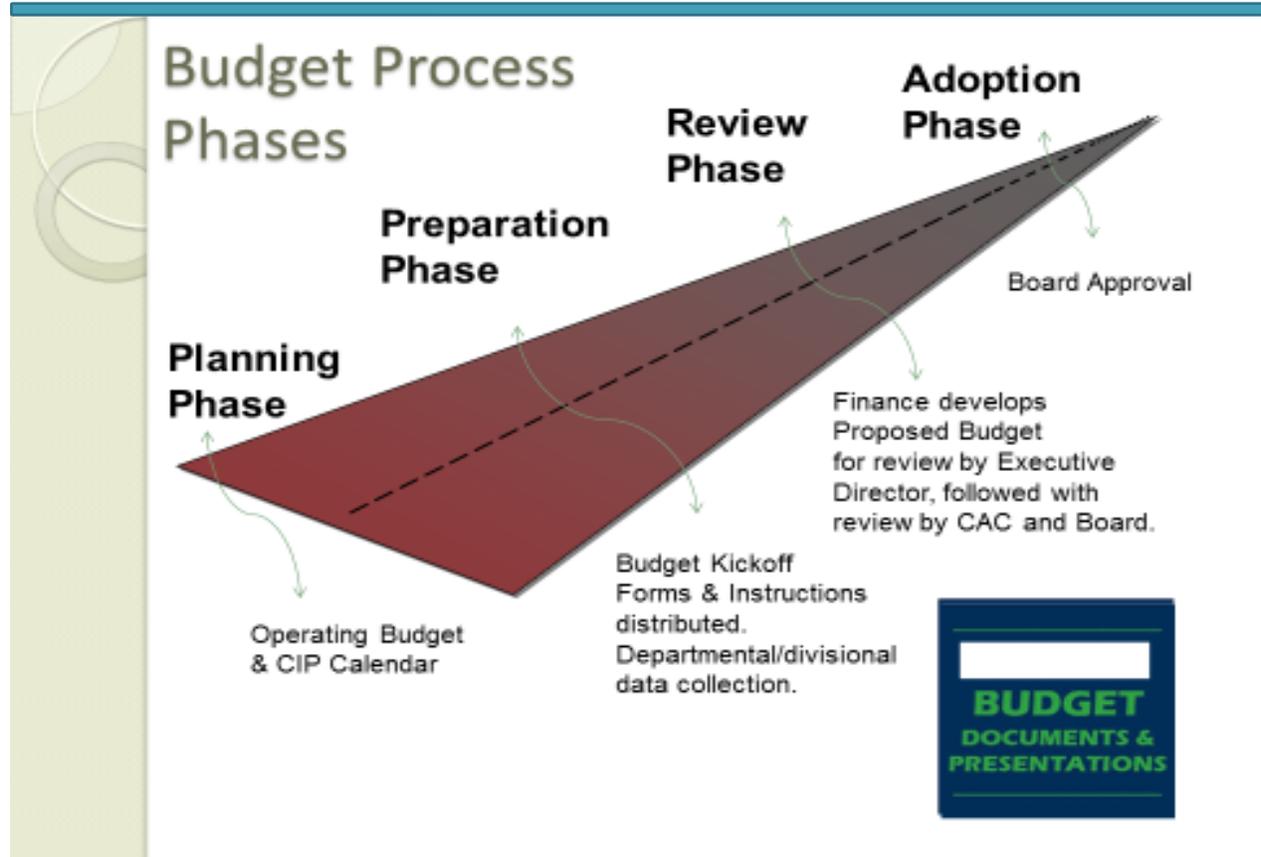
The Board approves the total budget appropriations. The Executive Director is authorized to transfer budget amounts between departments and object codes. Any changes that alter the total appropriations must be approved by the Board. Therefore, the legal level of budgetary responsibility is by total appropriations; 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 15, 2019
Budget compilation by Finance	March 4, 2019
Staff Committee Review and prioritization	March 16, 2019
Executive Director review period	March 15 - April 5, 2019
Update final changes	April 5, 2019
Prepare Budget Workshop Packets	April 5, 2019
Distribute Budget Packets to Citizen's Advisory Committee	April 16, 2019
Distribute Budget Packets to the Board	June 25, 2019

OPERATING BUDGET CALENDAR

TASK DESCRIPTION	DATE
Distribute Budget Prep Forms to Depts.	March 15, 2019
Budget compilation by Finance	March 15 - April 15, 2019
Citizens' Advisory Committee Budget Workshop	April 16, 2019
Departmental Staff Budget Preparation continues	April 16 - May 20, 2019
Citizens' Advisory Committee Budget Workshop	May 21, 2019
Prepare a balanced operating draft	May 24, 2019
Executive Director review period	May 25 - June 7, 2019
Update final changes	June 7, 2019
Distribute Budget Packets to Citizen's Advisory Committee	June 18, 2019
Distribute Budget Packets to the Board	June 25, 2019

PUBLIC HEARING ADVERTISEMENT AND ADOPTION OF RESOLUTIONS

Adopt 2018 Budget Resolution	July 23, 2019
Public Hearing notice advertised	July 24 - August 26, 2019
Adopt Rates and Fees Resolution	August 27, 2019

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 2020 – 2024.

COMBINED SUMMARY BY SYSTEM FY 2020-2024
In 000's

SYSTEM	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FUND TOTAL
Water & Wastewater Systems Programs	\$30,390	\$102,900	\$76,186	\$55,249	\$24,996	\$289,721
Sanitation System Programs	5,000	6,150	7,500	4,650	4,650	27,950
Materials Recycling Facility Programs	400	100	100	100	100	800
TOTAL	\$35,790	\$109,150	\$83,786	\$59,999	\$29,746	\$318,471

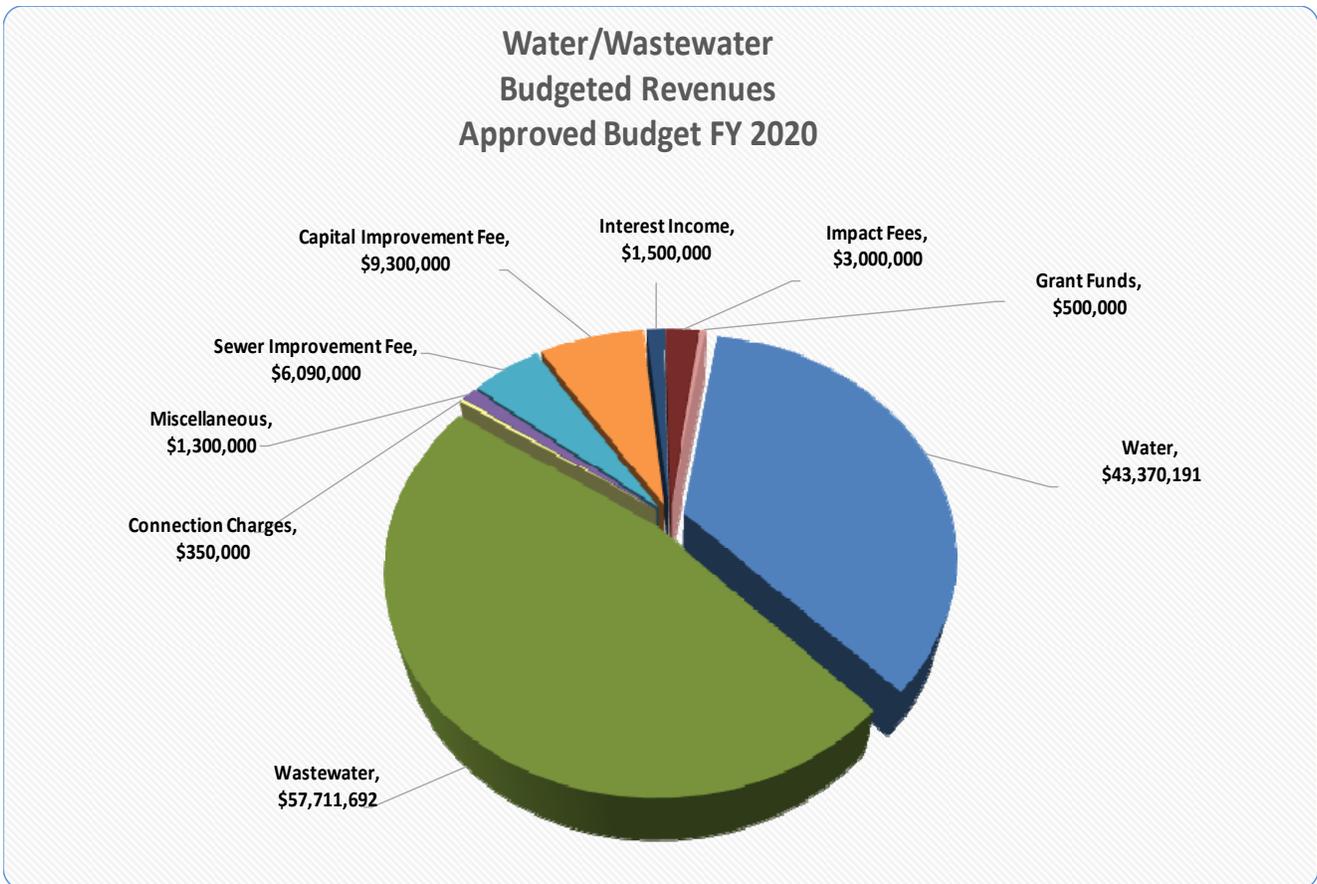
WATER & WASTEWATER SYSTEM

EMERALD COAST UTILITIES AUTHORITY
WATER AND WASTEWATER SYSTEMS
SOURCES AND USES STATEMENTS
9/30/2016 - 9/30/2020

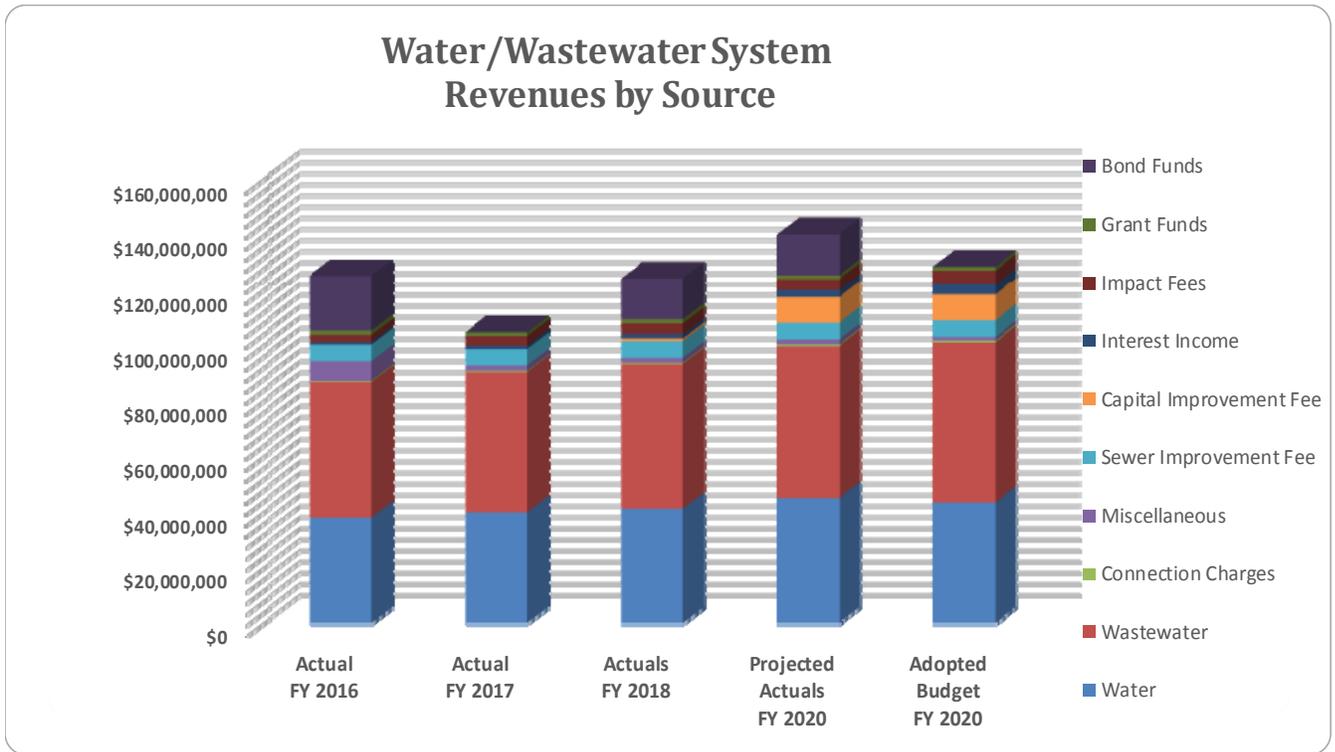
	ACTUAL FY 2016	ACTUAL FY 2017	ACTUAL FY 2018	PROJECTED ACTUAL FY 2019	ADOPTED BUDGET FY 2020
SOURCES:					
Beginning balances:					
Unrestricted reserves	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000
Prior year carryforward	15,361,079	4,189,509	6,443,312	10,490,369	24,043,451
Total beginning balance	<u>18,861,079</u>	<u>7,689,509</u>	<u>9,943,312</u>	<u>13,990,369</u>	<u>27,543,451</u>
Operating revenues:					
Water	37,971,317	39,899,298	41,200,887	44,947,798	43,370,191
Wastewater	50,410,216	51,959,786	54,524,437	57,496,277	57,711,692
Connection charges	384,901	408,185	654,600	695,953	350,000
Miscellaneous revenues	1,851,307	1,814,230	1,824,403	1,270,564	1,300,000
Sewer improvement fee	5,858,768	5,980,699	6,050,672	6,050,158	6,090,000
Capital improvement fee	0	896,734	9,290,020	9,407,845	9,300,000
Total operating income	<u>96,476,509</u>	<u>100,958,932</u>	<u>113,545,019</u>	<u>119,868,595</u>	<u>118,121,883</u>
Other income:					
Interest income	1,223,257	1,639,573	2,577,057	3,661,436	1,500,000
Impact fees	3,430,737	3,876,995	4,182,672	5,133,750	3,000,000
Grants and contributions	4,925,968	1,474,731	1,416,203	1,440,370	500,000
Bond funds	0	15,000,000	14,800,000	0	0
Total other	<u>9,579,962</u>	<u>21,991,299</u>	<u>22,975,932</u>	<u>10,235,556</u>	<u>5,000,000</u>
Total Sources	<u>\$ 124,917,550</u>	<u>\$ 130,639,740</u>	<u>\$ 146,464,263</u>	<u>\$ 144,094,520</u>	<u>\$ 150,665,334</u>
USES:					
Operating expenses:					
Personal services	\$ 33,528,555	\$ 33,525,608	\$ 34,572,629	\$ 33,400,962	\$ 35,697,924
Support services	14,662,905	17,548,891	19,129,213	18,194,760	22,188,156
Materials & supplies	8,351,810	7,222,377	7,973,800	7,593,381	9,256,599
Total operating expenses	<u>56,543,270</u>	<u>58,296,876</u>	<u>61,675,642</u>	<u>59,189,103</u>	<u>67,142,679</u>
Debt service:					
Bonds, loans, and leases	<u>33,675,591</u>	<u>34,093,235</u>	<u>35,098,335</u>	<u>36,589,544</u>	<u>36,697,523</u>
Capital improvements:					
CIP Projects	6,151,441	6,372,483	8,713,383	12,555,224	13,680,000
R & R Projects	13,032,645	6,933,834	4,337,089	15,549,264	16,710,000
Bond Fund Projects	0	15,000,000	14,800,000	0	0
Total capital improvements	<u>19,184,086</u>	<u>28,306,317</u>	<u>27,850,472</u>	<u>28,104,488</u>	<u>30,390,000</u>
Total uses	<u>109,402,947</u>	<u>120,696,428</u>	<u>124,624,449</u>	<u>123,883,135</u>	<u>134,230,202</u>
Ending balances:					
Unrestricted reserves	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Carryforward balance	12,014,603	6,443,312	18,339,814	16,711,385	12,935,132
Total Uses & Reserves	<u>\$ 124,917,550</u>	<u>\$ 130,639,740</u>	<u>\$ 146,464,263</u>	<u>\$ 144,094,520</u>	<u>\$ 150,665,334</u>

REVENUES:

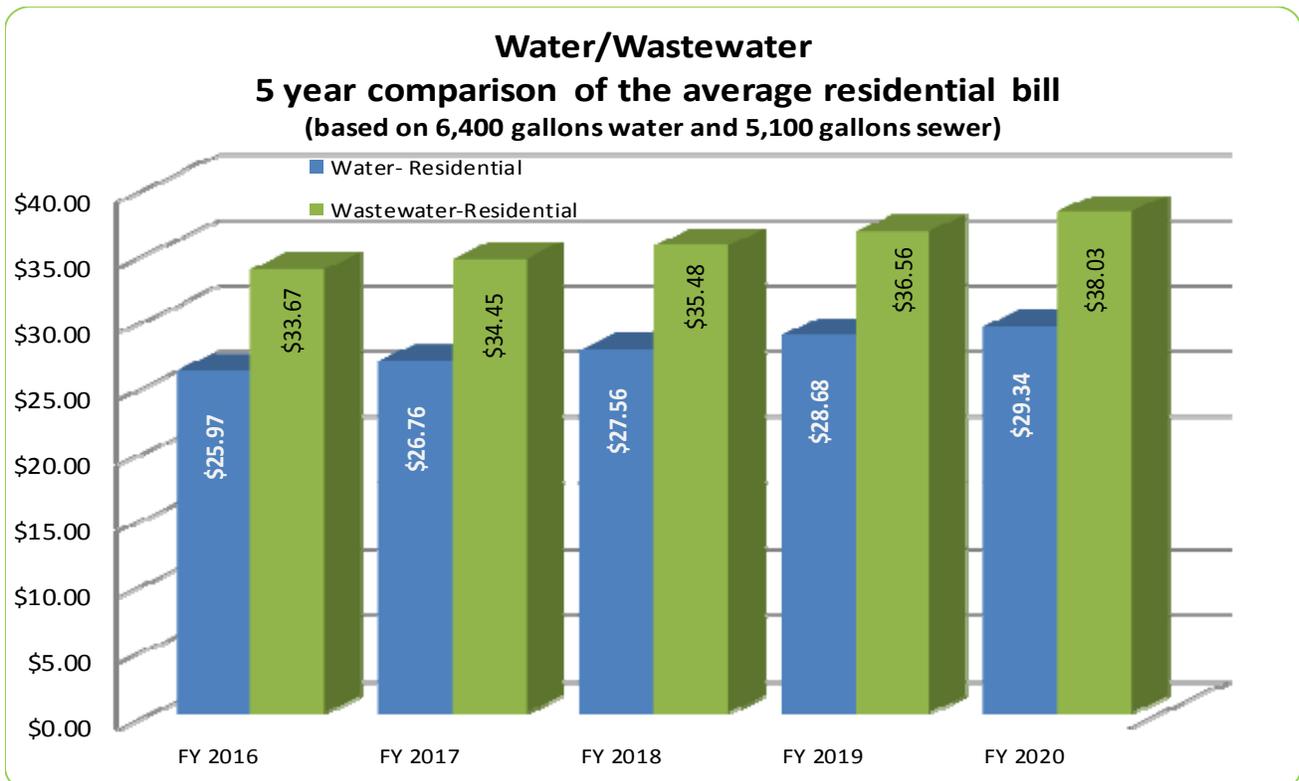
In fiscal year 2020, Water/Wastewater expects to generate 85.6% of its operating revenues through the rates charged to customers; 43.9% consists of water revenue and the remaining 56.1% consists of wastewater revenue. The other 14.4% of operating revenue comes from other revenue sources such as connection charges, grant revenues, 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, and funds received through the issuance of bonds.



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

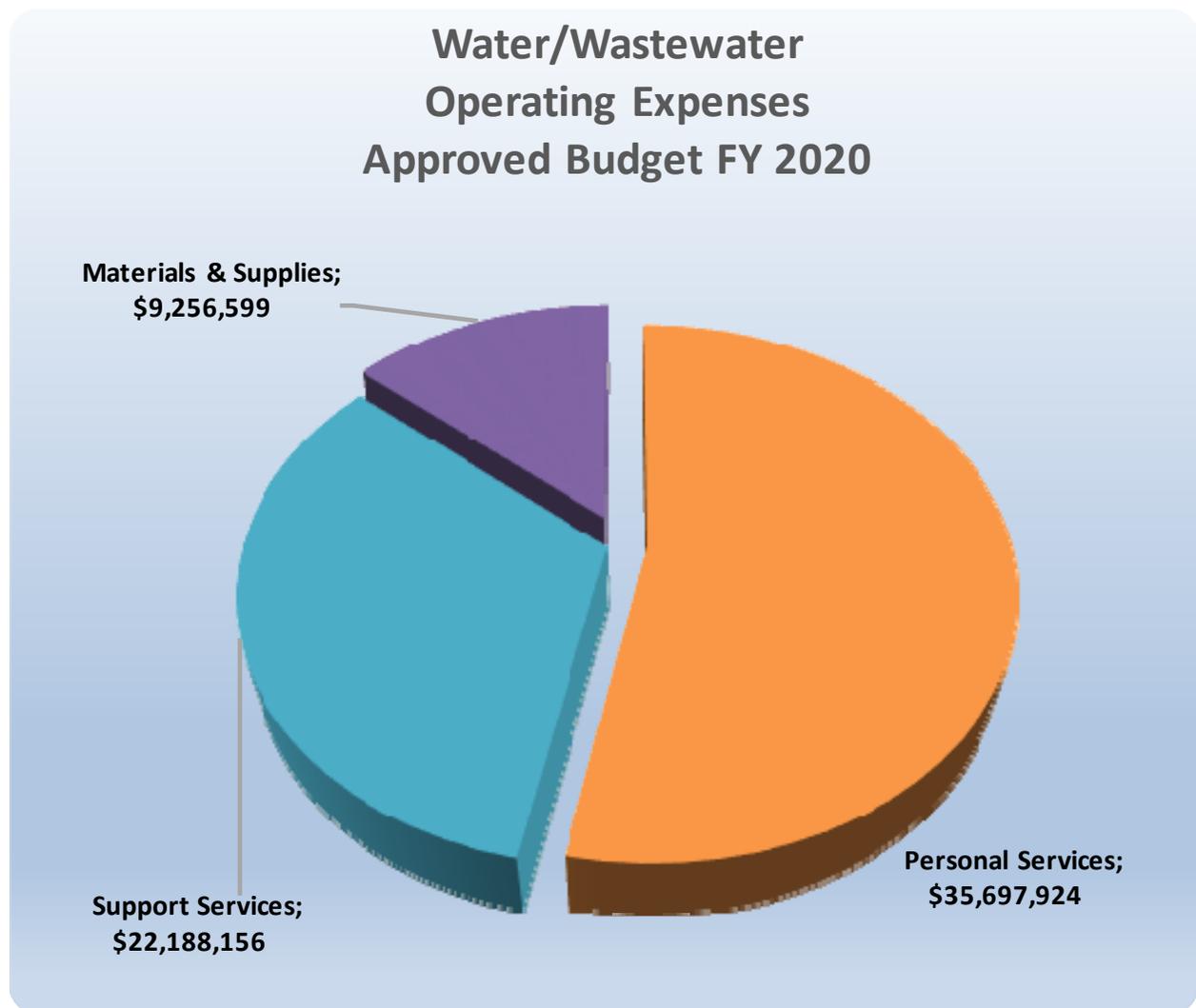


A comparison of customer rates for water/wastewater is presented in the chart below. Rate increases have been held to a minimum for the past five (5) years.

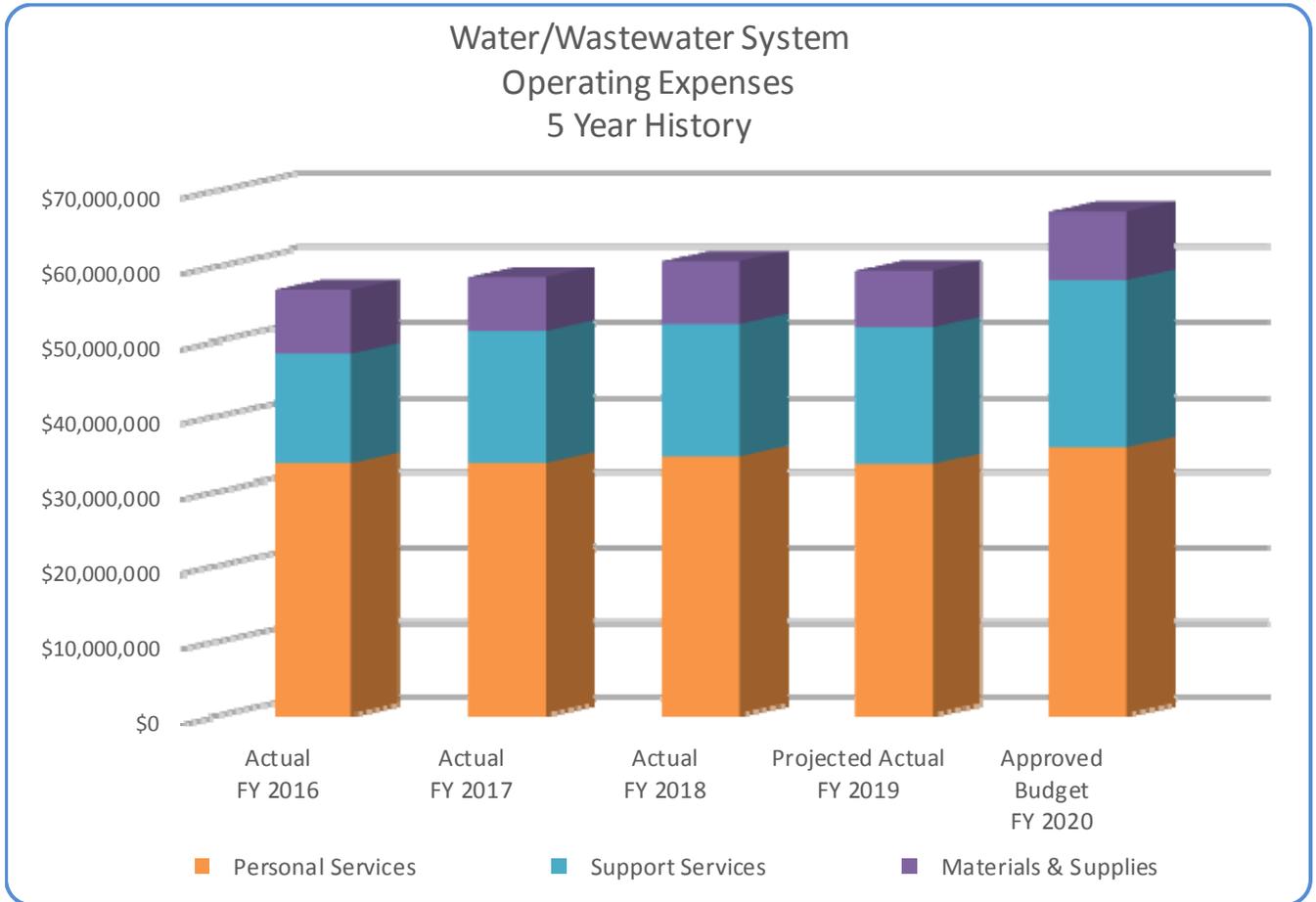


EXPENSES:

During FY 2020, Water/Wastewater expects to spend 45% of the total amount budgeted on operating expenditures. Operating expenses for FY 2020 increased 2.29%, or \$1.5 million, over the approved FY 2019 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.

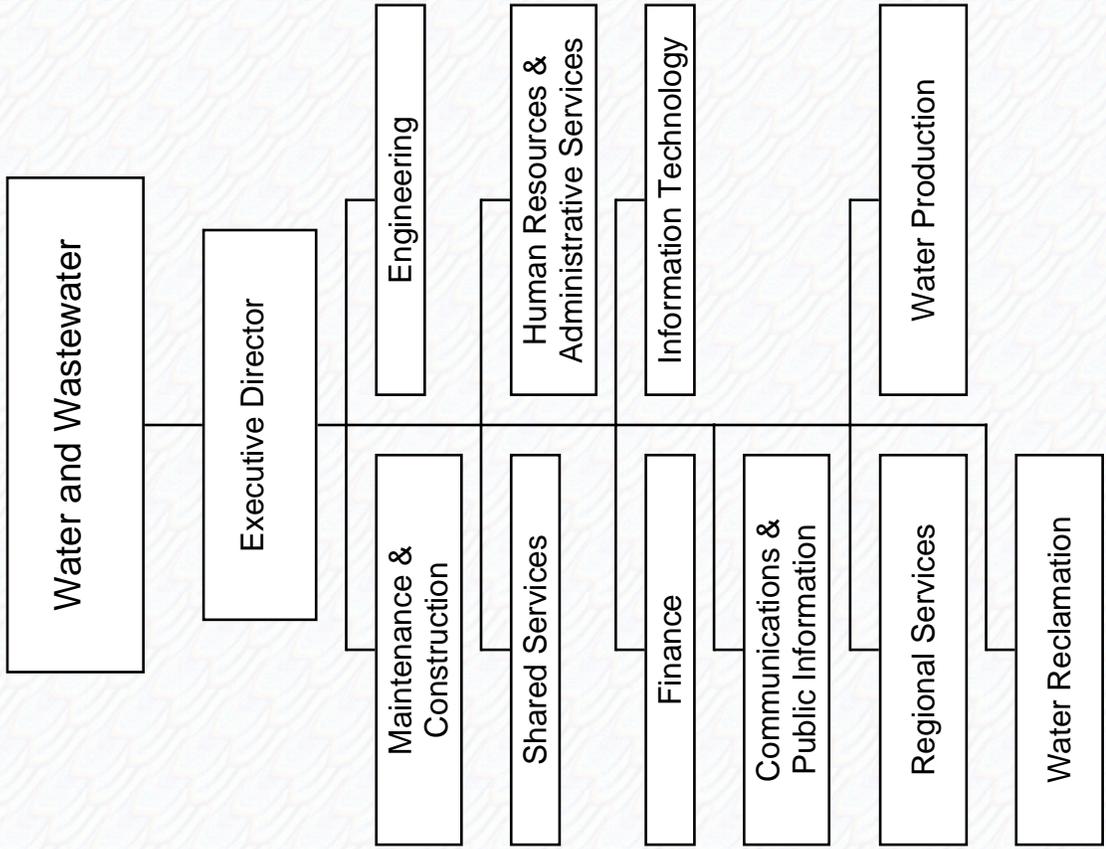


The chart below reflects the five-year history and trend of expense categories contained in the total budget.



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

EMERALD COAST UTILITIES AUTHORITY WATER & WASTEWATER



10-01-2019

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WATER AND WASTEWATER

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
11 EXECUTIVE SALARIES	\$ 207,350	\$ 209,792	\$ 215,478
12 REGULAR SALARIES	21,849,947	22,934,912	22,596,221
13 OTHER SALARIES	37,800	49,076	48,734
14 OVERTIME	2,083,979	1,995,300	1,981,600
21 FICA MATCHING	1,669,610	1,905,305	1,778,656
22 RETIREMENT	2,265,449	2,541,207	2,561,092
23 INSURANCE	5,268,233	5,514,303	5,438,643
24 WORKERS COMPENSATION	768,685	812,500	287,500
25 UNEMPLOYMENT COMP	7,471	40,000	40,000
26 OTHER	414,105	125,253	1,000,000
31 PROFESSIONAL SERVICES	796,296	891,654	889,654
32 ACCOUNTING/AUDITING	58,500	54,500	60,500
34 OTHER CONTRACTUAL SVC	2,096,638	2,153,300	2,445,850
40 TRAVEL	35,347	102,120	115,760
41 COMMUNICATIONS	161,658	240,733	226,416
43 UTILITIES	6,738,189	7,469,122	7,479,850
44 RENTALS & LEASES	109,492	192,900	198,200
45 INSURANCE	1,089,820	1,040,000	1,565,000
46 REPAIRS & MAINTENANCE	4,986,699	5,940,010	6,025,987
48 PROMOTIONAL	273,089	397,000	397,000
49 OTHER CURRENT CHARGES	3,368,785	1,147,819	1,216,795
58 OVERHEAD ALLOCATION	(585,300)	(585,300)	(182,856)
98 CONTINGENCY		1,500,000	1,500,000
42 TRANSPORTATION (POSTAGE)	549,089	612,050	617,750
47 PRINTING	59,996	69,672	71,195
51 OFFICE SUPPLIES	114,174	107,500	107,700
52 OPERATING SUPPLIES	7,114,260	7,575,971	7,691,391
53 ROAD MATERIALS & SUPPLIES	59,785	401,000	371,000
54 SUBSCR/MEMBERSHIPS	58,539	104,663	99,763
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	17,957	95,758	297,800
TOTAL	<u>\$ 61,675,642</u>	<u>\$ 65,638,120</u>	<u>\$ 67,142,679</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 34,572,629	\$ 36,127,648	\$ 35,947,924
SUPPORT SERVICES	19,129,213	20,543,858	21,938,156
MATERIALS & SUPPLIES	7,955,843	8,870,856	8,958,799
CAPITAL OUTLAY	17,957	95,758	297,800
TOTAL	<u>\$ 61,675,642</u>	<u>\$ 65,638,120</u>	<u>\$ 67,142,679</u>

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

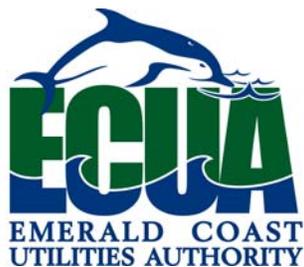
	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 708,071	\$ -	\$ -
23 INSURANCE	-	107,000	-
26 OTHER	405,829	125,253	1,000,000
34 OTHER CONTRACTUAL SVC	173,500	160,000	160,000
49 OTHER CURRENT CHARGES	2,984,551	583,400	583,400
58 OVERHEAD ALLOCATION	(585,300)	(585,300)	(182,856)
98 CONTINGENCY	-	1,500,000	1,500,000
52 OPERATING SUPPLIES	(700,487)		-
TOTAL	<u>\$ 2,986,164</u>	<u>\$ 1,890,353</u>	<u>\$ 3,060,544</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 1,113,900	\$ 232,253	\$ 1,000,000
SUPPORT SERVICES	2,572,751	1,658,100	2,060,544
MATERIALS & SUPPLIES	(700,487)	-	-
TOTAL	<u>\$ 2,986,164</u>	<u>\$ 1,890,353</u>	<u>\$ 3,060,544</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
BOARD MEMBERS

	<u>ACTUAL 2018</u>	<u>APPROVED 2019</u>	<u>APPROVED 2020</u>
11 EXECUTIVE SALARIES	\$ 207,350	\$ 209,792	\$ 215,478
21 FICA MATCHING	14,705	14,869	15,062
22 RETIREMENT	60,519	64,124	82,727
23 INSURANCE	69,062	66,496	70,992
31 PROFESSIONAL SERVICES	3,375	6,000	6,000
34 OTHER CONTRACTUAL SVC	1,755	-	-
40 TRAVEL	-	2,000	1,500
49 OTHER CURRENT CHARGES	-	1,000	500
54 SUBSCR/MEMBERSHIPS	<u>-</u>	<u>200</u>	<u>200</u>
TOTAL	<u>\$ 356,766</u>	<u>\$ 364,481</u>	<u>\$ 392,459</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

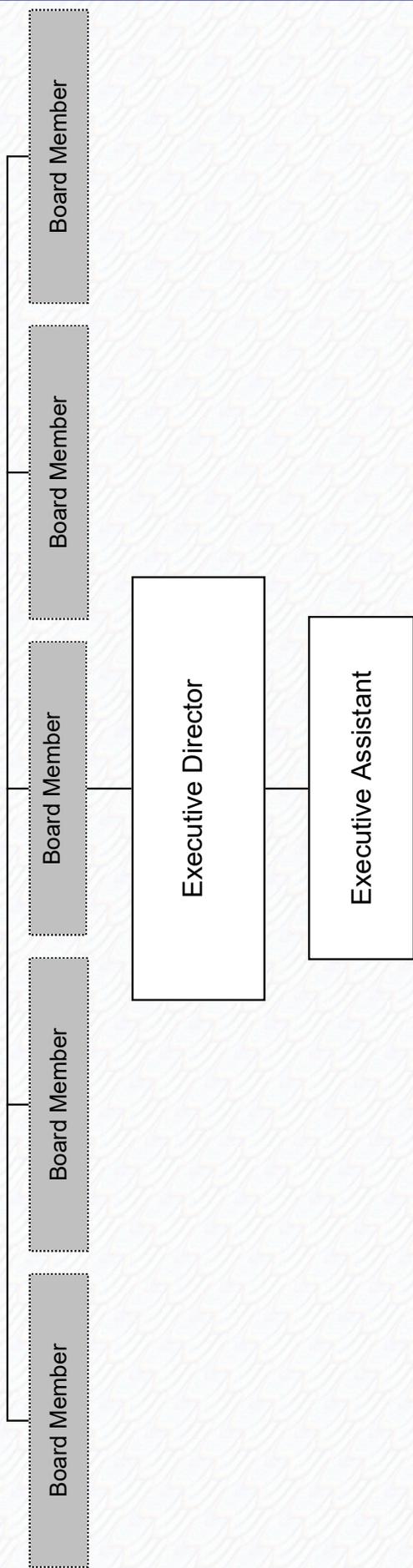
PERSONAL SERVICES	351,636	355,281	384,259
SUPPORT SERVICES	5,130	9,000	8,000
MATERIALS & SUPPLIES	-	200	200
TOTAL	<u>\$ 356,766</u>	<u>\$ 364,481</u>	<u>\$ 392,459</u>



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EMERALD COAST UTILITIES AUTHORITY ADMINISTRATION



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
ADMINISTRATION DEPARTMENT

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
11 EXECUTIVE SALARIES	\$ 207,350	\$ 209,792	\$ 215,478
12 REGULAR SALARIES	297,948	331,117	284,299
21 FICA MATCHING	31,911	34,526	31,140
22 RETIREMENT	117,907	127,591	145,716
23 INSURANCE	83,170	76,330	81,028
31 PROFESSIONAL SERVICES	577,472	526,000	526,000
40 TRAVEL	-	4,000	3,500
44 RENTALS & LEASES	2,523	3,000	3,000
46 REPAIRS & MAINTENANCE	166	500	500
48 PROMOTIONAL	40,060	40,000	40,000
49 OTHER CURRENT CHARGES	824	4,000	3,500
42 TRANSPORTATION (POSTAGE)	72	200	200
51 OFFICE SUPPLIES	2,915	2,500	2,500
52 OPERATING SUPPLIES	1,460	1,500	1,500
54 SUBSCR/MEMBERSHIPS	26,433	25,200	17,700
TOTAL	<u>\$ 1,390,211</u>	<u>\$ 1,386,256</u>	<u>\$ 1,356,061</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 738,286	\$ 779,356	\$ 757,661
SUPPORT SERVICES	621,045	577,500	576,500
MATERIALS & SUPPLIES	30,880	29,400	21,900
TOTAL	<u>\$ 1,390,211</u>	<u>\$ 1,386,256</u>	<u>\$ 1,356,061</u>

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 company.

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.

2020 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

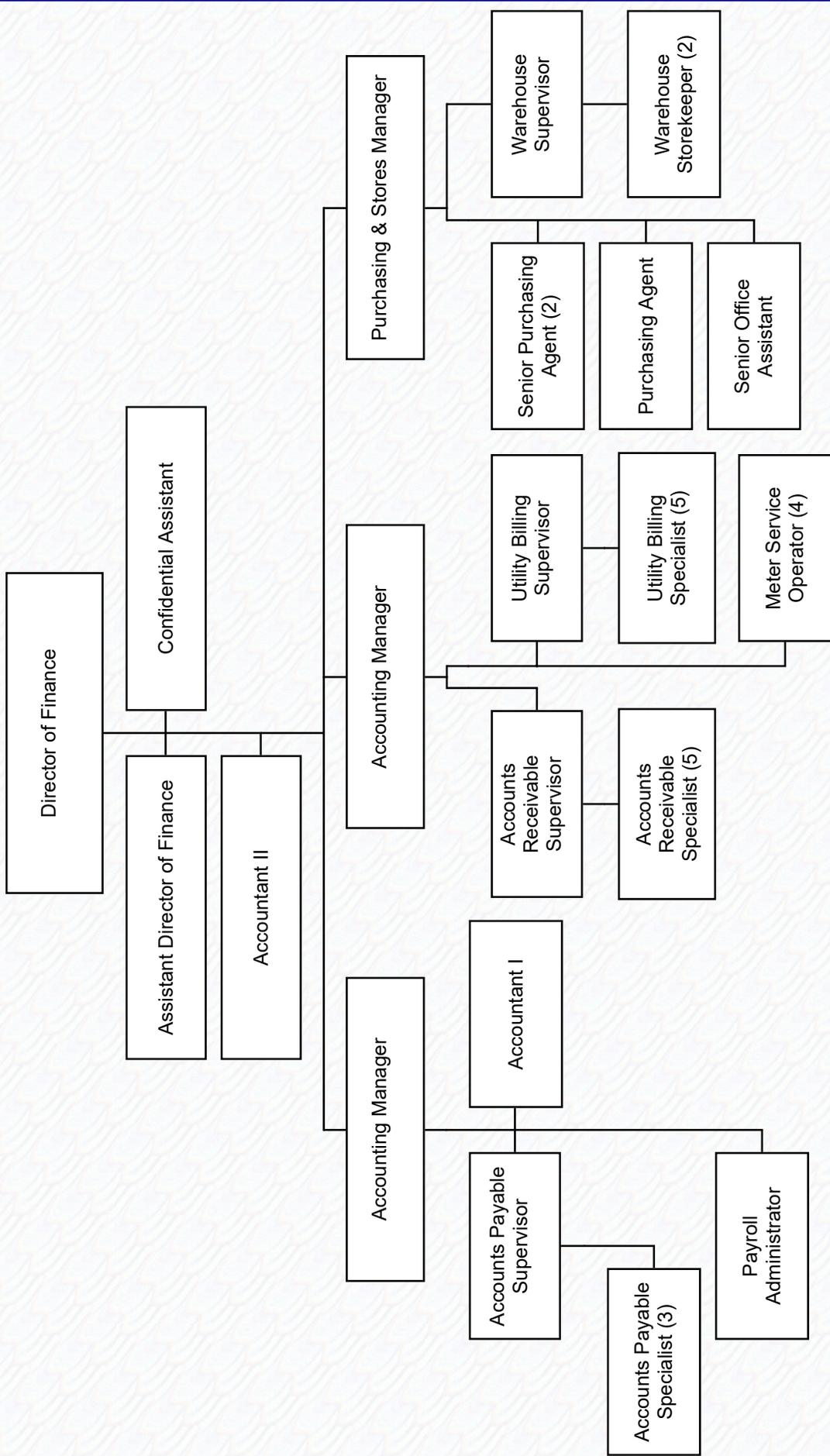
	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 297,948	\$ 331,117	\$ 284,299
21 FICA MATCHING	17,206	19,657	16,078
22 RETIREMENT	57,388	63,467	62,989
23 INSURANCE	14,108	9,834	10,036
31 PROFESSIONAL SERVICES	574,097	520,000	520,000
40 TRAVEL	-	2,000	2,000
44 RENTALS & LEASES	2,523	3,000	3,000
46 REPAIRS & MAINTENANCE	166	500	500
47 PRINTING AND BINDING	32	-	-
48 PROMOTIONAL	40,060	40,000	40,000
49 PROFESSIONAL DEVELOPMENT	824	-	1,000
49 OTHER CURRENT CHARGES	-	3,000	2,000
42 TRANSPORTATION (POSTAGE)	72	200	200
51 OFFICE SUPPLIES	2,915	2,500	2,500
52 OPERATING SUPPLIES	1,460	1,500	1,500
54 SUBSCR/MEMBERSHIPS	26,433	25,000	17,500
TOTAL	<u>\$ 1,035,232</u>	<u>\$ 1,021,775</u>	<u>\$ 963,602</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 386,650	\$ 424,075	\$ 373,402
SUPPORT SERVICES	617,702	568,500	568,500
MATERIALS & SUPPLIES	30,880	29,200	21,700
TOTAL	<u>\$ 1,035,232</u>	<u>\$ 1,021,775</u>	<u>\$ 963,602</u>



EMERALD COAST UTILITIES AUTHORITY FINANCE



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
FINANCE DEPARTMENT

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 1,626,089	\$ 1,681,139	\$ 1,752,546
13 OTHER SALARIES	19,066	26,676	26,334
14 OVERTIME	8,565	42,100	35,200
21 FICA MATCHING	120,209	134,230	131,759
22 RETIREMENT	170,809	189,611	196,778
23 INSURANCE	346,335	342,649	398,278
31 PROFESSIONAL SERVICES	-	15,000	15,000
32 ACCOUNTING/AUDITING	58,500	54,500	60,500
34 OTHER CONTRACTUAL SVC	141,258	173,900	181,100
40 TRAVEL	2,142	3,680	7,620
41 COMMUNICATIONS	-	1,200	1,200
44 RENTALS & LEASES	1,347	1,800	1,800
46 REPAIRS & MAINTENANCE	29,832	44,185	44,185
49 OTHER CURRENT CHARGES	27,882	11,919	13,545
42 TRANSPORTATION (POSTAGE)	547,342	590,000	600,000
47 PRINTING & BINDING	6,001	8,722	9,245
51 OFFICE SUPPLIES	12,203	24,950	24,950
52 OPERATING SUPPLIES	14,519	22,950	22,950
54 SUBSCR/MEMBERSHIPS	1,877	2,480	3,155
64 MACHINERY & EQUIPMENT	-	-	46,200
TOTAL	<u>\$ 3,133,976</u>	<u>\$ 3,371,691</u>	<u>\$ 3,572,345</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,291,073	\$ 2,416,405	\$ 2,540,895
SUPPORT SERVICES	260,961	306,184	324,950
MATERIALS & SUPPLIES	581,942	649,102	660,300
CAPITAL OUTLAY	-	-	46,200
TOTAL	<u>\$ 3,133,976</u>	<u>\$ 3,371,691</u>	<u>\$ 3,572,345</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.

2019 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, 2019, we have 311 vendors registered to receive payments electronically. This is a 1% increase over this same time-period last fiscal year. Our 2019 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 \$950,000 of purchasing card payments as of March 31, 2019.
2. The Payroll Division processes bi-weekly payroll for 610 employees. As of March 31, 2019, Payroll had processed 65 new employees, 6 employees entering retirement, and 3 employees entering DROP.
3. The Purchasing Division typically processes, on average, over 1,200 purchase orders, 15 formal bids and 12 construction bids each year. So far this fiscal year, Purchasing has facilitated 25 construction bids, a significant increase from last 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 36,000 payments processed, we have experienced an 8.32% increase over this same time-period last fiscal year. The number of customers receiving e-bills has increased almost 10% as compared to the end of FY 2018.

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, 5,000 items having a book value of over \$31 million are in the process of being inspected and accounted for during FY 2019.

2020 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 2020. 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. 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 want 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 2020.
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 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 336,686	\$ 347,194	\$ 335,974
14 OVERTIME	351	10,000	10,000
21 FICA MATCHING	24,899	27,122	24,981
22 RETIREMENT	50,757	57,609	55,907
23 INSURANCE	47,908	43,881	58,550
31 PROFESSIONAL SERVICES	-	15,000	15,000
32 ACCOUNTING/AUDITING	58,500	54,500	60,500
34 OTHER CONTRACTUAL SVC	2,777	5,000	5,000
40 TRAVEL	2,121	3,300	6,600
46 REPAIRS & MAINTENANCE	337	350	350
49 OTHER CURRENT CHARGES	1,045	1,924	2,400
47 PRINTING & BINDING	343	2,000	2,000
51 OFFICE SUPPLIES	4,874	12,000	12,000
52 OPERATING SUPPLIES	428	2,000	2,000
54 SUBSCR/MEMBERSHIPS	1,004	1,605	1,605
TOTAL	<u>\$ 532,030</u>	<u>\$ 583,485</u>	<u>\$ 592,867</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 460,601	\$ 485,806	\$ 485,412
SUPPORT SERVICES	64,780	80,074	89,850
MATERIALS & SUPPLIES	6,649	17,605	17,605
TOTAL	<u>\$ 532,030</u>	<u>\$ 583,485</u>	<u>\$ 592,867</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
FINANCE / GENERAL ACCOUNTING

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 324,350	\$ 349,752	\$ 346,404
13 OTHER SALARIES	8,437	8,892	8,550
14 OVERTIME	1,900	8,900	2,000
21 FICA MATCHING	24,237	28,248	26,103
22 RETIREMENT	30,872	34,446	34,705
23 INSURANCE	71,572	78,010	73,344
34 OTHER CONTRACTUAL SVC	-	-	6,000
40 TRAVEL	-	30	-
46 REPAIRS & MAINTENANCE	1,331	2,300	2,300
49 PROFESSIONAL DEVELOPMENT	390	245	245
47 PRINTING	5,093	6,222	6,495
54 SUBSCR/MEMBERSHIPS	332	225	225
TOTAL	<u>\$ 468,514</u>	<u>\$ 517,270</u>	<u>\$ 506,371</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 461,368	\$ 508,248	\$ 491,106
SUPPORT SERVICES	1,721	2,575	8,545
MATERIALS & SUPPLIES	5,425	6,447	6,720
TOTAL	<u>\$ 468,514</u>	<u>\$ 517,270</u>	<u>\$ 506,371</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
FINANCE / ACCOUNTS RECEIVABLE

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 584,529	\$ 588,619	\$ 668,114
13 OTHER SALARIES	-		8,892
14 OVERTIME	4,880	13,000	13,000
21 FICA MATCHING	42,173	46,203	49,520
22 RETIREMENT	52,087	55,651	67,328
23 INSURANCE	160,019	157,991	194,563
34 OTHER CONTRACTUAL SVC	131,545	161,900	163,100
40 TRAVEL	21	-	-
41 COMMUNICATIONS	-	1,200	1,200
44 RENTALS & LEASES	1,347	1,800	1,800
46 REPAIRS & MAINTENANCE	21,303	33,535	33,535
49 OTHER CURRENT CHARGES	-	-	-
42 TRANSPORTATION (POSTAGE)	547,342	590,000	600,000
51 OFFICE SUPPLIES	4,022	8,400	8,400
52 OPERATING SUPPLIES	12,020	17,600	17,600
64 MACHINERY & EQUIPMENT	-	-	45,000
TOTAL	<u>\$ 1,561,288</u>	<u>\$ 1,675,899</u>	<u>\$ 1,872,052</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 843,688	\$ 861,464	\$ 1,001,417
SUPPORT SERVICES	154,216	198,435	199,635
MATERIALS & SUPPLIES	563,384	616,000	626,000
CAPITAL OUTLAY	-	-	45,000
TOTAL	<u>\$ 1,561,288</u>	<u>\$ 1,675,899</u>	<u>\$ 1,872,052</u>

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

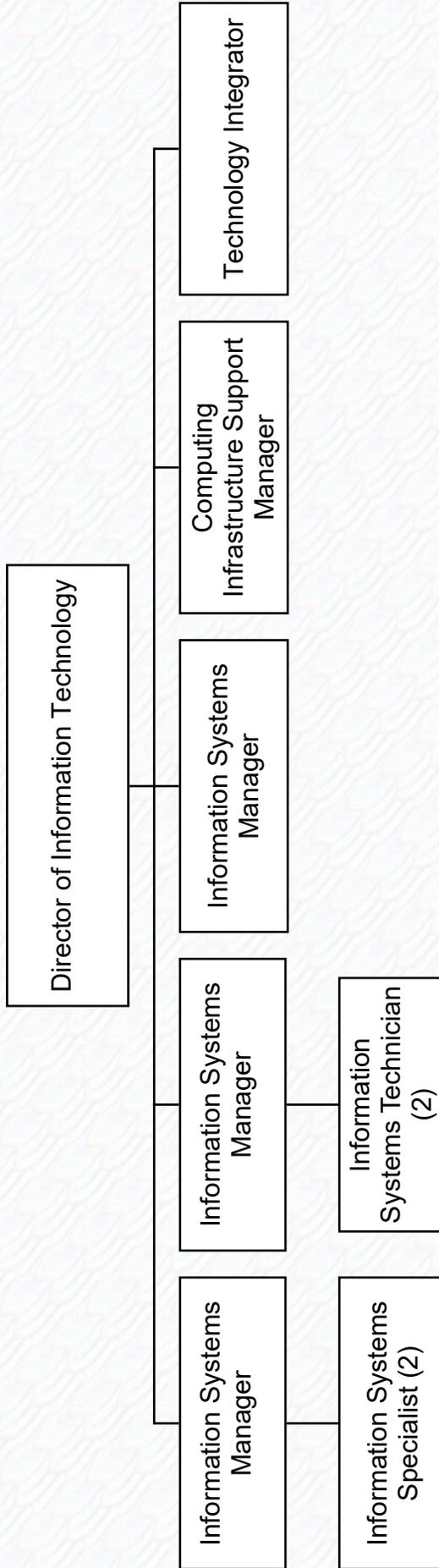
	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 380,524	\$ 395,574	\$ 402,054
13 OTHER SALARIES	10,629	17,784	8,892
14 OVERTIME	1,434	10,200	10,200
21 FICA MATCHING	28,900	32,657	31,155
22 RETIREMENT	37,093	41,905	38,838
23 INSURANCE	66,836	62,767	71,821
34 OTHER CONTRACTUAL SVC	6,936	7,000	7,000
40 TRAVEL	-	350	1,020
46 REPAIRS & MAINTENANCE	6,861	8,000	8,000
49 OTHER CURRENT CHARGES	26,447	9,750	10,900
47 PRINTING	565	500	750
51 OFFICE SUPPLIES	3,307	4,550	4,550
52 OPERATING SUPPLIES	2,071	3,350	3,350
54 SUBSCR/MEMBERSHIPS	541	650	1,325
64 MACHINERY & EQUIPMENT	-	-	1,200
TOTAL	<u>\$ 572,144</u>	<u>\$ 595,037</u>	<u>\$ 601,055</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 525,416	\$ 560,887	\$ 562,960
SUPPORT SERVICES	40,244	25,100	26,920
MATERIALS & SUPPLIES	6,484	9,050	9,975
CAPITAL OUTLAY	-	-	1,200
TOTAL	<u>\$ 572,144</u>	<u>\$ 595,037</u>	<u>\$ 601,055</u>



EMERALD COAST UTILITIES AUTHORITY INFORMATION TECHNOLOGY



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
INFORMATION TECHNOLOGY DEPARTMENT

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 642,643	\$ 654,139	\$ 650,175
14 OVERTIME	4,843	6,000	6,000
21 FICA MATCHING	47,567	50,239	48,024
22 RETIREMENT	69,793	72,848	76,271
23 INSURANCE	92,946	88,809	107,421
31 PROFESSIONAL SERVICES	1,184	3,000	3,000
34 OTHER CONTRACTUAL SVC	14,520	10,000	3,850
40 TRAVEL	535	6,000	6,800
41 COMMUNICATIONS	86,890	126,713	111,896
46 REPAIRS & MAINTENANCE	315,419	301,807	325,784
49 OTHER CURRENT CHARGES	13,110	16,500	16,500
42 TRANSPORTATION (POSTAGE)	107	150	100
47 PRINTING	262	300	300
51 OFFICE SUPPLIES	238	600	600
52 OPERATING SUPPLIES	17,412	19,609	17,800
54 SUBSCR/MEMBERSHIPS	200	670	395
64 MACHINERY & EQUIPMENT	17,957	16,000	16,000
	<u>\$ 1,325,626</u>	<u>\$ 1,373,384</u>	<u>\$ 1,390,916</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 857,792	\$ 872,035	\$ 887,891
SUPPORT SERVICES	431,658	464,020	467,830
MATERIALS & SUPPLIES	18,219	21,329	19,195
CAPITAL OUTLAY	17,957	16,000	16,000
TOTAL	<u>\$ 1,325,626</u>	<u>\$ 1,373,384</u>	<u>\$ 1,390,916</u>

EMERALD COAST UTILITIES AUTHORITY

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) and traditional phone systems, network communications, as well as a variety of other computing systems related to work orders, billing, customer management, inventory, payroll. Other systems used for the support of, and efficient operation, of ECUA.

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 a personal computing environment for ECUA personnel, including desktop and mobile platforms, associated peripherals and applications.
2. Provide an efficient and up-to-date platform for our business applications.
3. Ensure that the network infrastructure is available and of sufficient bandwidth and speed to accommodate ECUA business requirements.
4. Provide sufficient storage for enterprise data files and other information.
5. Maintain a secure and highly available network.
6. Provide adequate Internet connectivity for all approved users.
7. Provide support for phones and voice mail.
8. Provide staff with training necessary for the continued support and effective operations of the ECUA enterprise computing and communications infrastructure.
9. Control cost associated with all I.T. services.
10. Maintain accurate online equipment inventory

D-7

2020 TARGETED ACCOMPLISHMENTS:

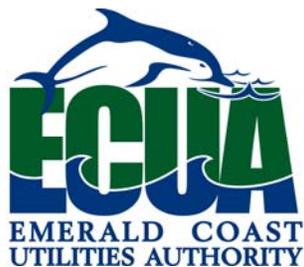
1. Continue the Implementation of the Strategic Master Plan
 - a. Continue Implementation of selected Enterprise Resource Planning (ERP) solution
 - b. Design, build and document IT infrastructure to support selected ERP system
 - c. Documentation for new ERP system processes, policies, procedures, training
 - d. Replace/refresh/upgrade the Network and Border devices
2. Test and Document Disaster Recovery of Production systems
3. Continue documentation of IT support processes and systems
4. Continue PC replacement project (1/5 computers) – goal is no computer +5 years
 - a. Upgrade all desktops to Windows 10 (support for Win7 ends Jan 2020)
 - b. Upgrade all desktop Office users to Office 2016
5. Implement online/web GIS solutions for asset inspections (ex. Manholes, valves, etc.) in order to reduce paper waste, reduce data input redundancy and errors, optimize employee's time efficiency, and provide real-time information
 - a. Create manager dashboards for immediate review of asset infrastructure/systems from a spatial point of view
6. Implement and improve upon the standards for how GIS data is collected, updated, and distributed
 - a. Continue to identify missing data needs and requirements
 - b. Review the implementation of the GPS Standards and modify where required
7. Develop and implement a process to collect, share, and integrate interagency data within the region
 - a. Establish a fiber connection to Escambia County EOC
 - b. Document data sharing requirements within ECUA and external agencies
 - c. Develop automated procedures to push/pull data from a central location for consumption

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
INFORMATION TECHNOLOGY / ADMINISTRATION

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 642,643	\$ 654,139	\$ 650,175
14 OVERTIME	2,007	6,000	6,000
21 FICA MATCHING	47,567	50,239	48,024
22 RETIREMENT	69,793	72,848	76,271
23 INSURANCE	92,946	88,809	107,421
31 PROFESSIONAL SERVICES	1,184	3,000	3,000
34 OTHER CONTRACTUAL SVC	14,520	10,000	3,850
40 TRAVEL	535	6,000	6,800
41 COMMUNICATIONS	86,890	126,713	111,896
46 REPAIRS & MAINTENANCE	315,419	301,807	325,784
49 OTHER CURRENT CHARGES	13,110	16,500	16,500
42 TRANSPORTATION (POSTAGE)	107	150	100
47 PRINTING	262	300	300
51 OFFICE SUPPLIES	238	600	600
52 OPERATING SUPPLIES	17,412	19,609	17,800
54 SUBSCR/MEMBERSHIPS	200	670	395
64 MACHINERY & EQUIPMENT	17,957	16,000	16,000
TOTAL	<u>\$ 1,322,790</u>	<u>\$ 1,373,384</u>	<u>\$ 1,390,916</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

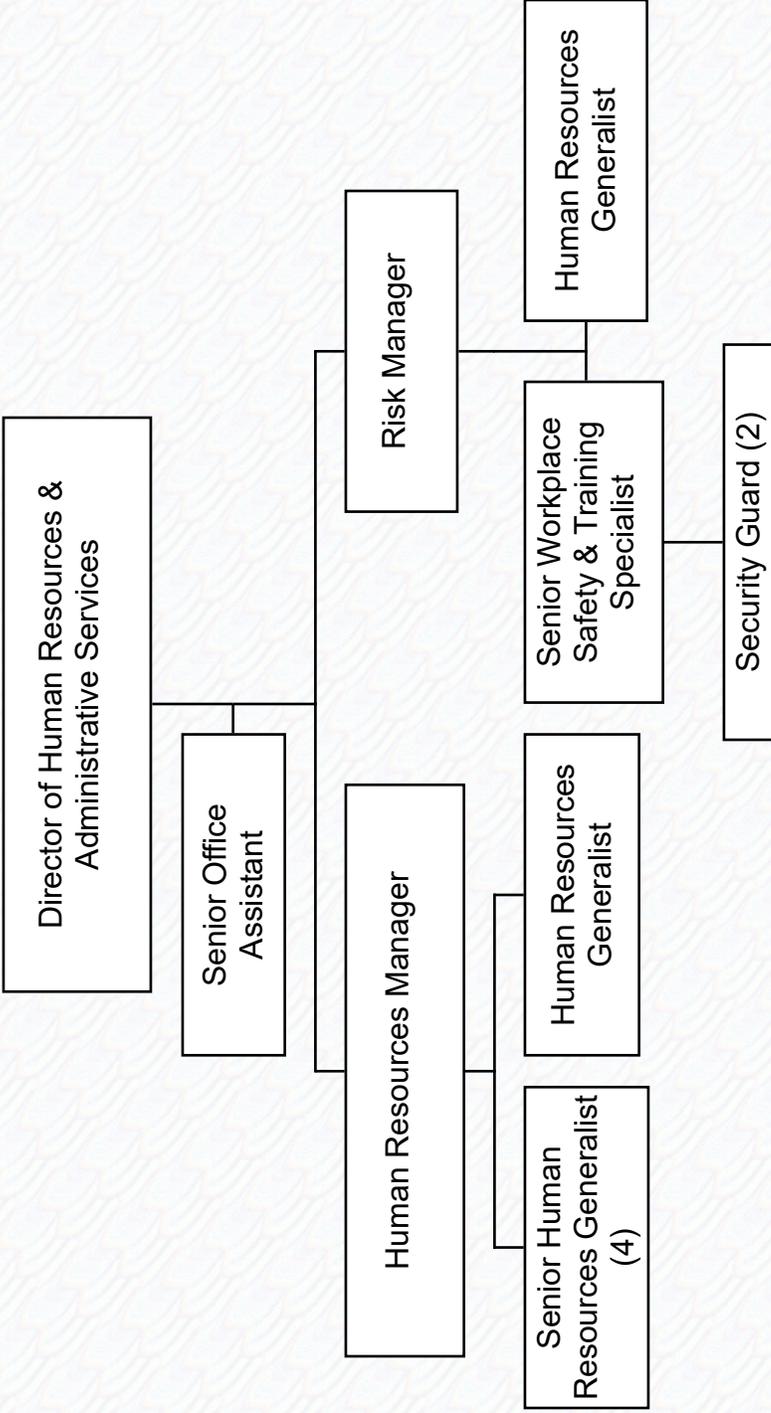
PERSONAL SERVICES	\$ 854,956	\$ 872,035	\$ 887,891
SUPPORT SERVICES	431,658	464,020	467,830
MATERIALS & SUPPLIES	18,219	21,329	19,195
CAPITAL OUTLAY	17,957	16,000	16,000
TOTAL	<u>\$ 1,322,790</u>	<u>\$ 1,373,384</u>	<u>\$ 1,390,916</u>



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EMERALD COAST UTILITIES AUTHORITY HUMAN RESOURCES & ADMINISTRATIVE SERVICES



Positions: 13

10-01-2019

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 626,629	\$ 685,423	\$ 719,201
13 OTHER SALARIES	2,018	-	-
14 OVERTIME	5	500	500
21 FICA MATCHING	37,328	52,606	51,739
22 RETIREMENT	57,383	74,207	76,741
23 INSURANCE	289,984	231,499	236,536
24 WORKERS COMPENSATION	768,685	812,500	287,500
25 UNEMPLOYMENT COMP	7,471	40,000	40,000
26 OTHER	8,276	-	-
31 PROFESSIONAL SERVICES	51,194	90,700	90,700
34 OTHER CONTRACTUAL SVC	177	6,500	6,500
40 TRAVEL	1,453	12,270	12,270
43 UTILITIES	37,200	-	-
44 RENTALS & LEASES	8,870	8,600	8,600
45 INSURANCE	1,089,820	1,040,000	1,565,000
46 REPAIRS & MAINTENANCE	34,718	33,500	33,500
48 PROMOTIONAL	38,426	87,000	87,000
49 OTHER CURRENT CHARGES	18,290	75,470	75,470
42 TRANSPORTATION (POSTAGE)	-	700	700
47 PRINTING	852	500	500
51 OFFICE SUPPLIES	43,110	7,300	7,300
52 OPERATING SUPPLIES	29,393	41,400	41,400
54 SUBSCR/MEMBERSHIPS	2,733	37,948	39,448
TOTAL	<u>\$ 3,154,015</u>	<u>\$ 3,338,623</u>	<u>\$ 3,380,605</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,797,779	\$ 1,896,735	\$ 1,412,217
SUPPORT SERVICES	1,280,148	1,354,040	1,879,040
MATERIALS & SUPPLIES	76,088	87,848	89,348
TOTAL	<u>\$ 3,154,015</u>	<u>\$ 3,338,623</u>	<u>\$ 3,380,605</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 within the Human Resources department.
3. Launch the health and wellness initiatives set forth by FMIT in FY2020 to garner the Hometown Health Award for the fifth consecutive year.
4. Revamp employee performance review process.
5. Collaborate with the current provider of workers' compensation insurance to develop and utilize a Transitional Duty/Return-to-work program for injured workers.
6. Conduct biannual sessions with the Risk Control Consultant of the current provider for ECUA's workers' compensation insurance to review ECUA's claims' experience and incorporate best-practice methods for claim reduction where feasible.

OBJECTIVES:

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

2020 TARGETED ACCOMPLISHMENTS:

1. Health & Wellness
 - 1.1. Conduct the annual biometric screening event and flu shot clinics for FY2020, and promote the event to exceed FY2019's overall participation by 5%.
 - 1.2. Provide a minimum of 12 monthly lunch & learn health and wellness educational events in FY2020 increasing the annual attendance target goal to 350 attendees.
 - 1.3. Provide 12 monthly nutrition and fitness educational sessions presented by the Florida Department of Health University.

- 1.4. Survey employees to assess satisfaction and gain feedback about ECUA's benefits and health & wellness programs.
2. Employee Benefits
 - 2.1. Provide five *Know Your Benefits* employee workshops to help employees understand their benefits package and how to best utilize their benefits.
 - 2.2. Work with departmental staff to develop functional job descriptions, including the physical demands for each job.
 - 2.3. Train supervisory staff on the benefits of a successful Transitional Duty/Return-to-work program and how to engage the interactive process with 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.
 - 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 six in-person or virtual job fairs within the local community.
4. Administration
 - 4.1. Successfully implement the HR/Payroll modules of Tyler Munis.
 - 4.2. Streamline processes and maximize efficiencies within the Tyler Munis system.
 - 4.3. Develop a strategic plan, to be implemented in FY2021, for digitizing 600+ active employee files.
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.
6. Training
 - 6.1. Provide a four-hour Defensive Driver training course to all drivers in the Regional Services Departments by September 30, 2020.
7. Safety
 - 7.1. Obtain certification for ECUA's Senior Safety and Training Specialist in the area of CPR and First Aid.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
HR/ADMINISTRATIVE SERVICES

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 128,152	\$ 146,973	\$ 129,170
14 OVERTIME	5	500	500
21 FICA MATCHING	9,513	11,320	9,541
22 RETIREMENT	26,925	29,730	26,766
23 INSURANCE	10,121	20,183	18,638
25 UNEMPLOYMENT COMP	7,471	40,000	40,000
31 PROFESSIONAL SERVICES	32,706	28,000	28,000
34 OTHER CONTRACTUAL SVC	177	5,500	5,500
40 TRAVEL	-	1,850	1,850
44 RENTALS & LEASES	8,870	8,600	8,600
46 REPAIRS & MAINTENANCE	404	1,500	1,500
49 OTHER CURRENT CHARGES	479	1,920	1,920
42 TRANSPORTATION (POSTAGE)	-	150	150
51 OFFICE SUPPLIES	2,588	2,500	2,500
52 OPERATING SUPPLIES	666	5,650	5,650
54 SUBSCR/MEMBERSHIPS	321	750	750
TOTAL	<u>\$ 228,398</u>	<u>\$ 305,126</u>	<u>\$ 281,035</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 182,187	\$ 248,706	\$ 224,615
SUPPORT SERVICES	42,636	47,370	47,370
MATERIALS & SUPPLIES	3,575	9,050	9,050
TOTAL	<u>\$ 228,398</u>	<u>\$ 305,126</u>	<u>\$ 281,035</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
HR / RISK MANAGEMENT

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 172,697	\$ 191,194	\$ 240,712
21 FICA MATCHING	12,319	14,633	17,304
22 RETIREMENT	13,841	15,793	20,388
23 INSURANCE	36,223	32,145	42,120
24 WORKERS COMPENSATION	768,685	812,500	287,500
31 PROFESSIONAL SERVICES	384	5,000	5,000
34 OTHER CONTRACTUAL SVC	-	1,000	1,000
40 TRAVEL	516	1,400	1,400
45 INSURANCE	1,071,820	1,040,000	1,565,000
46 REPAIRS & MAINTENANCE	2,143	1,500	1,500
49 OTHER CURRENT CHARGES	57	2,650	2,650
42 TRANSPORTATION (POSTAGE)	-	50	50
47 PRINTING	32	-	-
51 OFFICE SUPPLIES	752	1,000	1,000
52 OPERATING SUPPLIES	18,065	29,250	29,250
54 SUBSCR/MEMBERSHIPS	585	900	2,400
TOTAL	<u>\$ 2,098,119</u>	<u>\$ 2,149,015</u>	<u>\$ 2,217,274</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,003,757	\$ 1,066,265	\$ 608,024
SUPPORT SERVICES	1,113,358	1,051,550	1,576,550
MATERIALS & SUPPLIES	19,434	31,200	32,700
TOTAL	<u>\$ 2,136,549</u>	<u>\$ 2,149,015</u>	<u>\$ 2,217,274</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
HR/HUMAN RESOURCES

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 217,766	\$ 235,456	\$ 230,496
21 FICA MATCHING	15,496	18,087	16,339
22 RETIREMENT	16,617	19,449	19,523
23 INSURANCE	135,626	155,418	157,253
31 PROFESSIONAL SERVICES	391	20,500	20,500
40 TRAVEL	937	5,020	5,020
46 REPAIRS & MAINTENANCE	28,171	30,000	30,000
48 PROMOTIONAL	38,426	47,000	47,000
49 OTHER CURRENT CHARGES	17,754	60,575	60,575
42 TRANSPORTATION (POSTAGE)	-	500	500
47 PRINTING	320	500	500
51 OFFICE SUPPLIES	1,770	1,800	1,800
52 OPERATING SUPPLIES	337	1,500	1,500
54 SUBSCR/MEMBERSHIPS	1,827	800	800
TOTAL	<u>\$ 475,438</u>	<u>\$ 596,605</u>	<u>\$ 591,806</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 385,505	\$ 428,410	\$ 423,611
SUPPORT SERVICES	126,915	163,095	163,095
MATERIALS & SUPPLIES	4,254	5,100	5,100
TOTAL	<u>\$ 516,674</u>	<u>\$ 596,605</u>	<u>\$ 591,806</u>

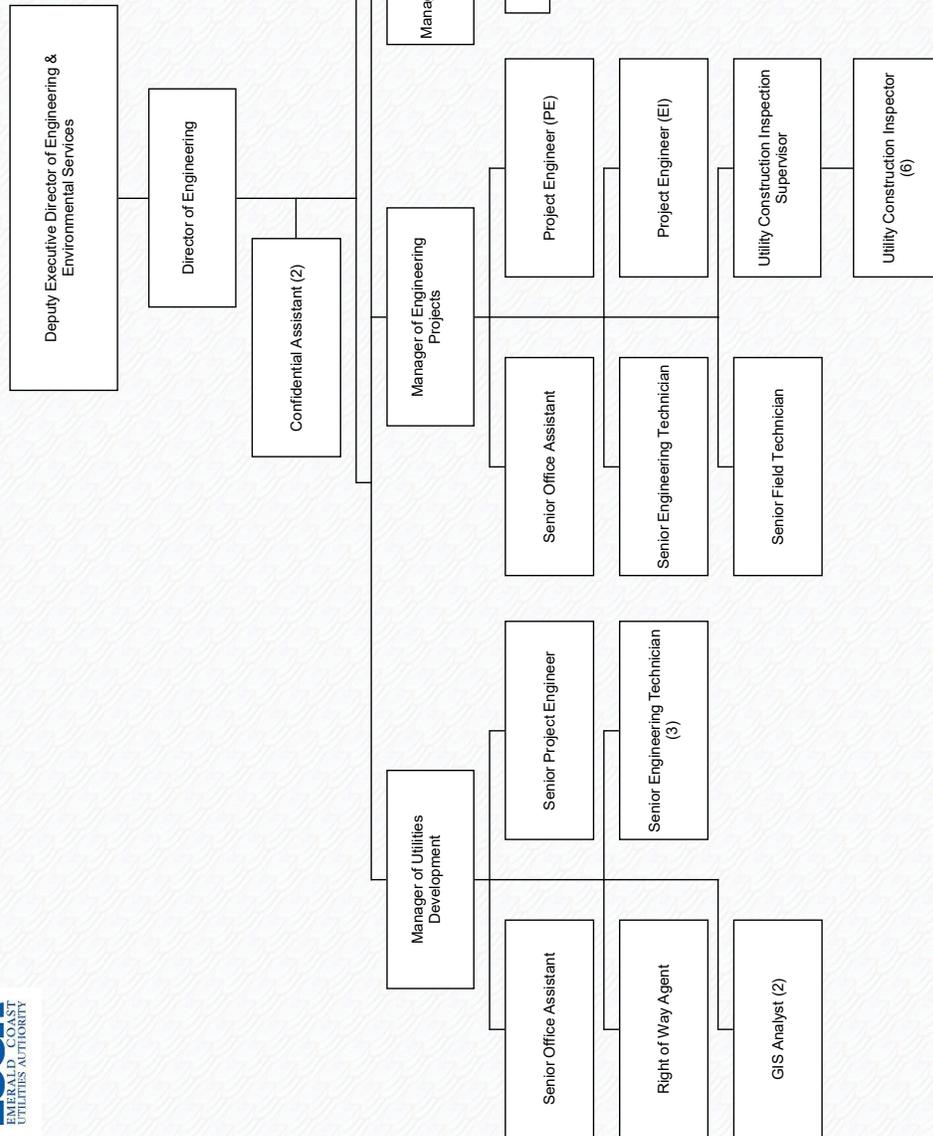
EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
HR/ EMPLOYMENT

	APPROVED 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 108,014	\$ 111,800	\$ 118,823
21 FICA MATCHING	8,276	8,566	8,555
22 RETIREMENT	6,776	9,235	10,064
23 INSURANCE	17,713	23,753	18,525
31 PROFESSIONAL SERVICES	37,200	37,200	37,200
34 OTHER CONTRACTUAL SVC	18,000	-	-
40 TRAVEL	4,000	4,000	4,000
46 REPAIRS & MAINTENANCE	500	500	500
48 PROMOTIONAL	38,000	40,000	40,000
49 OTHER CURRENT CHARGES	10,325	10,325	10,325
42 TRANSPORTATION (POSTAGE)	-		
47 PRINTING	-		
51 OFFICE SUPPLIES	2,000	2,000	2,000
52 OPERATING SUPPLIES	5,000	5,000	5,000
54 SUBSCR/MEMBERSHIPS	35,498	35,498	35,498
TOTAL	<u>\$ 291,302</u>	<u>\$ 287,877</u>	<u>\$ 290,490</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 140,779	\$ 153,354	\$ 155,967
SUPPORT SERVICES	108,025	92,025	92,025
MATERIALS & SUPPLIES	42,498	42,498	42,498
TOTAL	<u>\$ 291,302</u>	<u>\$ 287,877</u>	<u>\$ 290,490</u>

EMERALD COAST UTILITIES AUTHORITY ENGINEERING



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
ENGINEERING DEPARTMENT

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
	<u> </u>	<u> </u>	<u> </u>
12 REGULAR SALARIES	\$ 2,250,421	\$ 3,103,244	\$ 2,303,153
13 OTHER SALARIES	12,540	17,400	17,400
14 OVERTIME	56,397	87,650	57,650
21 FICA MATCHING	149,169	242,128	170,001
22 RETIREMENT	256,662	372,368	277,651
23 INSURANCE	486,789	594,964	525,221
31 PROFESSIONAL SERVICES	-	5,000	3,000
34 OTHER CONTRACTUAL SVC	111,618	2,000	2,000
40 TRAVEL	8,952	10,470	15,470
41 COMMUNICATIONS	1,927	2,800	2,800
44 RENTALS & LEASES	11,052	10,000	13,000
46 REPAIRS & MAINTENANCE	54,721	53,500	58,500
49 OTHER CURRENT CHARGES	17,991	27,300	38,600
42 TRANSPORTATION (POSTAGE)	535	1,000	1,000
47 PRINTING	348	100	400
51 OFFICE SUPPLIES	11,809	11,850	11,850
52 OPERATING SUPPLIES	67,499	71,125	74,850
54 SUBSCR/MEMBERSHIPS	6,051	9,500	6,700
 TOTAL	 <u>\$ 3,504,481</u>	 <u>\$ 4,622,399</u>	 <u>\$ 3,579,246</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 3,211,978	\$ 4,417,754	\$ 3,351,076
SUPPORT SERVICES	206,261	111,070	133,370
MATERIALS & SUPPLIES	86,242	93,575	94,800
 TOTAL	 <u>\$ 3,504,481</u>	 <u>\$ 4,622,399</u>	 <u>\$ 3,579,246</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 SSO 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.

2020 TARGETED ACCOMPLISHMENTS:

1. Update the ECUA Engineering Manual to incorporate improvements in water and sewer system design standards and technical specifications.
2. Resolve property and easement issues delaying the construction of capital improvement projects.
3. Implement the sewer rehabilitation projects associated with sanitary sewer overflow reduction to comply with the SSO Consent Order.
4. Continue to update water and sewer system hydraulic models to assist with master planning.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
ENGINEERING ADMIN

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
	<u> </u>	<u> </u>	<u> </u>
12 REGULAR SALARIES	\$ 1,364,871	\$ 2,226,191	\$ 1,934,254
13 OTHER SALARIES	12,540	17,400	17,400
14 OVERTIME	1,230	22,650	12,650
21 FICA MATCHING	94,243	170,439	139,831
22 RETIREMENT	170,481	269,124	238,899
23 INSURANCE	323,409	423,860	445,625
31 PROFESSIONAL SERVICES	-	5,000	3,000
34 OTHER CONTRACTUAL SVC	111,618	2,000	2,000
40 TRAVEL	6,895	10,470	12,470
41 COMMUNICATIONS	372	400	400
44 RENTALS & LEASES	11,052	10,000	13,000
46 REPAIRS & MAINTENANCE	37,538	48,000	50,000
49 OTHER CURRENT CHARGES	14,567	27,300	35,600
42 TRANSPORTATION (POSTAGE)	292	1,000	1,000
47 PRINTING	348	100	400
51 OFFICE SUPPLIES	11,105	11,550	11,550
52 OPERATING SUPPLIES	30,428	49,325	51,250
54 SUBSCR/MEMBERSHIPS	5,164	9,500	6,700
TOTAL	<u>\$ 2,196,153</u>	<u>\$ 3,304,309</u>	<u>\$ 2,976,029</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,966,774	\$ 3,129,664	\$ 2,788,659
SUPPORT SERVICES	182,042	103,170	116,470
MATERIALS & SUPPLIES	47,337	71,475	70,900
TOTAL	<u>\$ 2,196,153</u>	<u>\$ 3,304,309</u>	<u>\$ 2,976,029</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 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 357,125	\$ 357,656	\$ 368,899
14 OVERTIME	53,998	45,000	45,000
21 FICA MATCHING	30,017	30,880	30,170
22 RETIREMENT	36,257	36,622	38,752
23 INSURANCE	80,865	78,185	79,596
40 TRAVEL	-	-	3,000
41 COMMUNICATIONS	1,555	2,400	2,400
46 REPAIRS & MAINTENANCE	5,579	5,500	8,500
49 OTHER CURRENT CHARGES	-	-	3,000
51 OFFICE SUPPLIES	37	300	300
52 OPERATING SUPPLIES	22,063	21,800	23,600
TOTAL	<u>\$ 587,496</u>	<u>\$ 578,343</u>	<u>\$ 603,217</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 558,262	\$ 548,343	\$ 562,417
SUPPORT SERVICES	7,134	7,900	16,900
MATERIALS & SUPPLIES	22,100	22,100	23,900
TOTAL	<u>\$ 587,496</u>	<u>\$ 578,343</u>	<u>\$ 603,217</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WASTEWATER INFRA / ADMINISTRATION

	ACTUAL 2018	APPROVED 2019	APPROVED 2020 *
12 REGULAR SALARIES	\$ 528,425	\$ 519,397	
14 OVERTIME	1,169	20,000	
21 FICA MATCHING	24,909	40,809	
22 RETIREMENT	49,924	66,622	
23 INSURANCE	82,515	92,919	
40 TRAVEL	2,057	2,000	
44 RENTALS & LEASES	-	-	
46 REPAIRS & MAINTENANCE	11,604	11,000	
49 OTHER CURRENT CHARGES	3,424	14,000	
42 TRANSPORTATION (POSTAGE)	243	750	
47 PRINTING	-	100	
51 OFFICE SUPPLIES	667	900	
52 OPERATING SUPPLIES	15,008	27,800	
54 SUBSCR/MEMBERSHIPS	887	1,400	
TOTAL	<u>\$ 720,832</u>	<u>\$ 797,697</u>	

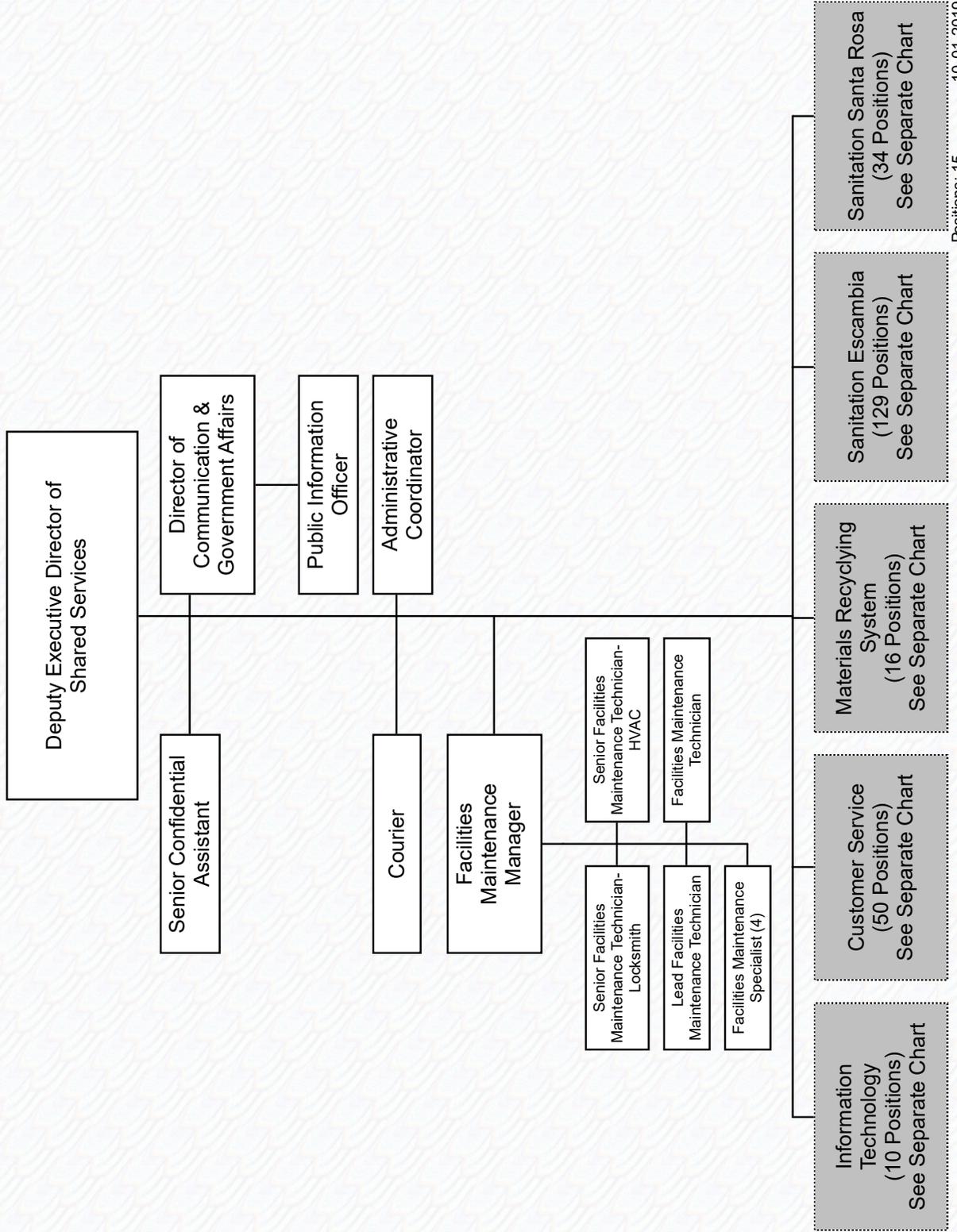
DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 686,942	\$ 739,747	
SUPPORT SERVICES	17,085	27,000	
MATERIALS & SUPPLIES	16,805	30,950	
TOTAL	<u>\$ 720,832</u>	<u>\$ 797,697</u>	

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



EMERALD COAST UTILITIES AUTHORITY SHARED SERVICES



Positions: 15 10-01-2019

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
SHARED SERVICES DEPARTMENT

	ACTUAL 2018	APPROVED 2019	APPROVED 2019
	<u> </u>	<u> </u>	<u> </u>
12 REGULAR SALARIES	\$ 907,389	\$ 773,386	\$ 933,865
14 OVERTIME	16,454	18,000	18,000
21 FICA MATCHING	64,479	59,157	65,444
22 RETIREMENT	106,948	96,036	122,285
23 INSURANCE	231,139	210,145	221,362
31 PROFESSIONAL SERVICES	14,260	15,000	15,000
34 OTHER CONTRACTUAL SVC	46,324	74,000	62,500
40 TRAVEL	158	3,700	2,200
41 COMMUNICATIONS	46,217	42,720	47,720
43 UTILITIES	317,192	304,700	304,700
44 RENTALS & LEASES	3,184	4,700	5,000
46 REPAIRS & MAINTENANCE	75,240	68,208	72,208
48 PROMOTIONAL	194,603	270,000	270,000
49 OTHER CURRENT CHARGES	7,883	12,700	9,200
42 TRANSPORTATION (POSTAGE)	-	15,000	5,000
47 PRINTING	40,967	40,100	40,100
51 OFFICE SUPPLIES	3,458	2,600	2,800
52 OPERATING SUPPLIES	60,534	57,800	59,250
54 SUBSCR/MEMBERSHIPS	1,758	600	1,100
 TOTAL	 <u>\$ 2,138,187</u>	 <u>\$ 2,068,552</u>	 <u>\$ 2,257,734</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,326,409	\$ 1,156,724	\$ 1,360,956
SUPPORT SERVICES	705,061	795,728	788,528
MATERIALS & SUPPLIES	106,717	116,100	108,250
 TOTAL	 <u>\$ 2,138,187</u>	 <u>\$ 2,068,552</u>	 <u>\$ 2,257,734</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.

2020 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 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 328,142	\$ 277,961	\$ 419,667
14 OVERTIME	1,912	-	-
21 FICA MATCHING	23,209	19,693	29,289
22 RETIREMENT	49,757	47,483	70,487
23 INSURANCE	64,426	64,178	65,872
34 OTHER CONTRACTUAL SVC	1,128	10,000	3,500
40 TRAVEL	28	450	450
41 COMMUNICATIONS	46,217	42,000	47,000
44 RENTALS & LEASES	2,432	2,200	2,500
46 REPAIRS & MAINTENANCE	2,381	3,000	2,000
49 OTHER CURRENT CHARGES	302	200	200
47 PRINTING	63	100	100
51 OFFICE SUPPLIES	1,881	800	1,000
52 OPERATING SUPPLIES	7,053	2,200	4,200
54 SUBSCR/MEMBERSHIPS	133	100	100
TOTAL	<u>\$ 529,064</u>	<u>\$ 470,365</u>	<u>\$ 646,365</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 467,446	\$ 409,315	\$ 585,315
SUPPORT SERVICES	52,488	57,850	55,650
MATERIALS & SUPPLIES	9,130	3,200	5,400
TOTAL	<u>\$ 529,064</u>	<u>\$ 470,365</u>	<u>\$ 646,365</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 504,410	\$ 420,295	\$ 437,027
14 OVERTIME	14,542	18,000	18,000
21 FICA MATCHING	36,040	33,707	30,795
22 RETIREMENT	51,195	42,347	45,262
23 INSURANCE	152,223	131,486	140,747
34 OTHER CONTRACTUAL SVC	45,196	64,000	59,000
40 TRAVEL	-	2,500	1,000
43 UTILITIES	317,192	304,700	304,700
44 RENTALS & LEASES	752	2,500	2,500
46 REPAIRS & MAINTENANCE	72,807	65,208	70,208
49 OTHER CURRENT CHARGES	7,581	12,000	8,500
51 OFFICE SUPPLIES	736	1,000	1,000
52 OPERATING SUPPLIES	53,481	54,000	54,000
TOTAL	<u>\$ 1,256,155</u>	<u>\$ 1,151,743</u>	<u>\$ 1,172,739</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 758,410	\$ 645,835	\$ 671,831
SUPPORT SERVICES	443,528	450,908	445,908
MATERIALS & SUPPLIES	54,217	55,000	55,000
TOTAL	<u>\$ 1,256,155</u>	<u>\$ 1,151,743</u>	<u>\$ 1,172,739</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
COMMUNICATION & PUBLIC INFORMATION

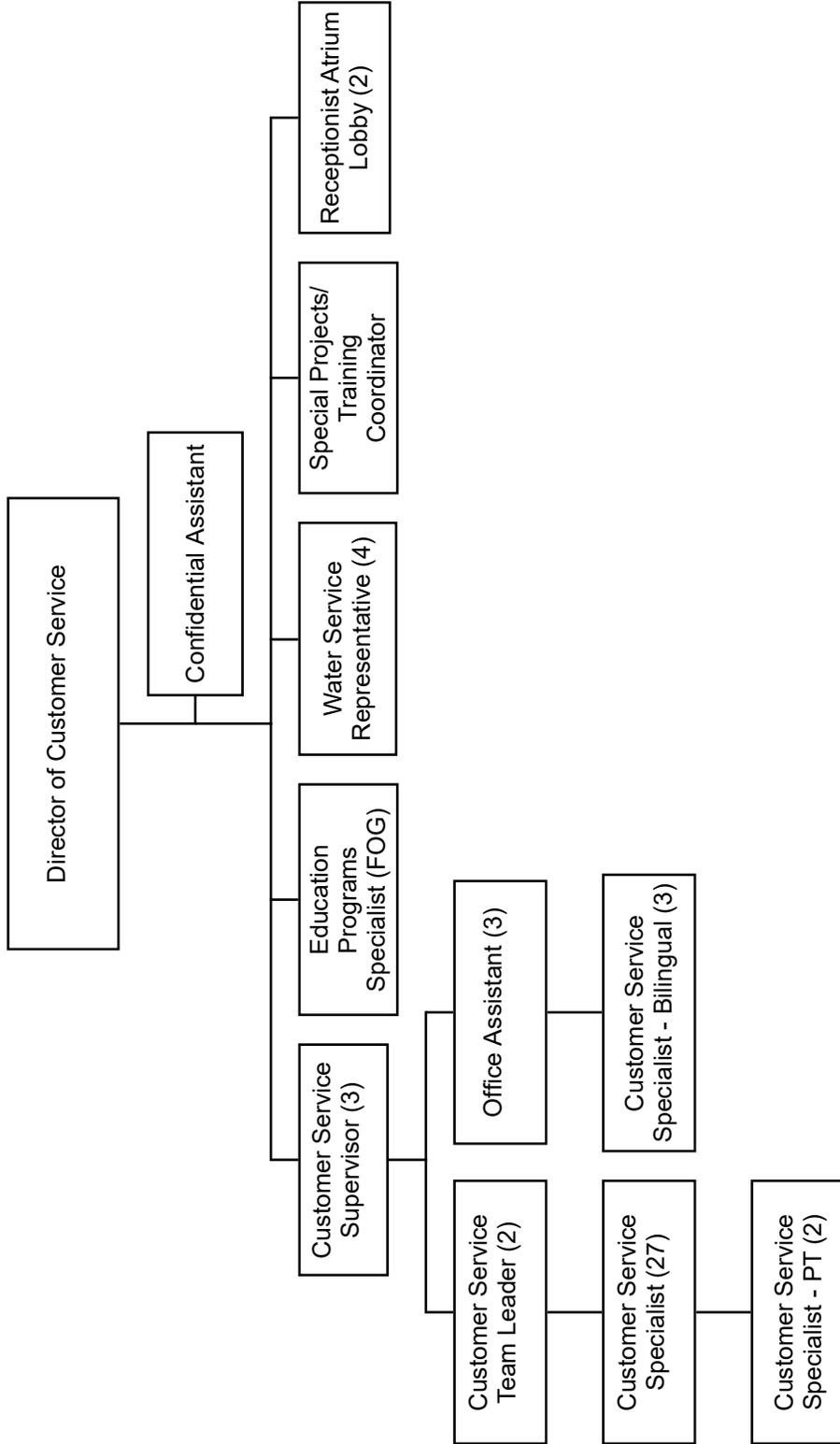
	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 74,837	\$ 75,130	\$ 77,171
21 FICA MATCHING	5,230	5,757	5,360
22 RETIREMENT	5,996	6,206	6,536
23 INSURANCE	14,490	14,481	14,743
31 PROFESSIONAL SERVICES	14,260	15,000	15,000
40 TRAVEL	130	750	750
41 COMMUNICATIONS	-	720	720
46 REPAIRS & MAINTENANCE	52	-	-
48 PROMOTIONAL	194,603	270,000	270,000
49 OTHER CURRENT CHARGES	-	500	500
42 TRANSPORTATION (POSTAGE)	-	15,000	5,000
47 PRINTING	40,904	40,000	40,000
51 OFFICE SUPPLIES	841	800	800
52 OPERATING SUPPLIES	-	1,600	1,050
54 SUBSCR/MEMBERSHIPS	1,625	500	1,000
TOTAL	<u>\$ 352,968</u>	<u>\$ 446,444</u>	<u>\$ 438,630</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 100,553	\$ 101,574	\$ 103,810
SUPPORT SERVICES	209,045	286,970	286,970
MATERIALS & SUPPLIES	43,370	57,900	47,850
TOTAL	<u>\$ 352,968</u>	<u>\$ 446,444</u>	<u>\$ 438,630</u>



EMERALD COAST UTILITIES AUTHORITY CUSTOMER SERVICES



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
CUSTOMER SERVICES

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 1,688,617	\$ 1,863,449	\$ 1,947,241
14 OVERTIME	11,413	12,200	12,200
21 FICA MATCHING	122,603	144,251	142,226
22 RETIREMENT	156,087	178,364	181,327
23 INSURANCE	443,606	489,630	475,881
34 OTHER CONTRACTUAL SVC	37,376	36,800	36,800
40 TRAVEL	-	1,800	1,800
41 COMMUNICATIONS	7,584	9,600	9,600
49 OTHER CURRENT CHARGES	(904)	7,200	7,200
42 TRANSPORTATION (POSTAGE)	-	100	100
47 PRINTING	1,528	2,000	2,000
51 OFFICE SUPPLIES	14,462	15,400	15,400
52 OPERATING SUPPLIES	14,404	15,516	15,520
54 SUBSCR/MEMBERSHIPS	-	600	600
64 MACHINERY & EQUIPMENT	-	3,696	-
TOTAL	<u>\$ 2,497,930</u>	<u>\$ 2,782,606</u>	<u>\$ 2,849,895</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,422,326	\$ 2,687,894	\$ 2,758,875
SUPPORT SERVICES	45,210	57,400	57,400
MATERIALS & SUPPLIES	30,394	33,616	33,620
CAPITAL OUTLAY	-	3,696	-
TOTAL	<u>\$ 2,497,930</u>	<u>\$ 2,782,606</u>	<u>\$ 2,849,895</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.

2020 TARGETED ACCOMPLISHMENTS:

1. Reduce attrition by developing a progression plan by April 2020 that will give the customer service specialist the opportunity to be promoted by achieving required educational requirements, improving their customer service skills through required training seminars and number of years' of service to ECUA.
2. Reduce the number of abandon calls in comparison to last year's abandon call rate of 11% to 3% of total calls answered for 2020. At our current performance rate we should reach this goal by September 30, 2020 which will increase our calls answered as well.
3. Implementing an incentive program for the Customer Service Specialist position by April 2020. This program will measure and reward accuracy, commitment and professionalism.
4. Lower the Average Speed of Answer (ASA) per call by 8% which will produce an ASA of twenty seconds per call. Continuing our current trends should solidify our goal for the remainder of this fiscal year through 2020.
5. Continuously provide monthly and annual training to all 45 employees to increase their knowledge and understanding about the importance of professional, courteous, and accurate service to our external and internal customers.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
CS / ADMINISTRATION

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 253,162	\$ 257,855	\$ 347,489
14 OVERTIME	752	1,200	1,200
21 FICA MATCHING	17,816	20,075	24,561
22 RETIREMENT	32,958	34,688	38,981
23 INSURANCE	61,953	59,822	66,092
34 OTHER CONTRACTUAL SVC	37,376	36,800	36,800
40 TRAVEL	-	1,600	1,600
41 COMMUNICATIONS	372	400	400
46 REPAIRS & MAINTENANCE	2,918	3,500	3,500
49 OTHER CURRENT CHARGES	-	1,200	1,200
47 PRINTING	452	1,000	1,000
51 OFFICE SUPPLIES	3,978	5,000	5,000
52 OPERATING SUPPLIES	1,657	750	750
54 SUBSCR/MEMBERSHIPS	-	100	100
TOTAL	<u>\$ 413,394</u>	<u>\$ 423,990</u>	<u>\$ 528,673</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 366,641	\$ 373,640	\$ 478,323
SUPPORT SERVICES	40,666	43,500	43,500
MATERIALS & SUPPLIES	6,087	6,850	6,850
TOTAL	<u>\$ 413,394</u>	<u>\$ 423,990</u>	<u>\$ 528,673</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 1,223,053	\$ 1,392,436	\$ 1,380,353
14 OVERTIME	10,661	10,000	10,000
21 FICA MATCHING	89,652	107,735	101,358
22 RETIREMENT	106,112	125,987	123,678
23 INSURANCE	317,269	366,561	354,202
40 TRAVEL	-	200	200
46 REPAIRS & MAINTENANCE	-	500	500
49 OTHER CURRENT CHARGES	(904)	5,000	5,000
47 PRINTING	580	500	500
51 OFFICE SUPPLIES	10,239	8,900	8,900
52 OPERATING SUPPLIES	3,001	6,466	6,470
54 SUBSCR/MEMBERSHIPS	-	500	500
64 MACHINERY & EQUIPMENT	-	3,696	
TOTAL	<u>\$ 1,759,663</u>	<u>\$ 2,028,481</u>	<u>\$ 1,991,661</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,746,747	\$ 2,002,719	\$ 1,969,591
SUPPORT SERVICES	(904)	5,700	5,700
MATERIALS & SUPPLIES	13,820	16,366	16,370
CAPITAL OUTLAY	-	3,696	-
TOTAL	<u>\$ 1,759,663</u>	<u>\$ 2,028,481</u>	<u>\$ 1,991,661</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 212,402	\$ 213,158	\$ 219,399
14 OVERTIME	-	1,000	1,000
21 FICA MATCHING	15,135	16,441	16,307
22 RETIREMENT	17,017	17,689	18,668
23 INSURANCE	64,384	63,247	55,587
41 COMMUNICATIONS	782	1,600	1,600
46 REPAIRS & MAINTENANCE	4,666	5,600	5,600
49 OTHER CURRENT CHARGES	-	1,000	1,000
42 TRANSPORTATION (POSTAGE)	-	100	100
47 PRINTING	496	500	500
51 OFFICE SUPPLIES	245	1,500	1,500
52 OPERATING SUPPLIES	9,746	8,300	8,300
TOTAL	<u>\$ 324,873</u>	<u>\$ 330,135</u>	<u>\$ 329,561</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 308,938	\$ 311,535	\$ 310,961
SUPPORT SERVICES	5,448	8,200	8,200
MATERIALS & SUPPLIES	10,487	10,400	10,400
TOTAL	<u>\$ 324,873</u>	<u>\$ 330,135</u>	<u>\$ 329,561</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
REGIONAL SERVICES DEPARTMENT

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 4,441,710	\$ 4,706,807	\$ 4,801,708
14 OVERTIME	811,548	528,800	563,500
21 FICA MATCHING	380,154	400,350	384,470
22 RETIREMENT	444,880	460,034	488,034
23 INSURANCE	1,240,226	1,266,429	1,395,335
34 OTHER CONTRACTUAL SVC	775,521	408,000	733,000
40 TRAVEL	1,099	6,500	8,000
41 COMMUNICATIONS	14,935	50,000	50,000
44 RENTALS & LEASES	4,342	13,000	13,000
46 REPAIRS & MAINTENANCE	374,896	273,050	297,150
49 OTHER CURRENT CHARGES	69,734	83,980	85,980
42 TRANSPORTATION (POSTAGE)	148	150	300
47 PRINTING	4,447	6,000	6,500
51 OFFICE SUPPLIES	6,843	8,500	8,500
52 OPERATING SUPPLIES	3,275,175	1,842,071	1,881,271
53 ROAD MATERIALS & SUPPLIES	59,785	400,000	370,000
54 SUBSCR/MEMBERSHIPS	203	1,600	1,900
64 MACHINERY & EQUIPMENT	-	76,062	45,000
TOTAL	<u>\$ 11,905,646</u>	<u>\$ 10,531,333</u>	<u>\$ 11,133,648</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 7,318,518	\$ 7,362,420	\$ 7,633,047
SUPPORT SERVICES	1,240,527	834,530	1,187,130
MATERIALS & SUPPLIES	3,346,601	2,258,321	2,268,471
CAPITAL OUTLAY	-	76,062	45,000
TOTAL	<u>\$ 11,905,646</u>	<u>\$ 10,531,333</u>	<u>\$ 11,133,648</u>

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT

Regional Services

DIVISIONS

Administration; Regions East, West, South;
Wastewater Maintenance; Patch Services; Hydrant Services; ARV/Valve Maintenance, FOG

ACTIVITY DESCRIPTION

The Regional Services department repairs and maintains ECUA's wastewater collection and water distribution systems. The wastewater collection system includes about 942 miles of gravity sewer mains, almost 18,400 manholes, and over 80,000 customer connections. Additionally, there are more than 330 miles of force mains, almost 500 ARVs and over 1,300 control valves associated with the force mains. The water distribution system consists of 1,705 miles of water mains, 19,150 valves, and over 7,350 fire hydrants.

The three Regions are responsible for the maintenance of the systems within their geographical area, which includes all water mains, gravity sewer mains, wastewater force mains, and all of the associated infrastructure. The Regions are responsible for installation of water and sewer services for new customers and also maintenance of over 122,000 existing water services and meters and more than 80,000 existing sewer services. The Wastewater Collection Maintenance division is responsible for inspection and maintenance of all manholes, video inspection of the gravity sewer mains, cleaning gravity sewer mains, and responding to sanitary sewer overflows. The ARV and Water Valve division is responsible for inspection and maintenance of all ARVs and the control valves in force mains and water mains. The Fire Hydrant and Flushing division is responsible for inspection and maintenance of all fire hydrants, making large-diameter water and sewer taps, performing valve insertions, and flushing the water system to maintain water quality. The FOG division is responsible for inspection of almost 1,000 food service establishments and ensuring 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 removes construction debris from work sites and repairs or replaces roads, grass, driveways, and other facilities 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. Prepare to respond quickly and effectively to unplanned maintenance events.
7. Control operating costs and work within the annual budget.
8. Manage resources effectively to achieve departmental goals.

2020 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 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 234,013	\$ 261,102	\$ 293,689
21 FICA MATCHING	16,432	20,002	20,813
22 RETIREMENT	31,743	37,769	43,803
23 INSURANCE	60,634	69,445	72,465
34 OTHER CONTRACTUAL SVC	93,338	148,000	148,000
40 TRAVEL	1,099	3,500	5,000
41 COMMUNICATIONS	14,762	50,000	50,000
44 RENTALS & LEASES	1,757	3,000	3,000
46 REPAIRS & MAINTENANCE	3,464	3,000	3,000
49 OTHER CURRENT CHARGES	53,080	54,000	56,000
42 TRANSPORTATION (POSTAGE)	148	150	300
47 PRINTING	2,098	2,000	2,000
51 OFFICE SUPPLIES	6,772	6,000	6,000
52 OPERATING SUPPLIES	1,598,807	627,921	629,621
54 SUBSCR/MEMBERSHIPS	203	600	900
TOTAL	<u>\$ 2,118,350</u>	<u>\$ 1,286,489</u>	<u>\$ 1,334,591</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 342,822	\$ 388,318	\$ 430,770
SUPPORT SERVICES	167,500	261,500	265,000
MATERIALS & SUPPLIES	1,608,028	636,671	638,821
TOTAL	<u>\$ 2,118,350</u>	<u>\$ 1,286,489</u>	<u>\$ 1,334,591</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 789,935	\$ 813,342	\$ 839,419
14 OVERTIME	102,286	89,300	88,000
21 FICA MATCHING	65,546	69,227	67,623
22 RETIREMENT	70,941	73,766	82,370
23 INSURANCE	214,299	199,366	235,078
34 OTHER CONTRACTUAL SVC	11,409	3,000	3,000
41 COMMUNICATIONS	173	-	-
44 RENTALS & LEASES	-	1,000	1,000
46 REPAIRS & MAINTENANCE	65,789	36,900	61,000
49 OTHER CURRENT CHARGES	-	200	200
52 OPERATING SUPPLIES	366,730	320,000	320,000
TOTAL	<u>\$ 1,687,108</u>	<u>\$ 1,606,101</u>	<u>\$ 1,697,690</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,243,007	\$ 1,245,001	\$ 1,312,490
SUPPORT SERVICES	77,371	41,100	65,200
MATERIALS & SUPPLIES	366,730	320,000	320,000
TOTAL	<u>\$ 1,687,108</u>	<u>\$ 1,606,101</u>	<u>\$ 1,697,690</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 904,451	\$ 952,800	\$ 1,005,283
14 OVERTIME	292,020	168,000	193,000
21 FICA MATCHING	85,650	84,652	82,532
22 RETIREMENT	98,824	97,343	106,679
23 INSURANCE	277,510	275,258	310,203
34 OTHER CONTRACTUAL SVC	93,420	9,000	9,000
44 RENTALS & LEASES	1,920	3,800	3,800
46 REPAIRS & MAINTENANCE	74,123	40,500	40,500
49 OTHER CURRENT CHARGES	234	3,040	3,040
52 OPERATING SUPPLIES	542,266	380,000	385,000
TOTAL	<u>\$ 2,370,418</u>	<u>\$ 2,014,393</u>	<u>\$ 2,139,037</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,658,455	\$ 1,578,053	\$ 1,697,697
SUPPORT SERVICES	169,697	56,340	56,340
MATERIALS & SUPPLIES	542,266	380,000	385,000
TOTAL	<u>\$ 2,370,418</u>	<u>\$ 2,014,393</u>	<u>\$ 2,139,037</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 713,016	\$ 747,930	\$ 779,038
14 OVERTIME	175,961	113,000	114,000
21 FICA MATCHING	63,948	66,023	64,283
22 RETIREMENT	71,482	71,113	73,733
23 INSURANCE	222,096	221,487	243,904
34 OTHER CONTRACTUAL SVC	-	23,000	23,000
44 RENTALS & LEASES	568	2,000	2,000
46 REPAIRS & MAINTENANCE	59,602	52,500	52,500
49 OTHER CURRENT CHARGES	10	300	300
52 OPERATING SUPPLIES	345,532	318,000	340,000
64 MACHINERY & EQUIPMENT	-	58,000	-
TOTAL	<u>\$ 1,652,215</u>	<u>\$ 1,673,353</u>	<u>\$ 1,692,758</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,246,503	\$ 1,219,553	\$ 1,274,958
SUPPORT SERVICES	60,180	77,800	77,800
MATERIALS & SUPPLIES	345,532	318,000	340,000
CAPITAL OUTLAY	-	58,000	-
TOTAL	<u>\$ 1,652,215</u>	<u>\$ 1,673,353</u>	<u>\$ 1,692,758</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 929,691	\$ 940,222	\$ 962,740
14 OVERTIME	84,273	68,500	97,000
21 FICA MATCHING	73,307	77,322	76,175
22 RETIREMENT	81,771	83,572	90,033
23 INSURANCE	239,300	244,582	287,751
34 OTHER CONTRACTUAL SVC	38,669	45,000	45,000
46 REPAIRS & MAINTENANCE	101,083	76,250	76,250
49 OTHER CURRENT CHARGES	-	200	200
47 PRINTING	-	-	500
52 OPERATING SUPPLIES	119,860	177,000	177,500
64 MACHINERY & EQUIPMENT	-	7,197	-
TOTAL	<u>\$ 1,667,954</u>	<u>\$ 1,719,845</u>	<u>\$ 1,813,149</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,408,342	\$ 1,414,198	\$ 1,513,699
SUPPORT SERVICES	139,752	121,450	121,450
MATERIALS & SUPPLIES	119,860	177,000	178,000
TOTAL	<u>\$ 1,667,954</u>	<u>\$ 1,719,845</u>	<u>\$ 1,813,149</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 295,017	\$ 300,206	\$ 346,719
14 OVERTIME	6,664	4,000	4,000
21 FICA MATCHING	22,655	23,421	25,965
22 RETIREMENT	27,605	28,278	33,135
23 INSURANCE	62,814	62,775	78,337
46 REPAIRS & MAINTENANCE	14,289	10,500	10,500
49 OTHER CURRENT CHARGES	-	140	140
52 OPERATING SUPPLIES	111,756	123,000	127,000
64 MACHINERY & EQUIPMENT	-	-	45,000
TOTAL	<u>\$ 540,800</u>	<u>\$ 552,320</u>	<u>\$ 670,796</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 414,755	\$ 418,680	\$ 488,156
SUPPORT SERVICES	14,289	10,640	10,640
MATERIALS & SUPPLIES	111,756	123,000	127,000
CAPITAL OUTLAY	-	-	45,000
TOTAL	<u>\$ 540,800</u>	<u>\$ 552,320</u>	<u>\$ 670,796</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
RS/ PATCH SERVICES

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 253,773	\$ 300,269	\$ 126,393
14 OVERTIME	88,017	50,000	30,000
21 FICA MATCHING	24,978	26,973	11,689
22 RETIREMENT	30,193	32,927	13,246
23 INSURANCE	74,835	86,560	31,901
34 OTHER CONTRACTUAL SVC	516,016	175,000	500,000
44 RENTALS & LEASES	-	200	200
46 REPAIRS & MAINTENANCE	37,849	30,000	30,000
49 OTHER CURRENT CHARGES	16,410	25,100	25,100
52 OPERATING SUPPLIES	68,946	70,000	70,000
53 ROAD MATERIALS & SUPPLIES	59,785	80,000	50,000
TOTAL	<u>\$ 1,170,802</u>	<u>\$ 877,029</u>	<u>\$ 888,529</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 471,796	\$ 496,729	\$ 213,229
SUPPORT SERVICES	570,275	230,300	555,300
MATERIALS & SUPPLIES	128,731	150,000	120,000
TOTAL	<u>\$ 1,170,802</u>	<u>\$ 877,029</u>	<u>\$ 888,529</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 276,303	\$ 312,146	\$ 294,603
14 OVERTIME	58,729	35,000	36,500
21 FICA MATCHING	23,991	26,618	24,081
22 RETIREMENT	28,336	28,675	31,922
23 INSURANCE	77,239	86,681	80,669
34 OTHER CONTRACTUAL SVC	216	5,000	5,000
44 RENTALS & LEASES	97	3,000	3,000
46 REPAIRS & MAINTENANCE	15,111	15,000	15,000
52 OPERATING SUPPLIES	76,939	90,000	95,000
64 MACHINERY & EQUIPMENT	-	10,865	
TOTAL	<u>\$ 556,961</u>	<u>\$ 612,985</u>	<u>\$ 585,775</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

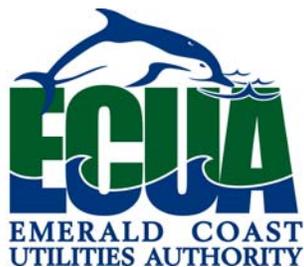
PERSONAL SERVICES	\$ 464,598	\$ 489,120	\$ 467,775
SUPPORT SERVICES	15,424	23,000	23,000
MATERIALS & SUPPLIES	76,939	90,000	95,000
CAPITAL OUTLAY	-	10,865	-
TOTAL	<u>\$ 556,961</u>	<u>\$ 612,985</u>	<u>\$ 585,775</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 45,511	\$ 78,790	\$ 153,824
14 OVERTIME	3,598	1,000	1,000
21 FICA MATCHING	3,647	6,112	11,309
22 RETIREMENT	3,985	6,591	13,113
23 INSURANCE	11,499	20,275	55,027
34 OTHER CONTRACTUAL SVC	22,453	-	-
40 TRAVEL AND PER DIEM	-	3,000	3,000
46 REPAIRS & MAINTENANCE	3,586	8,400	8,400
49 OTHER CURRENT CHARGES	-	1,000	1,000
47 PRINTING	2,349	4,000	4,000
51 OFFICE SUPPLIES	71	2,500	2,500
52 OPERATING SUPPLIES	44,339	56,150	57,150
54 SUBSCR/MEMBERSHIPS	-	1,000	1,000
TOTAL	<u>\$ 141,038</u>	<u>\$ 188,818</u>	<u>\$ 311,323</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

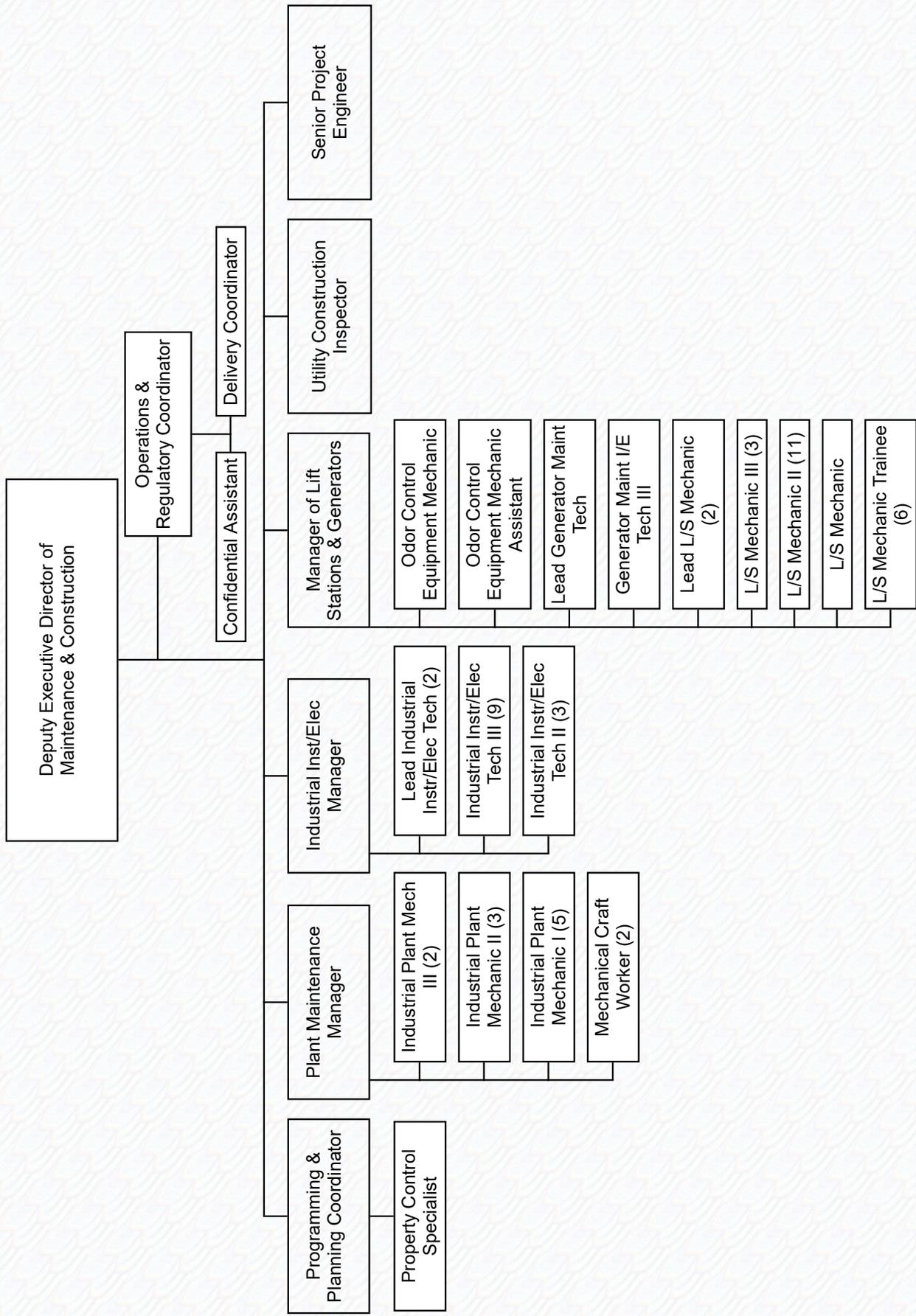
PERSONAL SERVICES	\$ 68,240	\$ 112,768	\$ 234,273
SUPPORT SERVICES	26,039	12,400	12,400
MATERIALS & SUPPLIES	46,759	63,650	64,650
TOTAL	<u>\$ 141,038</u>	<u>\$ 188,818</u>	<u>\$ 311,323</u>



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EMERALD COAST UTILITIES AUTHORITY MAINTENANCE & CONSTRUCTION



Positions: 64

10-01-2019

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 3,176,040	\$ 3,479,716	\$ 3,581,839
14 OVERTIME	436,862	478,850	480,350
21 FICA MATCHING	262,300	301,749	295,839
22 RETIREMENT	321,228	362,492	376,411
23 INSURANCE	689,996	765,270	670,183
31 PROFESSIONAL SERVICES	13,732	46,954	46,954
34 OTHER CONTRACTUAL SVC	158,055	204,100	233,100
40 TRAVEL	2,236	22,750	22,750
41 COMMUNICATIONS	10,163	9,100	9,100
43 UTILITIES	991,687	1,080,000	1,089,000
44 RENTALS & LEASES	48,892	116,000	116,000
46 REPAIRS & MAINTENANCE	3,493,743	4,463,180	4,489,580
49 OTHER CURRENT CHARGES	40,394	119,400	122,450
42 TRANSPORTATION (POSTAGE)	-	3,500	9,000
47 PRINTING	951	1,300	1,400
51 OFFICE SUPPLIES	3,253	15,300	15,300
52 OPERATING SUPPLIES	1,469,553	1,819,775	1,877,350
54 SUBSCR/MEMBERSHIPS	2,095	4,565	4,865
64 MACHINERY & EQUIPMENT	-	-	32,000
TOTAL	<u>\$ 11,121,180</u>	<u>\$ 13,294,001</u>	<u>\$ 13,473,471</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 4,886,426	\$ 5,388,077	\$ 5,404,622
SUPPORT SERVICES	4,758,902	6,061,484	6,128,934
MATERIALS & SUPPLIES	1,475,852	1,844,440	1,907,915
CAPITAL OUTLAY	-	-	32,000
TOTAL	<u>\$ 11,121,180</u>	<u>\$ 13,294,001</u>	<u>\$ 13,473,471</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.

2020 TARGETED ACCOMPLISHMENTS:

1. Maintain the number of avoidable SSO events at all Lift Stations to near zero.
2. Maintenance of the CWRf Composting site to include reducing the equipment down time through proactive maintenance and equipment improvements.
3. Establishment of a corrosion identification and grading system to better prioritize upcoming infrastructure maintenance improvement projects.
4. Maintenance of the Materials Recycling Facility (MRF) to include reducing the equipment down time through proactive maintenance and equipment improvements.
5. Complete the upgrade and improvements of the Pensacola Beach Plant lift station #2 during Fall 2019/Winter 2020.
6. Implement a progression/career development program for the Plant Maintenance Division's Industrial Mechanics.

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

	ACTUAL * 2018	APPROVED * 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 327,294	\$ 437,549	\$ 455,864
14 OVERTIME	11,151	23,500	27,000
21 FICA MATCHING	25,187	34,400	34,948
22 RETIREMENT	48,374	60,772	65,840
23 INSURANCE	46,450	91,362	55,792
40 TRAVEL	-	3,500	3,500
44 RENTALS & LEASES	-	3,000	3,000
46 REPAIRS & MAINTENANCE	2,048	2,000	2,000
49 OTHER CURRENT CHARGES	-	6,650	6,650
42 TRANSPORTATION (POSTAGE)	-	3,500	9,000
47 PRINTING & BINDING	-	1,000	500
51 OFFICE SUPPLIES	-	9,200	9,200
52 OPERATING SUPPLIES	4,485	38,525	39,100
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	1,350	1,350
TOTAL	<u>\$ 464,989</u>	<u>\$ 716,308</u>	<u>\$ 713,744</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 458,456	\$ 647,583	\$ 639,444
SUPPORT SERVICES	2,048	15,150	15,150
MATERIALS & SUPPLIES	4,485	53,575	59,150
TOTAL	<u>\$ 464,989</u>	<u>\$ 716,308</u>	<u>\$ 713,744</u>

* Note: This is a new division for fiscal year 2019 due to a reorganization of the Maintenance & Construction Department.

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 1,004,509	\$ 1,095,203	\$ 1,157,943
14 OVERTIME	154,117	166,850	163,850
21 FICA MATCHING	84,117	95,526	96,284
22 RETIREMENT	92,831	104,093	111,657
23 INSURANCE	275,327	279,710	236,913
34 OTHER CONTRACTUAL SVC	35,462	50,000	50,000
40 TRAVEL	454	2,000	2,000
41 COMMUNICATIONS	339	500	500
43 UTILITIES	991,687	1,080,000	1,089,000
44 RENTALS & LEASES	5,610	62,000	62,000
46 REPAIRS & MAINTENANCE	694,640	756,150	756,150
49 OTHER CURRENT CHARGES	12,971	36,700	39,500
47 PRINTING	-	-	600
51 OFFICE SUPPLIES	1,028	3,000	3,000
52 OPERATING SUPPLIES	415,319	437,675	437,675
54 SUBSCR/MEMBERSHIPS	-	75	75
64 MACHINERY & EQUIPMENT	-	-	32,000
TOTAL	<u>\$ 3,768,411</u>	<u>\$ 4,169,482</u>	<u>\$ 4,239,147</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,610,901	\$ 1,741,382	\$ 1,766,647
SUPPORT SERVICES	1,741,163	1,987,350	1,999,150
MATERIALS & SUPPLIES	416,347	440,750	441,350
CAPITAL OUTLAY	-	-	32,000
TOTAL	<u>\$ 3,768,411</u>	<u>\$ 4,169,482</u>	<u>\$ 4,239,147</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 122,533	\$ 122,970	\$ 128,729
14 OVERTIME	460	500	500
21 FICA MATCHING	9,412	9,466	9,722
22 RETIREMENT	9,854	10,199	10,776
23 INSURANCE	9,397	20,351	9,565
40 TRAVEL	813	4,500	4,500
41 COMMUNICATIONS	2,008	2,000	2,000
46 REPAIRS & MAINTENANCE	48,064	68,100	69,500
49 OTHER CURRENT CHARGES	995	7,000	7,000
47 PRINTING	-	100	100
51 OFFICE SUPPLIES	136	1,000	1,000
52 OPERATING SUPPLIES	1,746	3,150	4,450
54 SUBSCR/MEMBERSHIPS	-	400	400
TOTAL	<u>\$ 205,418</u>	<u>\$ 249,736</u>	<u>\$ 248,242</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 151,656	\$ 163,486	\$ 159,292
SUPPORT SERVICES	51,880	81,600	83,000
MATERIALS & SUPPLIES	1,882	4,650	5,950
TOTAL	<u>\$ 205,418</u>	<u>\$ 249,736</u>	<u>\$ 248,242</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 877,177	\$ 902,366	\$ 937,232
14 OVERTIME	108,863	134,800	134,800
21 FICA MATCHING	70,664	79,694	77,562
22 RETIREMENT	77,614	85,670	90,801
23 INSURANCE	163,628	165,175	173,356
31 PROFESSIONAL SERVICES	10,762	16,000	16,000
40 TRAVEL	-	2,000	2,000
41 COMMUNICATIONS	5,583	4,300	4,300
44 RENTALS & LEASES	2,238	1,000	1,000
46 REPAIRS & MAINTENANCE	681,403	821,000	821,000
49 OTHER CURRENT CHARGES	25,299	40,250	40,250
47 PRINTING	919	200	200
51 OFFICE SUPPLIES	669	500	500
52 OPERATING SUPPLIES	65,642	76,000	76,000
54 SUBSCR/MEMBERSHIPS	1,542	2,300	2,300
TOTAL	<u>\$ 2,092,003</u>	<u>\$ 2,331,255</u>	<u>\$ 2,377,301</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,297,946	\$ 1,367,705	\$ 1,413,751
SUPPORT SERVICES	725,285	884,550	884,550
MATERIALS & SUPPLIES	68,772	79,000	79,000
TOTAL	<u>\$ 2,092,003</u>	<u>\$ 2,331,255</u>	<u>\$ 2,377,301</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 623,727	\$ 700,253	\$ 672,982
14 OVERTIME	139,869	118,300	118,300
21 FICA MATCHING	55,254	63,016	58,097
22 RETIREMENT	68,511	76,461	70,355
23 INSURANCE	160,505	174,025	159,280
31 PROFESSIONAL SERVICES	-	5,954	5,954
34 OTHER CONTRACTUAL SVC	41,918	76,000	105,000
40 TRAVEL	969	8,000	8,000
41 COMMUNICATIONS	1,117	1,000	1,000
44 RENTALS & LEASES	41,044	44,000	44,000
46 REPAIRS & MAINTENANCE	1,940,520	2,566,000	2,591,000
49 OTHER CURRENT CHARGES	780	21,250	21,500
47 PRINTING	32	-	-
51 OFFICE SUPPLIES	1,382	1,200	1,200
52 OPERATING SUPPLIES	109,334	97,300	135,000
54 SUBSCR/MEMBERSHIPS	428	200	500
TOTAL	<u>\$ 3,185,390</u>	<u>\$ 3,952,959</u>	<u>\$ 3,992,168</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,047,866	\$ 1,132,055	\$ 1,079,014
SUPPORT SERVICES	2,026,348	2,722,204	2,776,454
MATERIALS & SUPPLIES	111,176	98,700	136,700
TOTAL	<u>\$ 3,185,390</u>	<u>\$ 3,952,959</u>	<u>\$ 3,992,168</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 89,816	\$ 90,085	\$ 92,750
14 OVERTIME	1,506	7,000	7,000
21 FICA MATCHING	6,507	7,458	7,100
22 RETIREMENT	7,316	8,019	8,449
23 INSURANCE	18,409	18,397	18,737
31 PROFESSIONAL SERVICES	2,970	25,000	25,000
34 OTHER CONTRACTUAL SVC	80,675	78,100	78,100
40 TRAVEL	-	750	750
41 COMMUNICATIONS	372	500	500
46 REPAIRS & MAINTENANCE	9,989	65,750	65,750
49 OTHER CURRENT CHARGES	-	3,500	3,500
51 OFFICE SUPPLIES	29	250	250
52 OPERATING SUPPLIES	806,359	1,078,625	1,096,625
54 SUBSCR/MEMBERSHIPS	-	150	150
TOTAL	<u>\$ 1,023,948</u>	<u>\$ 1,383,584</u>	<u>\$ 1,404,661</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

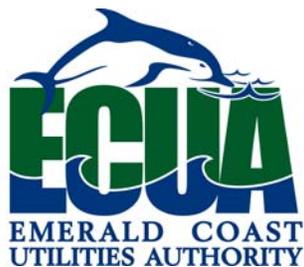
PERSONAL SERVICES	\$ 123,554	\$ 130,959	\$ 134,036
SUPPORT SERVICES	94,006	173,600	173,600
MATERIALS & SUPPLIES	806,388	1,079,025	1,097,025
TOTAL	<u>\$ 1,023,948</u>	<u>\$ 1,383,584</u>	<u>\$ 1,404,661</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 130,984	\$ 131,290	\$ 136,339
14 OVERTIME	20,896	27,900	28,900
21 FICA MATCHING	11,159	12,189	12,126
22 RETIREMENT	16,728	17,278	18,533
23 INSURANCE	16,280	16,250	16,540
40 TRAVEL	-	2,000	2,000
41 COMMUNICATIONS	744	800	800
44 RENTALS & LEASES	-	6,000	6,000
46 REPAIRS & MAINTENANCE	117,079	184,180	184,180
49 OTHER CURRENT CHARGES	349	4,050	4,050
51 OFFICE SUPPLIES	9	150	150
52 OPERATING SUPPLIES	66,668	88,500	88,500
54 SUBSCR/MEMBERSHIPS	125	90	90
TOTAL	<u>\$ 381,021</u>	<u>\$ 490,677</u>	<u>\$ 498,208</u>

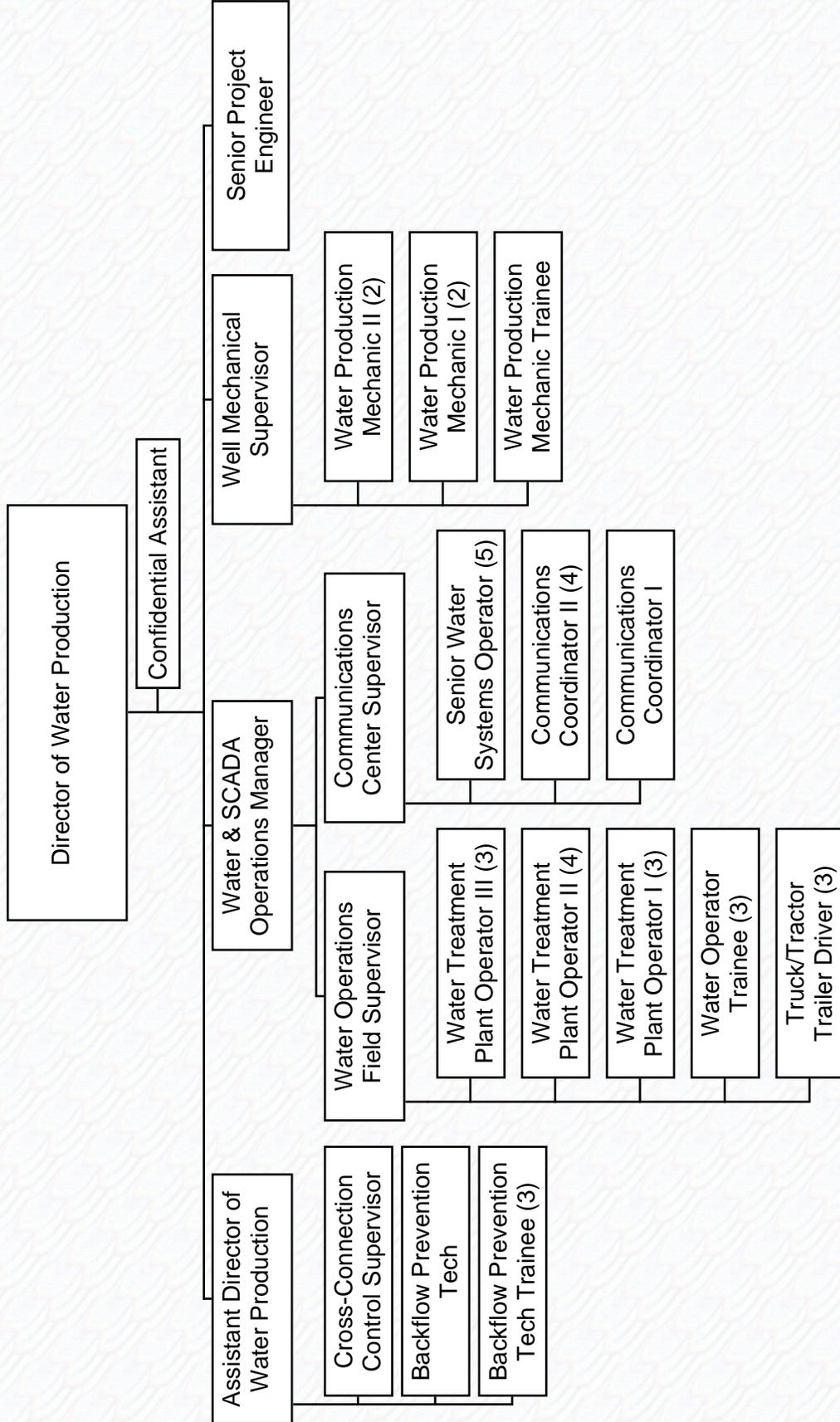
DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 196,047	\$ 204,907	\$ 212,438
SUPPORT SERVICES	118,172	197,030	197,030
MATERIALS & SUPPLIES	66,802	88,740	88,740
TOTAL	<u>\$ 381,021</u>	<u>\$ 490,677</u>	<u>\$ 498,208</u>



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EMERALD COAST UTILITIES AUTHORITY
UTILITY OPERATIONS
WATER PRODUCTION



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WATER PRODUCTION DEPARTMENT

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
	<u> </u>	<u> </u>	<u> </u>
12 REGULAR SALARIES	\$ 2,296,075	\$ 2,372,888	\$ 2,379,897
13 OTHER SALARIES	4,176	5,000	5,000
14 OVERTIME	276,574	316,200	303,200
21 FICA MATCHING	187,705	206,113	195,793
22 RETIREMENT	241,464	258,200	267,908
23 INSURANCE	539,570	536,107	551,162
31 PROFESSIONAL SERVICES	8,352	42,000	22,000
34 OTHER CONTRACTUAL SVC	108,469	135,000	139,000
40 TRAVEL	9,677	15,600	15,600
41 COMMUNICATIONS	372	1,200	1,700
43 UTILITIES	1,780,180	1,928,000	1,928,000
44 RENTALS & LEASES	20,707	23,800	25,800
46 REPAIRS & MAINTENANCE	244,360	320,300	295,300
49 OTHER CURRENT CHARGES	58,050	58,800	111,800
42 TRANSPORTATION (POSTAGE)	190	750	750
47 PRINTING	4,418	10,500	10,500
51 OFFICE SUPPLIES	10,728	12,700	12,700
52 OPERATING SUPPLIES	1,179,033	1,719,600	1,720,600
53 ROAD MATERIALS & SUPPLIES	-	1,000	1,000
54 SUBSCR/MEMBERSHIPS	6,234	8,000	9,500
TOTAL	<u>\$ 6,976,334</u>	<u>\$ 7,971,758</u>	<u>\$ 7,997,210</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 3,545,564	\$ 3,694,508	\$ 3,702,960
SUPPORT SERVICES	2,230,167	2,524,700	2,539,200
MATERIALS & SUPPLIES	1,200,603	1,752,550	1,755,050
TOTAL	<u>\$ 6,976,334</u>	<u>\$ 7,971,758</u>	<u>\$ 7,997,210</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 FDEP and EPA permit conditions and regulatory requirements.
- Prepare and submit all required reports to meet permit conditions and regulatory requirements.
- Identify and evaluate new technologies to provide long term chemical application methods verses the existing methods.
- Improve performance and productivity through training and professional development for all staff members. Seventy percent of staff members have a license that requires continuing education.

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- Perform preventive maintenance to minimize failures and the associated time that the facilities are out of service for repair.
- Meet all FDEP and EPA water quality standards.
- Rehabilitate three water production wells and replace two water production treatment facilities.
- Provide a uniform response level to Customer Service complaints and concerns.

2020 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.
- Complete design and construction of the new West Well Water Treatment Facility (WTF) and associated site improvements. Either perform maintenance on the existing well column (casing, screen, pump, and pump discharge pipe) or drill a new well at the site of the new WTF.
- Perform all annual tank inspections and all five year tank inspections.
- Complete construction of the new Perdido Key Tank Booster Pump Addition and associated site improvements if funding is identified.
- Complete construction of the new Mobile Hwy Booster Pump Addition and associated site improvements if funding is identified.
- Perform improvements to existing water treatment facilities to maintain them until funding for total replacement is available.
- Assist Regional Services to develop a comprehensive plan to systematically flush the water distribution system while locating and performing maintenance on water valves. The goal is to achieve this for three well distribution areas per year.
- Install backwash pump-off tank at Sweeney well when funding is identified. The tank will expedite the process to backwash the iron removed from the GAC filters.
- Rehabilitate and clean Villa well column (discharge pipes, screens, etc.)
- Integrate Supervisory Control and Data Acquisition (SCADA) with upcoming enterprise software and improve web based access to offline data.
- Complete Design and Construction of Central Well Field Phase I.
- Perform Cross Connection Control Survey quality control inspections of properties along heavily populated corridors to capture any undocumented unprotected hazards.
- Coordinate with Customer Service Department to provide a uniform response level to Customer complaints and concerns.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WP / WATER OPERATION

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 1,086,741	\$ 1,151,207	\$ 1,167,948
13 OTHER SALARIES	4,176	5,000	5,000
14 OVERTIME	142,354	145,000	132,000
21 FICA MATCHING	88,476	99,131	93,990
22 RETIREMENT	117,775	128,049	133,753
23 INSURANCE	285,056	290,291	288,594
31 PROFESSIONAL SERVICES	4,852	42,000	22,000
34 OTHER CONTRACTUAL SVC	94,467	112,000	116,000
40 TRAVEL	6,316	6,450	6,450
41 COMMUNICATIONS	372	1,200	1,700
43 UTILITIES	1,780,180	1,928,000	1,928,000
44 RENTALS & LEASES	8,034	9,000	10,500
46 REPAIRS & MAINTENANCE	43,292	79,750	79,750
49 OTHER CURRENT CHARGES	47,794	47,300	100,300
42 TRANSPORTATION (POSTAGE)	190	500	500
47 PRINTING	465	500	500
51 OFFICE SUPPLIES	2,500	3,700	3,700
52 OPERATING SUPPLIES	1,136,952	1,661,500	1,662,500
53 ROAD MATERIALS & SUPPLIES	-	1,000	1,000
54 SUBSCR/MEMBERSHIPS	4,891	3,500	5,500
TOTAL	<u>\$ 4,854,883</u>	<u>\$ 5,715,078</u>	<u>\$ 5,759,685</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,724,578	\$ 1,818,678	\$ 1,821,285
SUPPORT SERVICES	1,985,307	2,225,700	2,264,700
MATERIALS & SUPPLIES	1,144,998	1,670,700	1,673,700
TOTAL	<u>\$ 4,854,883</u>	<u>\$ 5,715,078</u>	<u>\$ 5,759,685</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 397,367	\$ 401,544	\$ 414,569
14 OVERTIME	48,833	50,200	50,200
21 FICA MATCHING	33,343	34,681	34,616
22 RETIREMENT	44,195	44,784	52,212
23 INSURANCE	79,803	78,042	79,455
31 PROFESSIONAL SERVICES	3,500	-	-
40 TRAVEL	298	1,300	1,300
44 RENTALS & LEASES	-	1,500	1,500
46 REPAIRS & MAINTENANCE	155,984	200,550	175,550
49 OTHER CURRENT CHARGES	413	4,300	4,300
51 OFFICE SUPPLIES	419	500	500
52 OPERATING SUPPLIES	24,140	39,900	39,900
54 SUBSCR/MEMBERSHIPS	-	1,500	1,500
TOTAL	<u>\$ 788,295</u>	<u>\$ 858,801</u>	<u>\$ 855,602</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 603,541	\$ 609,251	\$ 631,052
SUPPORT SERVICES	160,195	207,650	182,650
MATERIALS & SUPPLIES	24,559	41,900	41,900
TOTAL	<u>\$ 788,295</u>	<u>\$ 858,801</u>	<u>\$ 855,602</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WP / COMMUNICATIONS CENTER

	<u>ACTUAL 2018</u>	<u>APPROVED 2019</u>	<u>APPROVED 2020</u>
12 REGULAR SALARIES	\$ 617,679	\$ 620,540	\$ 614,426
14 OVERTIME	79,978	115,000	115,000
21 FICA MATCHING	50,935	56,501	52,977
22 RETIREMENT	60,597	65,038	65,939
23 INSURANCE	131,897	131,197	136,900
34 OTHER CONTRACTUAL SVC	2,655	5,000	5,000
40 TRAVEL	1,416	5,250	5,250
44 RENTALS & LEASES	12,248	13,000	13,500
46 REPAIRS & MAINTENANCE	42,135	37,000	37,000
49 OTHER CURRENT CHARGES	485	4,700	4,700
51 OFFICE SUPPLIES	3,993	4,000	4,000
52 OPERATING SUPPLIES	7,637	4,800	4,800
54 SUBSCR/MEMBERSHIPS	834	2,000	1,500
TOTAL	<u>\$ 1,012,489</u>	<u>\$ 1,064,026</u>	<u>\$ 1,060,992</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 941,086	\$ 988,276	\$ 985,242
SUPPORT SERVICES	58,939	64,950	65,450
MATERIALS & SUPPLIES	12,464	10,800	10,300
TOTAL	<u>\$ 1,012,489</u>	<u>\$ 1,064,026</u>	<u>\$ 1,060,992</u>

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

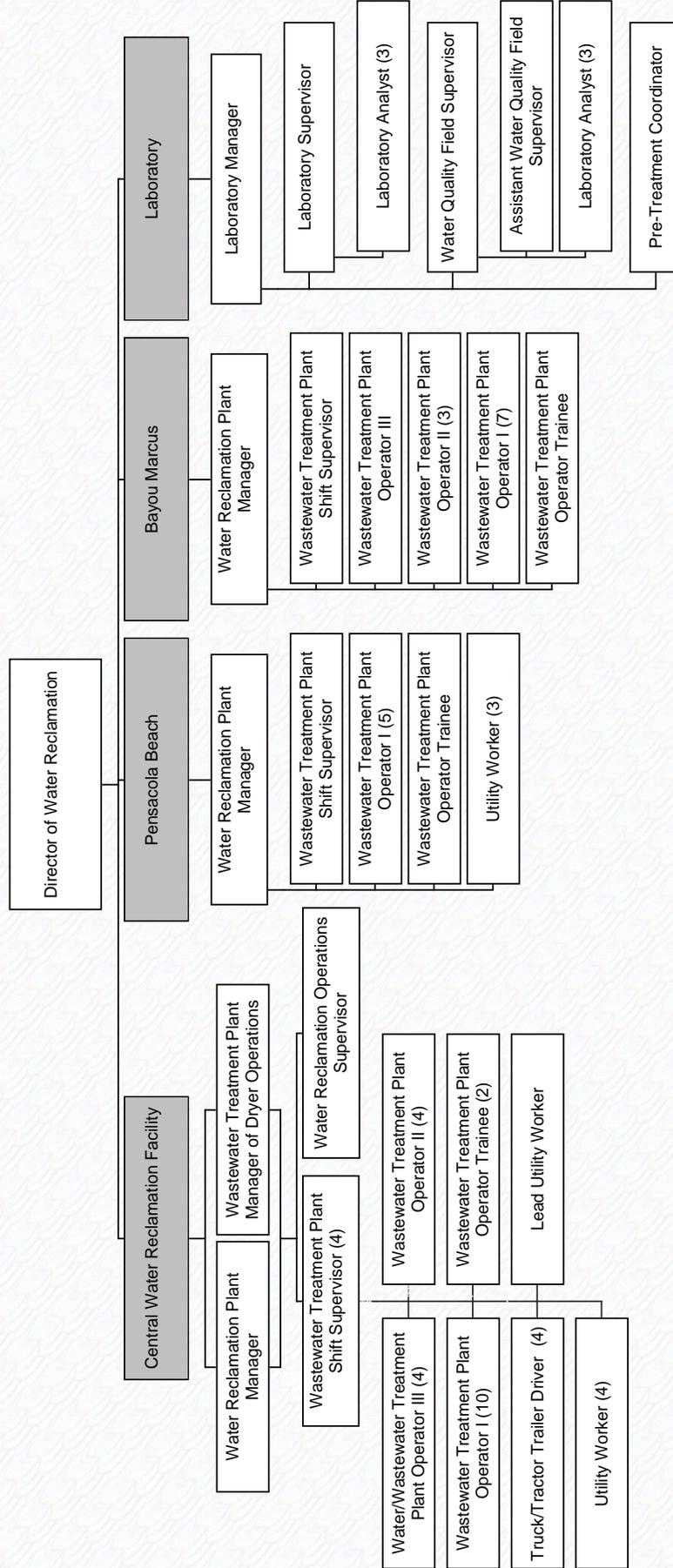
	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 194,288	\$ 199,597	\$ 182,954
14 OVERTIME	5,409	6,000	6,000
21 FICA MATCHING	14,951	15,800	14,210
22 RETIREMENT	18,897	20,329	16,004
23 INSURANCE	42,814	36,577	46,213
34 OTHER CONTRACTUAL SVC	11,347	18,000	18,000
40 TRAVEL	1,647	2,600	2,600
44 RENTALS & LEASES	425	300	300
46 REPAIRS & MAINTENANCE	2,949	3,000	3,000
49 OTHER CURRENT CHARGES	9,358	2,500	2,500
42 TRANSPORTATION (POSTAGE)	-	250	250
47 PRINTING	3,953	10,000	10,000
51 OFFICE SUPPLIES	3,816	4,500	4,500
52 OPERATING SUPPLIES	10,304	13,400	13,400
54 SUBSCR/MEMBERSHIPS	509	1,000	1,000
TOTAL	<u>\$ 320,667</u>	<u>\$ 333,853</u>	<u>\$ 320,931</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 276,359	\$ 278,303	\$ 265,381
SUPPORT SERVICES	25,726	26,400	26,400
MATERIALS & SUPPLIES	18,582	29,150	29,150
TOTAL	<u>\$ 320,667</u>	<u>\$ 333,853</u>	<u>\$ 320,931</u>



**EMERALD COAST UTILITIES AUTHORITY
UTILITY OPERATIONS
WATER RECLAMATION**



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WATER RECLAMATION DEPARTMENT

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 3,188,315	\$ 3,283,604	\$ 3,242,297
14 OVERTIME	461,318	505,000	505,000
21 FICA MATCHING	266,185	279,956	262,221
22 RETIREMENT	322,288	349,456	351,970
23 INSURANCE	824,472	805,471	776,236
31 PROFESSIONAL SERVICES	130,102	148,000	168,000
34 OTHER CONTRACTUAL SVC	529,820	943,000	888,000
40 TRAVEL	9,095	15,350	19,750
41 COMMUNICATIONS	-	5,000	-
43 UTILITIES	3,611,930	4,156,422	4,158,150
44 RENTALS & LEASES	8,575	12,000	12,000
46 REPAIRS & MAINTENANCE	356,020	372,180	399,680
49 OTHER CURRENT CHARGES	130,980	147,150	149,150
42 TRANSPORTATION (POSTAGE)	695	500	600
47 PRINTING	222	150	250
51 OFFICE SUPPLIES	5,155	5,800	5,800
52 OPERATING SUPPLIES	1,685,765	1,964,625	1,978,900
54 SUBSCR/MEMBERSHIPS	10,955	13,500	14,400
64 MACHINERY & EQUIPMENT	-	-	158,600
TOTAL	<u>\$ 11,541,892</u>	<u>\$ 13,007,164</u>	<u>\$ 13,091,004</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 5,062,578	\$ 5,223,487	\$ 5,137,724
SUPPORT SERVICES	4,776,522	5,799,102	5,794,730
MATERIALS & SUPPLIES	1,702,792	1,984,575	1,999,950
CAPITAL OUTLAY	-	-	158,600
TOTAL	<u>\$ 11,541,892</u>	<u>\$ 13,007,164</u>	<u>\$ 13,091,004</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 20 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 18,000 samples each year in addition to assisting customers with questions at their homes and business.

GOALS:

The goals of the department are as follows: 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 in treatment technology and proposed Federal and State regulations

2020 TARGETED ACCOMPLISHMENTS:

- Come into compliance with all new requirements in the new FDEP operating permit at the Pensacola Beach WRF
- Receive no marginal or non-compliance comments on inspection reports at any location from the FDEP and FDOH
- Complete engineering design for CWRF alternative discharges of effluent
- 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 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 88,456	\$ 93,007	\$ 96,548
21 FICA MATCHING	6,427	7,118	6,535
22 RETIREMENT	11,048	22,377	24,533
23 INSURANCE	14,497	14,486	14,787
40 TRAVEL	226	1,600	1,000
46 REPAIRS & MAINTENANCE	379	500	500
49 OTHER CURRENT CHARGES	100	1,500	1,500
47 PRINTING	32	-	-
51 OFFICE SUPPLIES	177	200	200
52 OPERATING SUPPLIES	2,295	1,375	2,000
54 SUBSCR/MEMBERSHIPS	5,931	8,200	8,200
TOTAL	<u>\$ 129,568</u>	<u>\$ 150,363</u>	<u>\$ 155,803</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 120,428	\$ 136,988	\$ 142,403
SUPPORT SERVICES	705	3,600	3,000
MATERIALS & SUPPLIES	8,435	9,775	10,400
TOTAL	<u>\$ 129,568</u>	<u>\$ 150,363</u>	<u>\$ 155,803</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 574,392	\$ 563,859	\$ 612,936
14 OVERTIME	59,208	74,000	74,000
21 FICA MATCHING	46,493	49,137	50,218
22 RETIREMENT	53,223	55,573	61,325
23 INSURANCE	159,131	146,901	153,069
34 OTHER CONTRACTUAL SVC	15,200	21,000	21,000
40 TRAVEL	154	2,000	2,000
41 COMMUNICATIONS	-	4,000	-
43 UTILITIES	477,720	577,500	577,500
44 RENTALS & LEASES	3,088	5,000	5,000
46 REPAIRS & MAINTENANCE	124,123	85,000	90,000
49 OTHER CURRENT CHARGES	27,244	25,500	25,500
52 OPERATING SUPPLIES	495,441	588,600	586,100
54 SUBSCR/MEMBERSHIPS	612	800	800
64 MACHINERY & EQUIPMENT	-	-	6,000
TOTAL	<u>\$ 2,036,029</u>	<u>\$ 2,198,870</u>	<u>\$ 2,265,448</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 892,447	\$ 889,470	\$ 951,548
SUPPORT SERVICES	647,529	720,000	721,000
MATERIALS & SUPPLIES	496,053	589,400	586,900
CAPITAL OUTLAY	-	-	6,000
TOTAL	<u>\$ 2,036,029</u>	<u>\$ 2,198,870</u>	<u>\$ 2,265,448</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 446,605	\$ 478,040	\$ 451,586
14 OVERTIME	55,804	66,000	66,000
21 FICA MATCHING	36,166	41,798	37,684
22 RETIREMENT	40,232	44,937	43,840
23 INSURANCE	137,245	134,182	120,731
34 OTHER CONTRACTUAL SVC	3,500	235,000	210,000
40 TRAVEL	-	750	750
41 COMMUNICATIONS	-	1,000	-
43 UTILITIES	152,959	213,150	213,150
44 RENTALS & LEASES	-	1,000	1,000
46 REPAIRS & MAINTENANCE	11,428	18,300	38,300
49 OTHER CURRENT CHARGES	12,534	20,650	20,650
51 OFFICE SUPPLIES	585	600	600
52 OPERATING SUPPLIES	114,856	161,400	162,300
54 SUBSCR/MEMBERSHIPS	398	500	500
TOTAL	<u>\$ 1,012,312</u>	<u>\$ 1,417,307</u>	<u>\$ 1,367,091</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 716,052	\$ 764,957	\$ 719,841
SUPPORT SERVICES	180,421	489,850	483,850
MATERIALS & SUPPLIES	115,839	162,500	163,400
TOTAL	<u>\$ 1,012,312</u>	<u>\$ 1,417,307</u>	<u>\$ 1,367,091</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WR / CENTRAL WRF

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 1,483,444	\$ 1,546,600	\$ 1,520,164
14 OVERTIME	312,440	325,000	325,000
21 FICA MATCHING	130,928	132,539	123,372
22 RETIREMENT	162,575	170,268	165,478
23 INSURANCE	396,932	391,439	366,597
31 PROFESSIONAL SERVICES	120,290	114,000	118,000
34 OTHER CONTRACTUAL SVC	460,015	609,000	609,000
40 TRAVEL	1,560	4,000	4,000
43 UTILITIES	2,913,632	3,294,500	3,294,500
44 RENTALS & LEASES	3,013	3,000	3,000
46 REPAIRS & MAINTENANCE	181,026	240,000	240,000
49 OTHER CURRENT CHARGES	82,112	81,500	81,500
42 TRANSPORTATION (POSTAGE)	92	-	-
52 OPERATING SUPPLIES	967,108	1,074,000	1,089,000
54 SUBSCR/MEMBERSHIPS	817	1,000	1,400
64 MACHINERY & EQUIPMENT	-	-	31,500
TOTAL	<u>\$ 7,215,984</u>	<u>\$ 7,986,846</u>	<u>\$ 7,972,511</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,486,319	\$ 2,565,846	\$ 2,500,611
SUPPORT SERVICES	3,761,648	4,346,000	4,350,000
MATERIALS & SUPPLIES	968,017	1,075,000	1,090,400
CAPITAL OUTLAY	-	-	31,500
TOTAL	<u>\$ 7,215,984</u>	<u>\$ 7,986,846</u>	<u>\$ 7,972,511</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 595,418	\$ 602,098	\$ 561,063
14 OVERTIME	33,866	40,000	40,000
21 FICA MATCHING	46,171	49,364	44,412
22 RETIREMENT	55,210	56,301	56,794
23 INSURANCE	116,667	118,463	121,052
31 PROFESSIONAL SERVICES	9,812	34,000	50,000
34 OTHER CONTRACTUAL SVC	51,105	78,000	48,000
40 TRAVEL	7,155	7,000	12,000
43 UTILITIES	67,619	71,272	73,000
44 RENTALS & LEASES	2,474	3,000	3,000
46 REPAIRS & MAINTENANCE	39,064	28,380	30,880
49 OTHER CURRENT CHARGES	8,990	18,000	20,000
42 TRANSPORTATION (POSTAGE)	603	500	600
47 PRINTING	190	150	250
51 OFFICE SUPPLIES	4,393	5,000	5,000
52 OPERATING SUPPLIES	106,065	139,250	139,500
54 SUBSCR/MEMBERSHIPS	3,197	3,000	3,500
64 MACHINERY & EQUIPMENT	-	-	121,100
TOTAL	<u>\$ 1,147,999</u>	<u>\$ 1,253,778</u>	<u>\$ 1,330,151</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 847,332	\$ 866,226	\$ 823,321
SUPPORT SERVICES	186,219	239,652	236,880
MATERIALS & SUPPLIES	114,448	147,900	148,850
CAPITAL OUTLAY	-	-	121,100
TOTAL	<u>\$ 1,147,999</u>	<u>\$ 1,253,778</u>	<u>\$ 1,330,151</u>

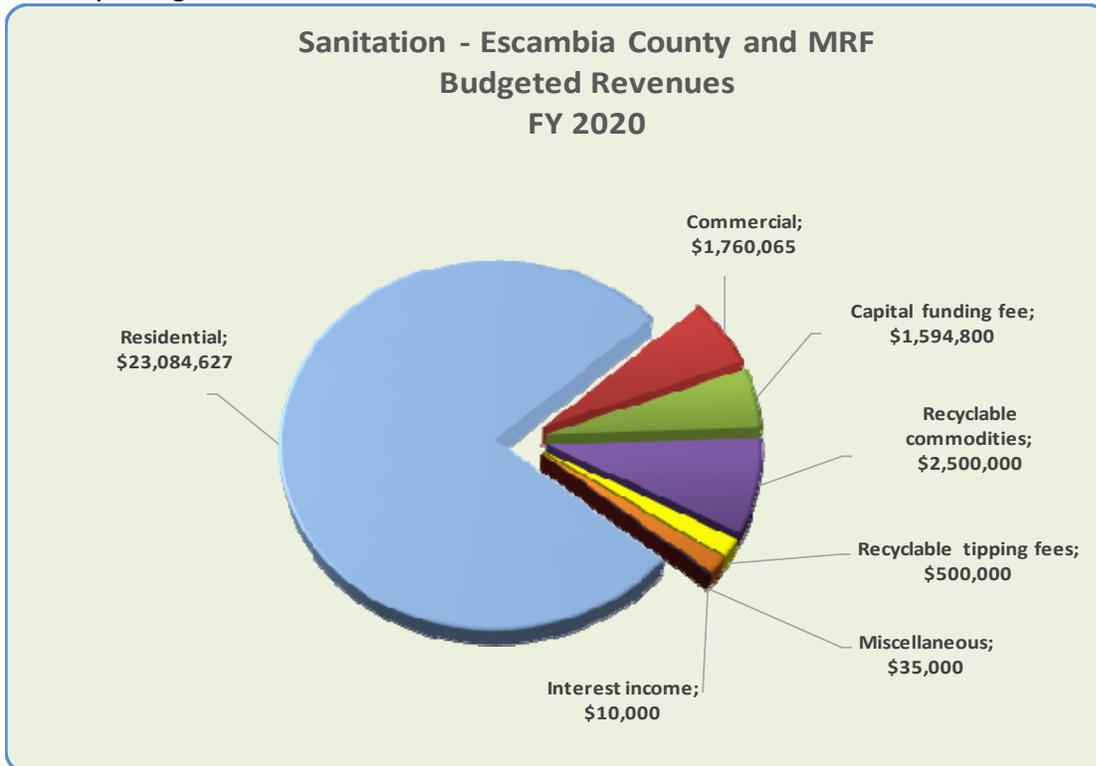
SANITATION SYSTEM

EMERALD COAST UTILITIES AUTHORITY
SANITATION SYSTEMS AND MATERIALS RECYCLING FACILITY
SOURCES AND USES STATEMENTS
9/30/2016 - 9/30/2020

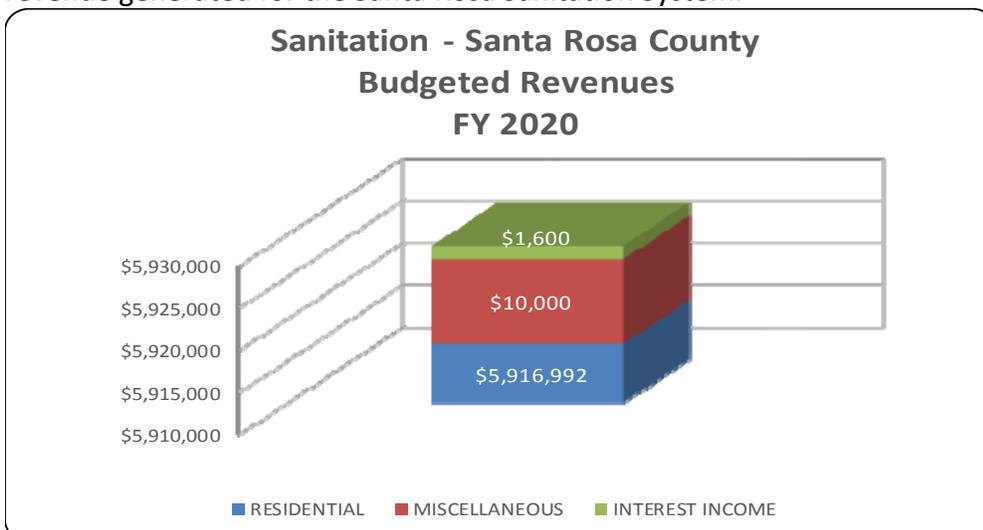
	ACTUAL FY 2016	ACTUAL FY 2017	ACTUAL FY 2018	PROJECTED ACTUAL FY 2019	ADOPTED BUDGET FY 2020
SOURCES :					
Beginning balances:					
Unrestricted Reserves (PY Loan)	\$ (1,229,481)	\$ (1,628,795)	\$ (677,065)	\$ (1,988,355)	\$ (1,819,853)
Total beginning balance	<u>(1,229,481)</u>	<u>(1,628,795)</u>	<u>(677,065)</u>	<u>(1,988,355)</u>	<u>(1,819,853)</u>
Operating revenues:					
Sanitation - Residential	19,719,669	20,106,874	21,374,213	21,684,699	23,084,627
Sanitation - Commercial	1,643,542	1,720,821	1,924,951	1,760,065	1,760,065
Sanitation - Santa Rosa	4,612,867	5,166,332	5,745,628	5,663,205	5,916,992
Capital funding fee	0	0	0	1,477,800	1,594,800
Recyclable commodities	9,882	1,495,326	1,329,554	1,680,112	2,500,000
Recyclable tipping fees	0	155,306	149,267	694,974	500,000
Composting	322,444	350,614	372,505	450,000	450,000
Miscellaneous revenues	85,829	194,327	110,463	45,000	45,000
Total operating income	<u>26,394,233</u>	<u>29,189,600</u>	<u>31,006,581</u>	<u>33,455,855</u>	<u>35,851,484</u>
Other income:					
Interest income	3,388	7,744	16,558	11,600	11,600
Lease purchase funds	0	3,661,164	1,505,040	2,749,040	3,500,000
Interfund loan	10,677,000	0	0	75,200	0
Grants and contributions	0	250,000	0	0	0
Total other	<u>10,680,388</u>	<u>3,918,908</u>	<u>1,521,598</u>	<u>2,835,840</u>	<u>3,511,600</u>
Total Sources	<u>\$ 35,845,140</u>	<u>\$ 31,479,713</u>	<u>\$ 31,851,114</u>	<u>\$ 34,303,340</u>	<u>\$ 37,543,231</u>
USES:					
Operating expenses:					
Personal services	\$ 9,904,863	\$ 10,200,832	\$ 10,660,868	\$ 11,467,917	\$ 12,034,683
Support services	10,921,183	11,705,711	12,989,067	11,932,432	12,625,106
Materials & supplies	1,201,686	1,586,107	1,918,520	1,740,710	1,606,040
Total operating expenses	<u>22,027,732</u>	<u>23,492,650</u>	<u>25,568,455</u>	<u>25,141,059</u>	<u>26,265,829</u>
Debt service:					
Bonds, loans, and leases	4,604,203	8,042,049	5,090,472	5,566,774	5,078,938
Capital improvements:					
CIP Projects	115,000	890,352	379,617	245,521	1,200,000
R & R Projects	50,000	1,115,845	646,644	775,000	700,000
IMRF Construction	10,677,000	0	0	0	0
Equipment Replacement Fund	0	0	1,505,040	2,749,040	3,500,000
Total capital improvements	<u>10,842,000</u>	<u>2,006,197</u>	<u>2,531,301</u>	<u>3,769,561</u>	<u>5,400,000</u>
Total uses	37,473,935	33,540,896	33,190,228	34,477,394	36,744,767
Ending balances:					
Unrestricted Reserves	<u>(1,628,795)</u>	<u>(2,061,183)</u>	<u>(1,339,114)</u>	<u>(174,054)</u>	<u>798,464</u>
Total Uses & Reserves	<u>\$ 35,845,140</u>	<u>\$ 31,479,713</u>	<u>\$ 31,851,114</u>	<u>\$ 34,303,340</u>	<u>\$ 37,543,231</u>

Revenues

In fiscal year 2019, ECUA Sanitation in Escambia County expects to generate 90.29% of its operating revenues from residential rates charged to customers, 7.57% from commercial customers, .17% from interest income and miscellaneous revenues, and 1.77% from various charges related to the composting operation. Miscellaneous revenue consists of roll-off and delivery charges.

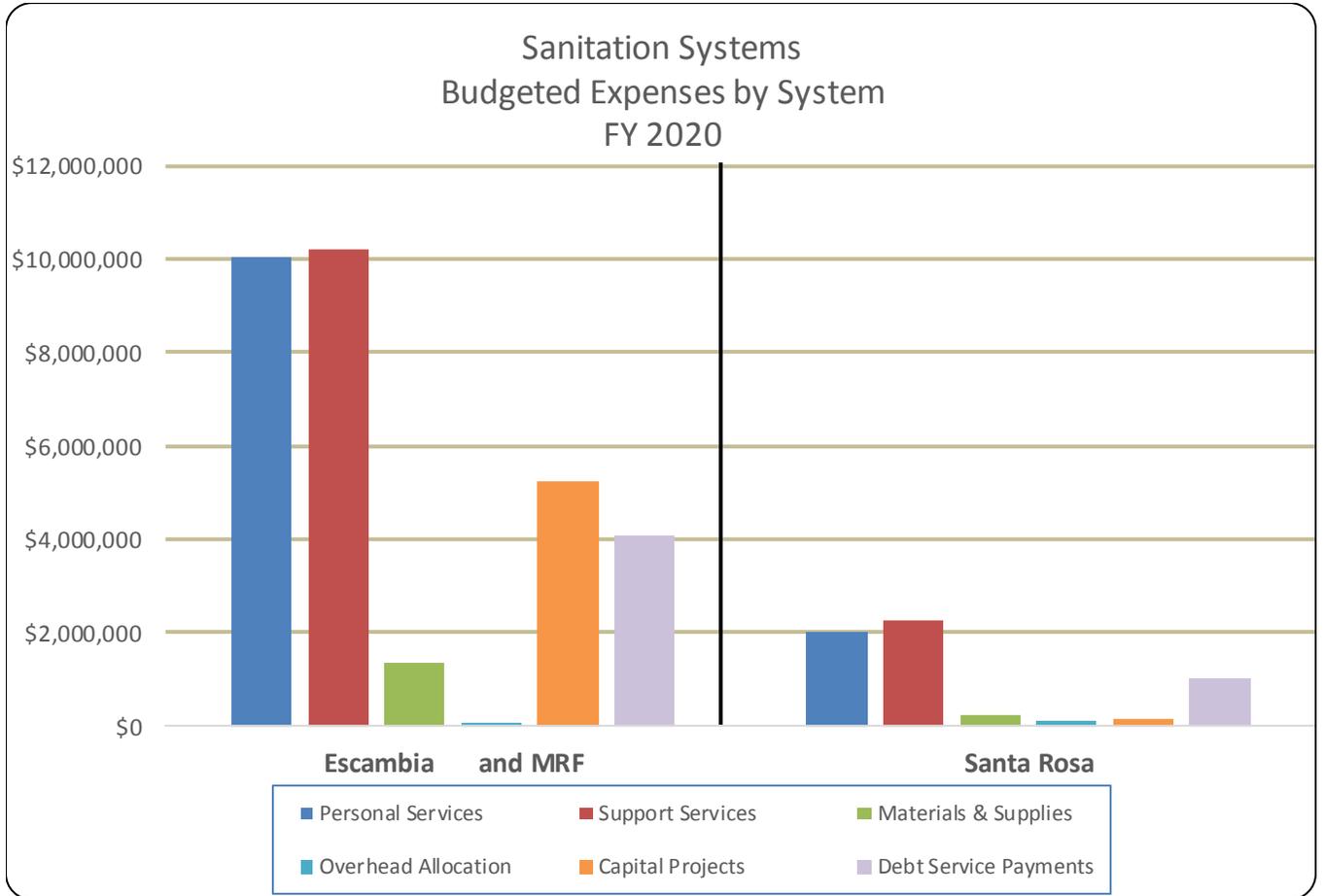


The Santa Rosa Sanitation System revenue consists of residential rates charged to customers in the designated areas of Santa Rosa County. Rate revenue comprises almost 100% of the revenue generated for the Santa Rosa Sanitation System.

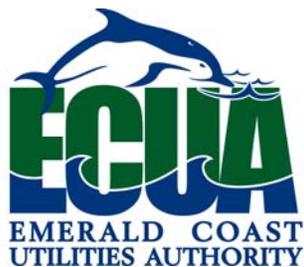


Expenses:

Shown in the chart below are expenses by category for the Escambia sanitation system and the MRF, along with the Santa Rosa sanitation systems.



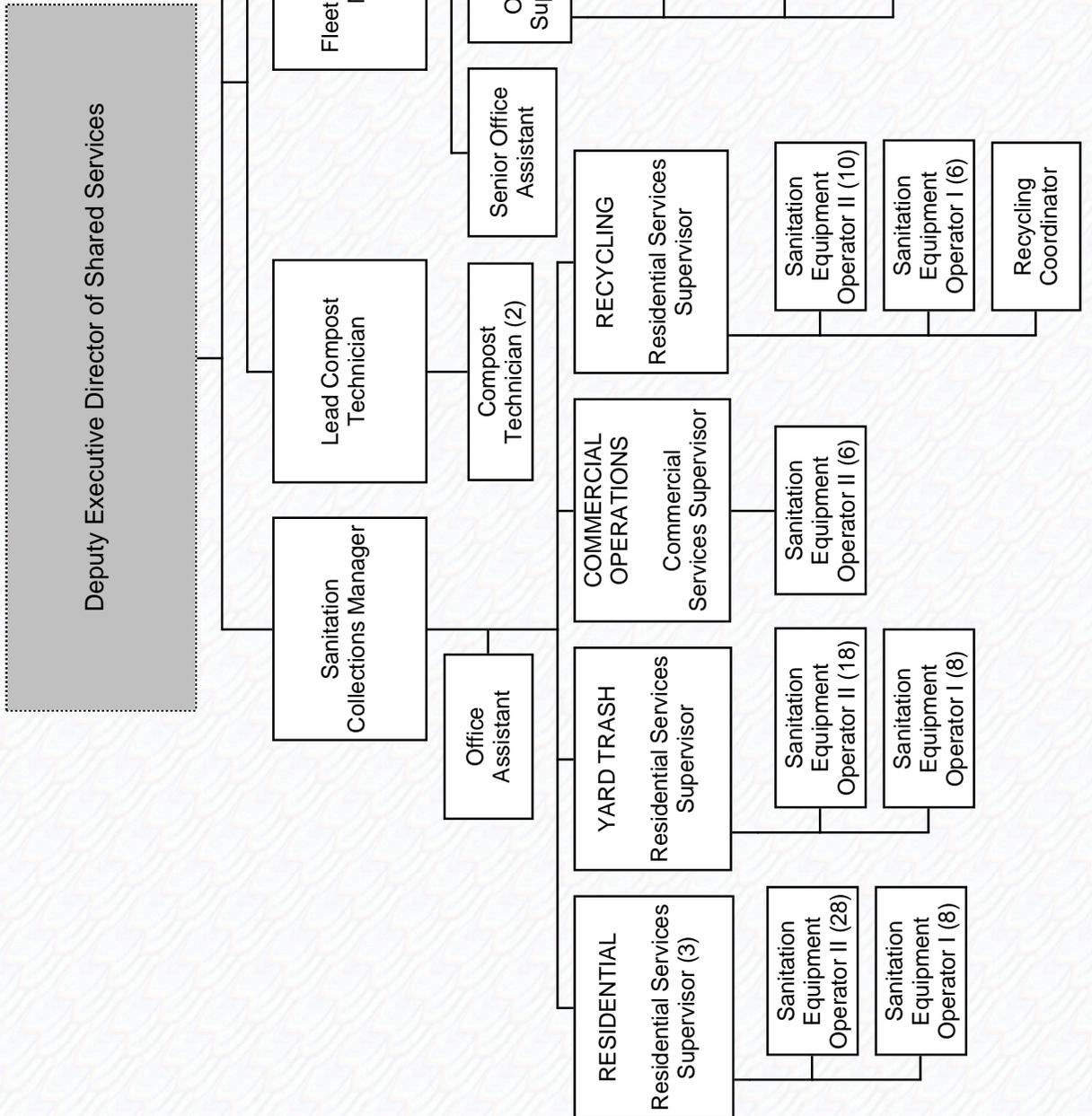
Departmental expenditure summaries detailing planned operating expenditures by line item are presented within each departmental tab that follows.



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EMERALD COAST UTILITIES AUTHORITY SANITATION ESCAMBIA

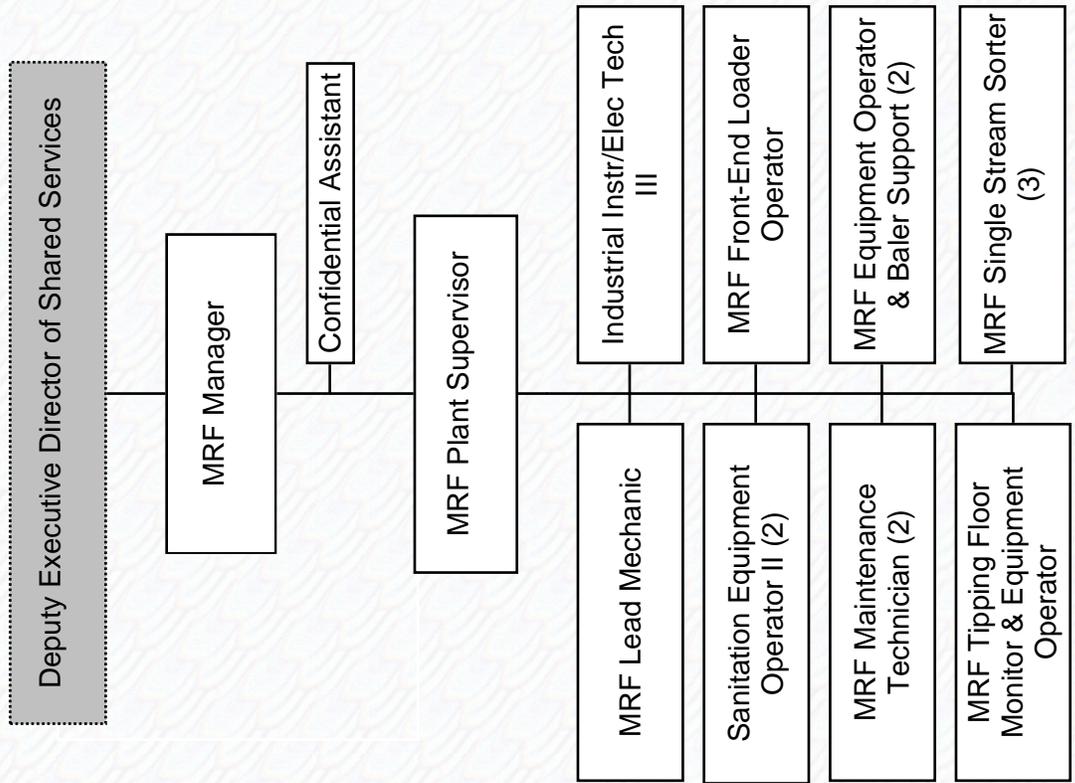


Positions: 129

10-01-2019



EMERALD COAST UTILITIES AUTHORITY MATERIALS RECYCLING SYSTEM



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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 6,230,433	\$ 6,604,371	\$ 6,880,534
14 OVERTIME	1,230,781	858,740	946,620
21 FICA MATCHING	534,348	565,399	556,069
22 RETIREMENT	597,687	637,195	683,464
23 INSURANCE	2,030,052	2,057,080	2,284,496
24 WORKERS COMPENSATION	7,261	408,000	300,000
26 OTHER	30,306	300,650	350,500
31 PROFESSIONAL SERVICES	31,672	35,000	2,500
34 OTHER CONTRACTUAL SVC	1,901,051	1,971,000	2,464,000
40 TRAVEL	1,671	3,700	4,050
41 COMMUNICATIONS	32,151	37,550	32,850
43 UTILITIES	160,062	174,000	171,000
44 RENTALS & LEASES	363,480	320,000	242,000
45 INSURANCE	275,757	260,000	293,350
46 REPAIRS & MAINTENANCE	3,473,010	2,497,500	2,618,500
48 PROMOTIONAL	22,289	55,000	38,100
49 OTHER CURRENT CHARGES	6,142,624	5,656,400	6,486,400
58 OVERHEAD ALLOCATION	585,300	585,300	182,856
98 CONTINGENCY	-	122,500	122,500
42 TRANSPORTATION (POSTAGE)	46,164	30,200	30,000
47 PRINTING	2,415	500	2,400
51 OFFICE SUPPLIES	6,769	5,200	5,200
52 OPERATING SUPPLIES	1,862,660	1,627,650	1,563,540
54 SUBSCR/MEMBERSHIPS	512	2,000	4,900
TOTAL	<u>\$ 25,568,455</u>	<u>\$ 24,814,935</u>	<u>\$ 26,265,829</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 10,660,868	\$ 11,431,435	\$ 12,001,683
SUPPORT SERVICES	12,989,067	11,717,950	12,658,106
MATERIALS & SUPPLIES	1,918,520	1,665,550	1,606,040
TOTAL	<u>\$ 25,568,455</u>	<u>\$ 24,814,935</u>	<u>\$ 26,265,829</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.

2020 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
 ESCAMBIA SANITATION SYSTEM AND MATERIAL RECYCLING FACILITY
 ADOPTED SOURCES & USES
 FISCAL YEAR 2020

<u>SOURCES</u>	ESCAMBIA SYSTEM	MATERIALS RECYCLING	TOTAL
Beginning balances:			
Prior year loan W&W system	\$ (1,051,767)	(\$961,051)	\$ (2,012,818)
Operating revenues:			
Residential services	23,084,627	0	23,084,627
Commercial services	1,760,065	0	1,760,065
Capital funding fee	1,594,800	0	1,594,800
Recyclable commodities		2,500,000	2,500,000
Recyclable tipping fees		500,000	500,000
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	35,000	0	35,000
Total operating revenues	<u>26,924,492</u>	<u>3,000,000</u>	<u>29,924,492</u>
Other income:			
Interest income	10,000	0	10,000
Lease purchase funds	3,500,000	0	3,500,000
Total other income	<u>3,510,000</u>	<u>0</u>	<u>3,510,000</u>
Total sources	<u>\$29,382,725</u>	<u>\$3,000,000</u>	<u>\$31,421,674</u>
<u>USES</u>			
Operating expenses:			
Personal services	\$ 9,060,285	\$ 960,315	\$10,020,600
Support services	8,778,250	1,406,600	10,184,850
Materials & supplies	1,257,650	107,500	1,365,150
Overhead allocation	1,920,674	(1,868,798)	51,876
Total operating expenses	<u>21,016,859</u>	<u>605,617</u>	<u>21,622,476</u>
Debt service:			
Debt service bonds & loans	997,069	833,332	1,830,401
Equipment lease payments	1,612,710	0	1,612,710
CNG fueling station	223,189	0	223,189
New debt service	400,000	0	400,000
Total debt service	<u>3,232,968</u>	<u>833,332</u>	<u>4,066,300</u>
Capital improvements:			
CIP projects	800,000	400,000	1,200,000
R&R projects	525,000	0	525,000
Equipment replacement fund	3,500,000	0	3,500,000
Total capital improvement	<u>4,825,000</u>	<u>400,000</u>	<u>5,225,000</u>
Ending balances:			
Unrestricted reserves	307,898	1,161,051	507,898
Total uses	<u>\$29,382,725</u>	<u>\$3,000,000</u>	<u>\$31,421,674</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION SYSTEMS

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 6,016,056	\$ 6,094,371	\$ 6,314,232
14 OVERTIME	1,101,846	758,740	821,620
21 FICA MATCHING	509,010	518,734	504,639
22 RETIREMENT	575,707	586,809	624,911
23 INSURANCE	1,963,601	1,944,131	2,125,466
24 WORKERS COMPENSATION	7,261	408,000	300,000
26 OTHER	30,306	300,650	350,500
31 PROFESSIONAL SERVICES	-	10,000	2,500
34 OTHER CONTRACTUAL SVC	1,455,657	1,186,000	1,629,000
40 TRAVEL	1,671	3,700	4,050
41 COMMUNICATIONS	23,775	28,300	23,600
43 UTILITIES	65,009	82,000	79,000
44 RENTALS & LEASES	207,622	260,000	212,000
45 INSURANCE	275,416	260,000	293,000
46 REPAIRS & MAINTENANCE	3,250,768	2,127,500	2,248,500
48 PROMOTIONAL	22,289	55,000	38,100
49 OTHER CURRENT CHARGES	6,142,574	5,606,400	6,436,400
58 OVERHEAD ALLOCATION	585,300	585,300	2,051,654
98 CONTINGENCY	-	102,500	102,500
42 TRANSPORTATION (POSTAGE)	45,643	30,200	30,000
47 PRINTING	2,415	500	2,400
51 OFFICE SUPPLIES	6,769	5,200	5,200
52 OPERATING SUPPLIES	1,704,206	1,492,650	1,458,540
54 SUBSCR/MEMBERSHIPS	512	1,500	2,400
TOTAL	<u>\$ 23,993,413</u>	<u>\$ 22,448,185</u>	<u>\$ 25,660,212</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 10,203,787	\$ 10,611,435	\$ 11,041,368
SUPPORT SERVICES	12,030,081	10,306,700	13,120,304
MATERIALS & SUPPLIES	1,759,545	1,530,050	1,498,540
TOTAL	<u>\$ 23,993,413</u>	<u>\$ 22,448,185</u>	<u>\$ 25,660,212</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION - ESCAMBIA COUNTY

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 4,844,350	\$ 4,953,886	\$ 5,135,953
14 OVERTIME	859,289	674,740	716,620
21 FICA MATCHING	407,664	424,830	414,319
22 RETIREMENT	466,714	485,666	516,218
23 INSURANCE	1,559,055	1,551,911	1,741,675
24 WORKERS COMPENSATION	7,261	375,000	300,000
26 OTHER	30,306	221,650	235,500
31 PROFESSIONAL SERVICES	-	10,000	2,500
34 OTHER CONTRACTUAL SVC	1,445,777	1,122,000	1,619,000
40 TRAVEL	1,671	3,700	4,050
41 COMMUNICATIONS	22,418	27,600	22,600
43 UTILITIES	65,009	82,000	79,000
44 RENTALS & LEASES	207,622	260,000	212,000
45 INSURANCE	275,416	210,000	217,100
46 REPAIRS & MAINTENANCE	2,428,291	1,611,500	1,703,500
48 PROMOTIONAL	22,289	50,000	38,100
49 OTHER CURRENT CHARGES	4,764,132	4,363,700	4,797,900
58 OVERHEAD ALLOCATION	454,320	454,320	1,920,674
98 CONTINGENCY	-	82,500	82,500
42 TRANSPORTATION (POSTAGE)	-	200	-
47 PRINTING	2,415	500	2,400
51 OFFICE SUPPLIES	6,662	5,000	4,700
52 OPERATING SUPPLIES	1,426,746	1,257,150	1,248,150
54 SUBSCR/MEMBERSHIPS	512	1,500	2,400
TOTAL	<u>\$ 19,297,919</u>	<u>\$ 18,229,353</u>	<u>\$ 21,016,859</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 8,174,639	\$ 8,687,683	\$ 9,060,285
SUPPORT SERVICES	9,686,945	8,277,320	10,698,924
MATERIALS & SUPPLIES	1,436,335	1,264,350	1,257,650
TOTAL	<u>\$ 19,297,919</u>	<u>\$ 18,229,353</u>	<u>\$ 21,016,859</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
23 INSURANCE	\$ 50,183	\$ 22,000	\$ 175,000
24 WORKERS COMPENSATION	7,261	375,000	300,000
26 OTHER	30,306	221,650	235,500
31 PROFESSIONAL SERVICES	-	2,500	2,500
45 INSURANCE	275,416	210,000	217,100
46 REPAIRS & MAINTENANCE	958	-	5,000
49 OTHER CURRENT CHARGES	152,240	165,000	165,000
58 OVERHEAD ALLOCATION	454,320	454,320	1,920,674
98 CONTINGENCY	-	82,500	82,500
TOTAL	<u>\$ 970,684</u>	<u>\$ 1,532,970</u>	<u>\$ 3,103,274</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 87,750	\$ 618,650	\$ 710,500
SUPPORT SERVICES	882,934	914,320	2,392,774
TOTAL	<u>\$ 970,684</u>	<u>\$ 1,532,970</u>	<u>\$ 3,103,274</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / ADMINISTRATION

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 102,252	\$ 102,586	\$ 105,746
14 OVERTIME	152	1,500	-
21 FICA MATCHING	7,190	8,013	7,370
22 RETIREMENT	8,204	8,598	8,957
23 INSURANCE	31,817	31,795	32,416
31 PROFESSIONAL SERVICES	-	7,500	
34 OTHER CONTRACTUAL SVC	708,769	590,000	900,000
40 TRAVEL	833	1,200	700
41 COMMUNICATIONS	22,418	27,600	22,600
43 UTILITIES	60,443	75,000	75,000
44 RENTALS & LEASES	3,562	-	40,000
46 REPAIRS & MAINTENANCE	21,614	21,500	81,000
49 OTHER CURRENT CHARGES	1,037	7,500	16,200
42 TRANSPORTATION (POSTAGE)	-	200	
47 PRINTING	275	500	500
51 OFFICE SUPPLIES	611	1,000	1,000
52 OPERATING SUPPLIES	11,533	17,500	16,000
54 SUBSCR/MEMBERSHIPS	512	1,500	1,000
TOTAL	<u>\$ 981,222</u>	<u>\$ 903,492</u>	<u>\$ 1,308,489</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 149,615	\$ 152,492	\$ 154,489
SUPPORT SERVICES	818,676	730,300	1,135,500
MATERIALS & SUPPLIES	12,931	20,700	18,500
TOTAL	<u>\$ 981,222</u>	<u>\$ 903,492</u>	<u>\$ 1,308,489</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / RESIDENTIAL OPERATIONS

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 1,572,554	\$ 1,487,554	\$ 1,523,322
14 OVERTIME	231,037	260,000	250,000
21 FICA MATCHING	127,134	126,723	123,379
22 RETIREMENT	150,418	154,402	160,939
23 INSURANCE	501,624	463,176	485,021
34 OTHER CONTRACTUAL SVC	-	5,500	-
44 RENTALS & LEASES	-	25,000	
46 REPAIRS & MAINTENANCE	1,181,424	700,000	700,000
49 OTHER CURRENT CHARGES	3,842,158	3,601,000	4,000,500
52 OPERATING SUPPLIES	733,713	625,750	621,750
TOTAL	<u>\$ 8,340,062</u>	<u>\$ 7,449,105</u>	<u>\$ 7,864,911</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,582,767	\$ 2,491,855	\$ 2,542,661
SUPPORT SERVICES	5,023,582	4,331,500	4,700,500
MATERIALS & SUPPLIES	733,713	625,750	621,750
TOTAL	<u>\$ 8,340,062</u>	<u>\$ 7,449,105</u>	<u>\$ 7,864,911</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / GARAGE

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 1,391,169	\$ 1,483,090	\$ 1,531,402
14 OVERTIME	215,807	136,620	170,000
21 FICA MATCHING	116,169	124,565	122,436
22 RETIREMENT	139,460	144,516	155,286
23 INSURANCE	360,310	371,723	388,196
40 TRAVEL	-	2,500	2,500
43 UTILITIES	4,566	7,000	4,000
44 RENTALS & LEASES	46,381	35,000	37,000
46 REPAIRS & MAINTENANCE	321,710	165,000	145,000
49 OTHER CURRENT CHARGES	88,178	5,500	12,300
47 PRINTING	245	-	-
51 OFFICE SUPPLIES	6,051	4,000	3,700
52 OPERATING SUPPLIES	380,573	300,100	349,600
TOTAL	<u>\$ 3,070,619</u>	<u>\$ 2,779,614</u>	<u>\$ 2,921,420</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,222,915	\$ 2,260,514	\$ 2,367,320
SUPPORT SERVICES	460,835	215,000	200,800
MATERIALS & SUPPLIES	386,869	304,100	353,300
TOTAL	<u>\$ 3,070,619</u>	<u>\$ 2,779,614</u>	<u>\$ 2,921,420</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / COMMERCIAL OPERATIONS

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 253,701	\$ 242,114	\$ 277,441
14 OVERTIME	92,503	50,000	60,000
21 FICA MATCHING	25,316	22,511	24,322
22 RETIREMENT	26,965	24,128	28,581
23 INSURANCE	70,377	67,036	68,591
34 OTHER CONTRACTUAL SVC	3,916	1,500	4,000
46 REPAIRS & MAINTENANCE	255,447	200,000	180,000
49 OTHER CURRENT CHARGES	678,817	581,200	601,200
52 OPERATING SUPPLIES	53,808	46,500	50,800
TOTAL	<u>\$ 1,460,850</u>	<u>\$ 1,234,989</u>	<u>\$ 1,294,935</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 468,862	\$ 405,789	\$ 458,935
SUPPORT SERVICES	938,180	782,700	785,200
MATERIALS & SUPPLIES	53,808	46,500	50,800
TOTAL	<u>\$ 1,460,850</u>	<u>\$ 1,234,989</u>	<u>\$ 1,294,935</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / YARD TRASH

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 791,964	\$ 814,841	\$ 889,135
14 OVERTIME	178,803	135,000	135,000
21 FICA MATCHING	69,114	72,786	72,542
22 RETIREMENT	74,639	78,416	86,743
23 INSURANCE	301,821	315,374	333,042
34 OTHER CONTRACTUAL SVC	714,485	500,000	700,000
46 REPAIRS & MAINTENANCE	200,205	175,000	175,000
49 OTHER CURRENT CHARGES	1,545	500	1,700
52 OPERATING SUPPLIES	58,051	53,800	66,500
TOTAL	<u>\$ 2,390,627</u>	<u>\$ 2,145,717</u>	<u>\$ 2,459,662</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,416,341	\$ 1,416,417	\$ 1,516,462
SUPPORT SERVICES	916,235	675,500	876,700
MATERIALS & SUPPLIES	58,051	53,800	66,500
TOTAL	<u>\$ 2,390,627</u>	<u>\$ 2,145,717</u>	<u>\$ 2,459,662</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / RECYCLING

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 601,861	\$ 633,880	\$ 613,490
14 OVERTIME	109,025	50,000	60,000
21 FICA MATCHING	50,960	52,470	48,202
22 RETIREMENT	54,482	56,489	57,043
23 INSURANCE	209,226	204,862	216,511
46 REPAIRS & MAINTENANCE	195,631	200,000	200,000
48 PROMOTIONAL	22,289	50,000	38,100
49 OTHER CURRENT CHARGES	157	1,500	1,000
47 PRINTING	1,895	-	1,900
52 OPERATING SUPPLIES	37,025	61,500	47,000
TOTAL	<u>\$ 1,282,551</u>	<u>\$ 1,310,701</u>	<u>\$ 1,283,246</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,025,554	\$ 997,701	\$ 995,246
SUPPORT SERVICES	218,077	251,500	239,100
MATERIALS & SUPPLIES	38,920	61,500	48,900
TOTAL	<u>\$ 1,282,551</u>	<u>\$ 1,310,701</u>	<u>\$ 1,283,246</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / COMPOSTING

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 130,849	\$ 189,821	\$ 195,417
14 OVERTIME	31,962	41,620	41,620
21 FICA MATCHING	11,781	17,762	16,068
22 RETIREMENT	12,546	19,117	18,669
23 INSURANCE	33,697	75,945	42,898
34 OTHER CONTRACTUAL SVC	18,607	25,000	15,000
40 TRAVEL	838	-	850
44 RENTALS & LEASES	157,679	200,000	135,000
46 REPAIRS & MAINTENANCE	251,302	150,000	217,500
49 OTHER CURRENT CHARGES	-	1,500	-
52 OPERATING SUPPLIES	152,043	152,000	96,500
54 SUBSCR/MEMBERSHIPS	-	-	1,400
TOTAL	<u>\$ 801,304</u>	<u>\$ 872,765</u>	<u>\$ 780,922</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 220,835	\$ 344,265	\$ 314,672
SUPPORT SERVICES	428,426	376,500	368,350
MATERIALS & SUPPLIES	152,043	152,000	97,900
TOTAL	<u>\$ 801,304</u>	<u>\$ 872,765</u>	<u>\$ 780,922</u>

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

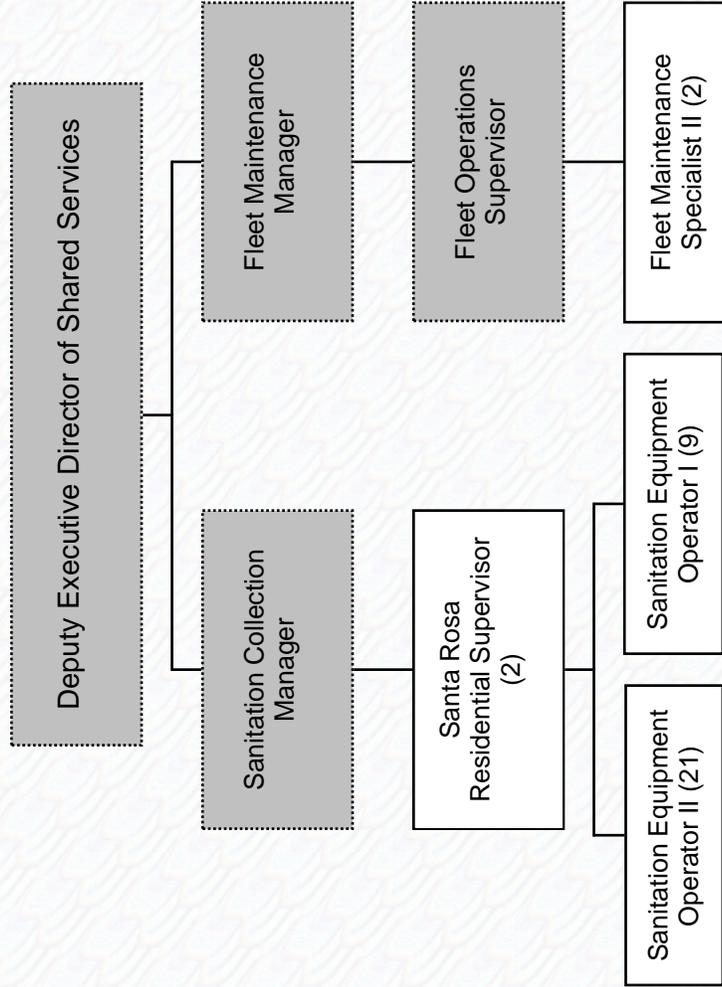
	ACTUAL 2018	APPROVED 2019	APPROVED 2020
	<u> </u>	<u> </u>	<u> </u>
12 REGULAR SALARIES	\$ 214,377	\$ 510,000	\$ 566,302
14 OVERTIME	128,935	100,000	125,000
21 FICA MATCHING	25,338	46,665	51,430
22 RETIREMENT	21,980	50,386	58,553
23 INSURANCE	66,451	112,949	159,030
31 PROFESSIONAL SERVICES	31,672	25,000	-
34 OTHER CONTRACTUAL SVC	445,394	785,000	835,000
41 COMMUNICATIONS	8,376	9,250	9,250
43 UTILITIES	95,053	92,000	92,000
44 RENTALS & LEASES	155,858	60,000	30,000
45 INSURANCE	341	-	350
46 REPAIRS & MAINTENANCE	222,242	370,000	370,000
49 OTHER CURRENT CHARGES	50	50,000	50,000
58 OVERHEAD ALLOCATION	-	-	(1,868,798)
98 CONTINGENCY	-	20,000	20,000
42 TRANSPORTATION (POSTAGE)	521	-	-
52 OPERATING SUPPLIES	158,454	135,000	105,000
54 SUBSCR/MEMBERSHIPS	-	500	2,500
	<u> </u>	<u> </u>	<u> </u>
TOTAL	<u>\$ 1,575,042</u>	<u>\$ 2,366,750</u>	<u>\$ 605,617</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 457,081	\$ 820,000	\$ 960,315
SUPPORT SERVICES	958,986	1,411,250	(462,198)
MATERIALS & SUPPLIES	158,975	135,500	107,500
	<u> </u>	<u> </u>	<u> </u>
TOTAL	<u>\$ 1,575,042</u>	<u>\$ 2,366,750</u>	<u>\$ 605,617</u>



EMERALD COAST UTILITIES AUTHORITY SANITATION SANTA ROSA



EMERALD COAST UTILITIES AUTHORITY
SANTA ROSA SANITATION SYSTEM
ADOPTED SOURCES & USES
FISCAL YEAR 2020

SOURCES

Beginning balances:

Unrestricted reserves \$ 192,965

Operating revenues:

Residential services 5,916,992

Miscellaneous 10,000

Total operating revenues 5,926,992

Other income:

Interest income 1,600

Total sources \$ 6,121,557

USES

Operating expenses:

Personal services \$ 2,014,083

Support services 2,257,400

Materials & supplies 240,890

Overhead allocation 130,980

Total operating expenses 4,643,353

Debt service:

Equipment lease payments 1,012,638

Capital improvements:

R&R projects 175,000

Ending balances:

Unrestricted reserves 290,566

Total uses \$ 6,121,557

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANTA ROSA COUNTY SANITATION

	ACTUAL 2019	APPROVED 2019	APPROVED 2020
	<u> </u>	<u> </u>	<u> </u>
12 REGULAR SALARIES	\$ 1,171,706	\$ 1,140,485	\$ 1,178,279
14 OVERTIME	242,557	84,000	105,000
21 FICA MATCHING	101,346	93,904	90,320
22 RETIREMENT	108,993	101,143	108,693
23 INSURANCE	404,546	392,220	383,791
24 WORKERS COMPENSATION	-	33,000	-
26 OTHER	-	79,000	115,000
34 OTHER CONTRACTUAL SVC	9,880	64,000	10,000
41 COMMUNICATIONS	1,357	700	1,000
45 INSURANCE	-	50,000	75,900
46 REPAIRS & MAINTENANCE	822,477	516,000	545,000
48 PROMOTIONAL	-	5,000	-
49 OTHER CURRENT CHARGES	1,378,442	1,242,700	1,638,500
58 OVERHEAD ALLOCATION	130,980	130,980	130,980
98 CONTINGENCY	-	20,000	20,000
42 TRANSPORTATION (POSTAGE)	45,643	30,000	30,000
51 OFFICE SUPPLIES	107	200	500
52 OPERATING SUPPLIES	277,460	235,500	210,390
TOTAL	<u>\$ 4,695,494</u>	<u>\$ 4,218,832</u>	<u>\$ 4,643,353</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,029,148	\$ 1,923,752	\$ 1,981,083
SUPPORT SERVICES	2,343,136	2,029,380	2,421,380
MATERIALS & SUPPLIES	323,210	265,700	240,890
TOTAL	<u>\$ 4,695,494</u>	<u>\$ 4,218,832</u>	<u>\$ 4,643,353</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANTA ROSA / ADMINISTRATION

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
34 OTHER CONTRACTUAL SVC	\$ 9,880	\$ 10,000	\$ 10,000
49 OTHER CURRENT CHARGES	38,088	40,000	38,000
42 TRANSPORTATION (POSTAGE)	45,643	30,000	30,000
51 OFFICE SUPPLIES	107	-	500
52 OPERATING SUPPLIES	234	500	500
TOTAL	<u>\$ 93,952</u>	<u>\$ 80,500</u>	<u>\$ 79,000</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
SUPPORT SERVICES	\$ 47,968	\$ 50,000	\$ 48,000
MATERIALS & SUPPLIES	45,984	30,500	31,000
TOTAL	<u>\$ 93,952</u>	<u>\$ 80,500</u>	<u>\$ 79,000</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANTA ROSA / RESIDENTIAL

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 1,081,328	\$ 1,050,733	\$ 1,081,996
14 OVERTIME	226,474	50,000	95,000
21 FICA MATCHING	93,766	84,418	82,820
22 RETIREMENT	100,467	90,921	99,691
23 INSURANCE	372,118	352,661	351,671
34 OTHER CONTRACTUAL SVC	-	44,000	-
41 COMMUNICATIONS	1,357	700	1,000
46 REPAIRS & MAINTENANCE	663,356	400,000	400,000
48 PROMOTIONAL	-	5,000	-
49 OTHER CURRENT CHARGES	1,250,752	1,100,500	1,500,500
52 OPERATING SUPPLIES	275,659	205,500	206,500
TOTAL	<u>\$ 4,065,277</u>	<u>\$ 3,384,433</u>	<u>\$ 3,819,178</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,874,153	\$ 1,628,733	\$ 1,711,178
SUPPORT SERVICES	1,915,465	1,550,200	1,901,500
MATERIALS & SUPPLIES	275,659	205,500	206,500
TOTAL	<u>\$ 4,065,277</u>	<u>\$ 3,384,433</u>	<u>\$ 3,819,178</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANTA ROSA / GARAGE

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
12 REGULAR SALARIES	\$ 90,378	\$ 89,752	\$ 96,283
14 OVERTIME	16,083	10,000	10,000
21 FICA MATCHING	7,580	7,650	7,500
22 RETIREMENT	8,526	8,239	9,002
23 INSURANCE	32,428	31,559	32,120
46 REPAIRS & MAINTENANCE	-	6,000	-
49 OTHER CURRENT CHARGES	-	700	-
51 OFFICE SUPPLIES	-	200	-
52 OPERATING SUPPLIES	-	7,500	-
TOTAL	<u>\$ 154,995</u>	<u>\$ 161,600</u>	<u>\$ 154,905</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 154,995	\$ 147,200	\$ 154,905
SUPPORT SERVICES	-	6,700	-
MATERIALS & SUPPLIES	-	7,700	-
TOTAL	<u>\$ 154,995</u>	<u>\$ 161,600</u>	<u>\$ 154,905</u>

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

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
14 OVERTIME	\$ -	\$ 12,000	\$ -
21 FICA MATCHING	-	918	-
22 RETIREMENT	-	992	-
34 OTHER CONTRACTUAL SVC	-	10,000	-
46 REPAIRS & MAINTENANCE	13,804	25,000	25,000
49 OTHER CURRENT CHARGES	-	500	-
52 OPERATING SUPPLIES	249	11,000	1,890
TOTAL	<u>\$ 14,053</u>	<u>\$ 60,410</u>	<u>\$ 26,890</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ -	\$ 13,910	\$ -
SUPPORT SERVICES	13,804	35,500	25,000
MATERIALS & SUPPLIES	249	11,000	1,890
TOTAL	<u>\$ 14,053</u>	<u>\$ 60,410</u>	<u>\$ 26,890</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANTA ROSA / RECYCLING

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
14 OVERTIME	\$ -	\$ 12,000	\$ -
21 FICA MATCHING	-	918	-
22 RETIREMENT	-	991	-
44 RENTALS & LEASES	-	-	-
46 REPAIRS & MAINTENANCE	145,317	85,000	120,000
49 OTHER CURRENT CHARGES	-	1,000	-
52 OPERATING SUPPLIES	1,318	11,000	1,500
TOTAL	<u>\$ 146,635</u>	<u>\$ 110,909</u>	<u>\$ 121,500</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

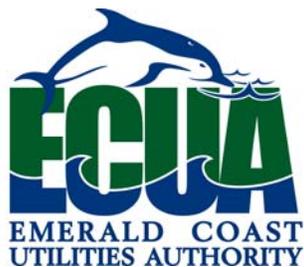
PERSONAL SERVICES	\$ -	\$ 13,909	\$ -
SUPPORT SERVICES	145,317	86,000	120,000
MATERIALS & SUPPLIES	1,318	11,000	1,500
TOTAL	<u>\$ 146,635</u>	<u>\$ 110,909</u>	<u>\$ 121,500</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANTA ROSA / OTHER EXPENDITURES

	ACTUAL 2018	APPROVED 2019	APPROVED 2020
23 INSURANCE	\$ -	\$ 8,000	\$ -
24 WORKERS COMPENSATION	-	33,000	-
26 OTHER	-	79,000	115,000
45 INSURANCE	-	50,000	75,900
49 OTHER CURRENT CHARGES	89,602	100,000	100,000
58 OVERHEAD ALLOCATION	130,980	130,980	130,980
98 CONTINGENCY	-	20,000	20,000
TOTAL	<u>\$ 220,582</u>	<u>\$ 420,980</u>	<u>\$ 441,880</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ -	\$ 120,000	\$ 115,000
SUPPORT SERVICES	220,582	300,980	326,880
TOTAL	<u>\$ 220,582</u>	<u>\$ 420,980</u>	<u>\$ 441,880</u>



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