

EMERALD COAST UTILITIES AUTHORITY

OPERATING BUDGET

FISCAL YEAR 2022



Quality drinking water is
our #1 Priority



For the Fiscal Year Ending 9/30/2022



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Emerald Coast Utilities Authority

An Independent Special District of the State of Florida

ANNUAL OPERATING BUDGET

For the fiscal year ending September 30, 2022

As Approved by the ECUA Board
7-27-2021

Prepared by
The Finance Department

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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 98,000 customers. The wastewater system serves over 77,000 customers, conveying wastewater to three treatment plants with a total permitted capacity of 33.1 million gallons. The Authority began providing solid waste collection in 1992 through an acquisition of the system previously operated by Escambia County. Prior to conveying the sanitation system to the ECUA, the County passed an ordinance that mandated garbage collection throughout the unincorporated area of Escambia County. The ECUA implemented that mandatory collection service, and subsequently implemented voluntary recycling throughout the service area. The Authority also purchased two additional residential sanitation systems in 1994. In January 2015, the Authority began providing solid waste and recycling collection services to residential customers in the northern half of neighboring Santa Rosa County. The Authority currently serves over 117,000 sanitation customers in the two counties. In September 2016, the Authority opened a Materials Recycling Facility (MRF) to process recyclable materials out of the solid waste stream. After having contracted with a third party to manage and operate the facility, the Authority now manages and operates the facility entirely in-house.



Emerald Coast Utilities Authority

Board of Directors

(at time of publication)

Fiscal Year 2022

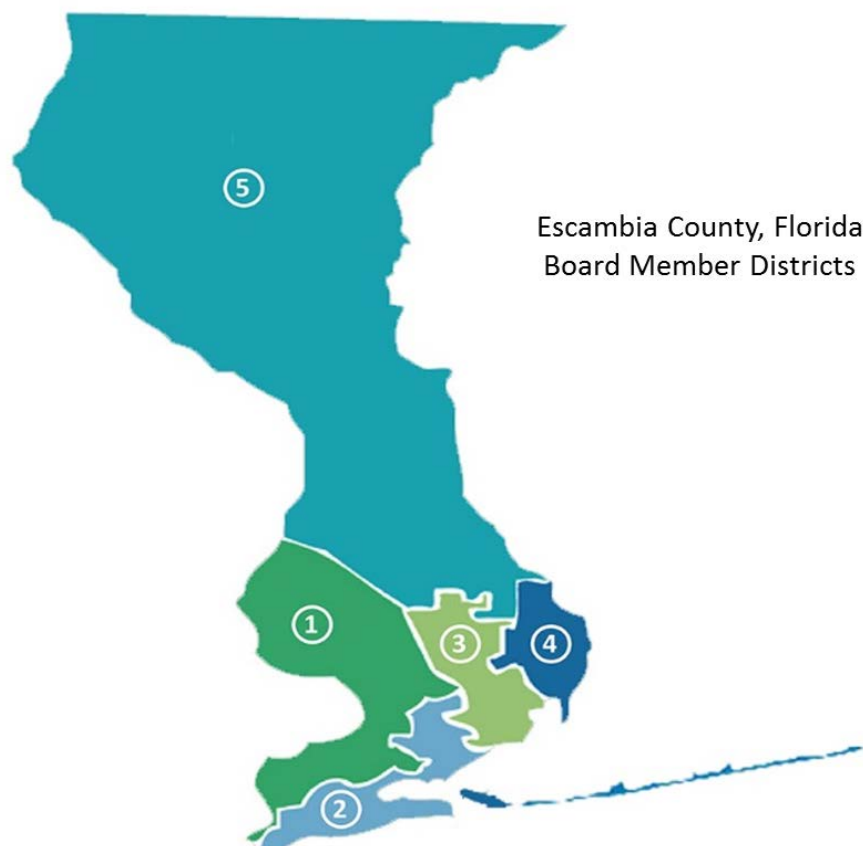
Vicki Campbell, District 1

Lois Benson, District 2, Chair

Larry Williams, District 3

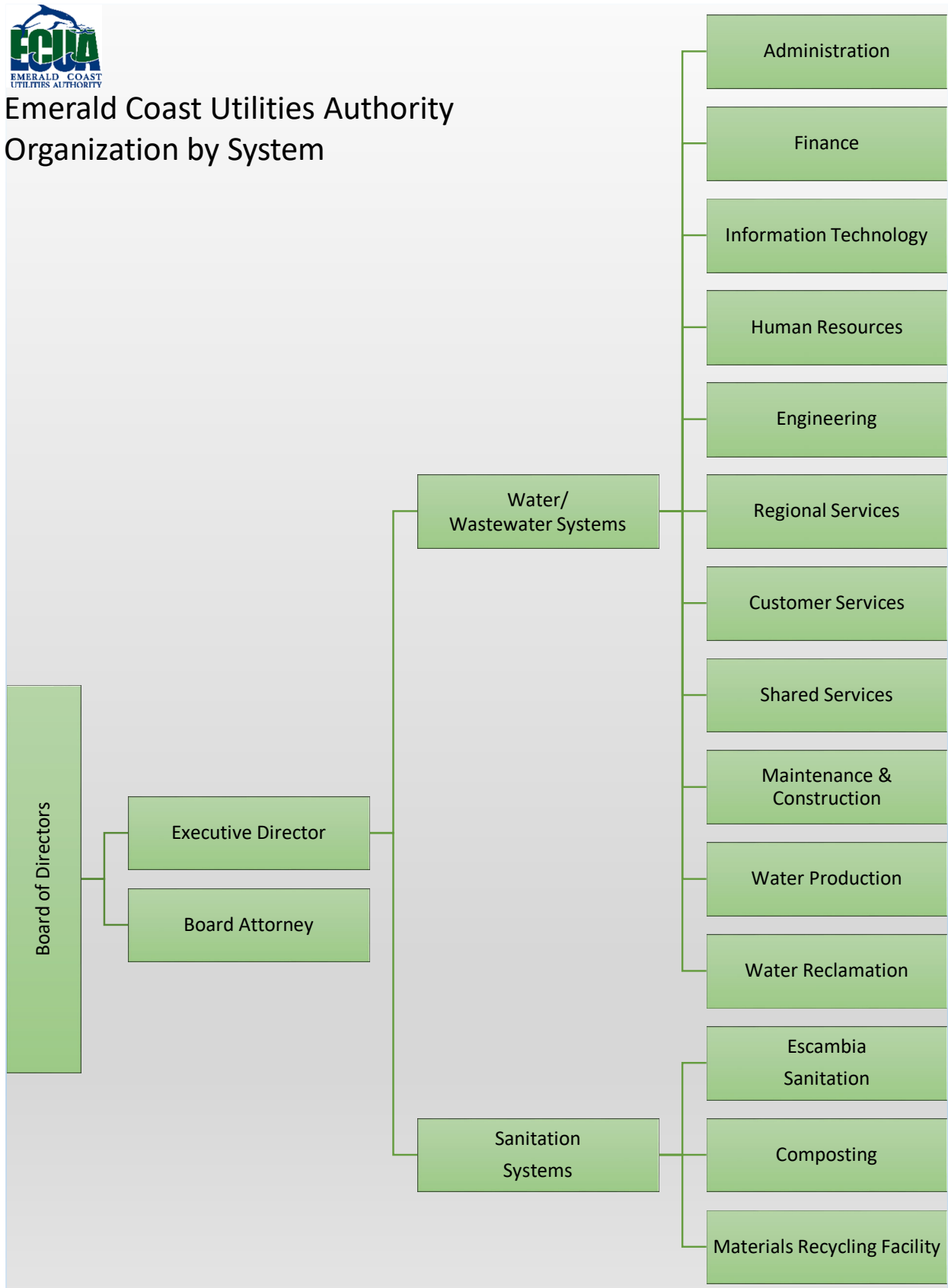
Dale Perkins, District 4

Kevin Stephens, District 5 Vice Chair





Emerald Coast Utilities Authority Organization by System





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**EXECUTIVE DIRECTOR**

J. Bruce Woody, P.E.

DEPUTY EXECUTIVE DIRECTORS

Shared Services – Randy Rudd

Maintenance & Construction – Gerry Piscopo

Engineering & Environmental Services – Don Palmer

DEPARTMENT DIRECTORS

Finance – Justin Smith

Information Technology – John Daane

Human Resources/Administrative Services – Kimberly Scruggs

Engineering – Stacy Hayden

Regional Services – Brian Reid

Customer Services – Gabe Brown

Water Production – Tom Dawson

Water Reclamation – Randy Sears

EXECUTIVE SUMMARY

Fiscal Year 2021 (FY 2021) saw unique challenges for our local ratepayers as we continue to recover from the COVID-19 virus pandemic. Many businesses are beginning to reopen and increase operations back to the levels they were prior to the pandemic of 2020.

Looking ahead to Fiscal Year 2022 (FY 2022) we continue to be mindful of providing financially efficient and conservative services to our ratepayers. The budget for FY 2022 includes a 2.5% rate increase for water and wastewater services. For sanitation services, an increase of 9.5% is approved for services in Escambia County to cover increases in operating expenses due to growth in the service area and the number of customers. A more detailed summary of each service follows.

The Authority continues to remain on sound financial footing thanks to the ECUA Board's focus on fiscal policy. Revenues for both the Water/Wastewater and Sanitation Systems have consistently remained within 5% of the target to meet budget projections. Expenses remain in the budgeted target arena as well. Economic conditions in the service area continue to show 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 2022. The presence of the Navy Federal Credit Union Call Center complex drives, in part, the demand for housing in the north central parts of the County. Along with new housing comes opportunities for new sanitation and water/wastewater customers, along with challenges in providing the needed infrastructure for the housing developments and apartment complexes.

The ECUA provides for the following separate Systems: The Water/Wastewater System and the Sanitation System, which includes the Materials Recycling Facility (MRF). The Water/Wastewater System handles all aspects of water production and delivery along with the collection, treatment and disposal of wastewater (sewer). The Sanitation System encompasses solid waste collection in Escambia County, Florida. Additionally, the Sanitation System manages the composting activity located at the Central Water Reclamation Facility (CWRF). The MRF encompasses the processing and sale of recyclable materials in an effort to keep those materials out of the County landfill and provide a more "green" approach. By doing so, the utilization of the MRF has allowed ECUA to continue the curbside recycling program. ECUA owns the facility and manages the daily operations in-house and contracts with various vendors directly who purchase the raw materials produced at the MRF.

WATER/WASTEWATER

The FY 2022 Water/Wastewater budget presented is showing projected revenues that include a 2.5% rate increase. The rate increase was implemented to add additional funding into the capital improvement program to provide matching funds for sewer expansion. Revenue increases from growth are projected to cover the modest increases in operating costs. The projected carryforward from FY 2021, the capital improvement fee, impact fees, and the net revenues are projected to be adequate to provide the necessary sources for capital. The Capital Improvement Fee (CIF) established in FY 2018 is generating approximately \$9 million in order to help pay for capital improvements. We do not anticipate the issuance of any new debt for fiscal year 2022.

Departmental budget requests for FY 2022 increased 4.70%, due to anticipated increases in utilities usage, increased postage due to growth in the customer base, new software to facilitate disaster recovery, as well as increases in repair and maintenance costs for aging buildings and vehicles. We endeavor to be consistent with the targeted amount of carryforward so that we have reserves to rely on when unexpected events such as floods or hurricanes occur. FY 2022's projected carryforward reserves is \$10.3 million. The staff believes the proposal is acceptable since we will be using project carryforward and current year revenues to help fund capital projects without having to issue new debt.

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

Some increases in the FY 2022 Water/Wastewater budget include: (1) the Regional Services Department adding two new positions to support a new Meter Maintenance Division. This division will be dedicated to servicing water meters throughout the system; (2) the Maintenance & Construction Department is requesting two new positions in the Lift Station Division along with a truck and other required equipment for the new crew. This additional crew is needed to maintain our growing system; (3) The Water Reclamation Department is requesting new filter media replacement at the Bayou Marcus Water Treatment Facility as well as new equipment for the water quality lab; and (4) the Water Production Department is requesting a new position for a SCADA Network Technician. Water Production is also requesting two additional Ford Ranger pickup trucks for the Well Mechanical Maintenance and Water Production Operations divisions. These additions will add approximately \$661,600.

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

In order to provide funding for emergency repairs and increases in cost without increasing the actual department budgets each year, we have again requested a \$1,500,000 operating contingency for FY 2022. Each department budgets for routine maintenance costs and current level utility usage, but the operating contingency will allow availability of funds for emergency repairs and other unknown increases, which always seem to occur in the operating expenses. If the funds are not used during the year, they will carry forward in reserves at year-end, which provides funds in the following fiscal year for capital projects and helps minimize rate increases next year.

The approved FY 2022 budget for Water/Wastewater includes a Capital Improvement Program (CIP) in the sum of \$36.7 million of which \$8.4 million is for the I&I construction phase of the consent order. Other recommended projects include general utility relocations, elevated tank maintenance, meter register replacements, Carpenter's Creek sewer rehabilitation, Bayou Marcus boardwalk improvements, and sewer expansion. The proposed budget funds the CIP from a combination of prior year carryforward, current year net operating revenue, capital improvement fees collected, impact fees, and funds received from grants and/or interlocal agreements with other entities. As always, the staff spent many hours discussing and prioritizing the recommended list of system needs. The \$8.4 million in funding for the SSO/I&I Program is in response to the FDEP Consent Order (CO) which the ECUA Board approved in May 2012. This is the tenth (10th) year of the original 16-year program that we have established to make the system improvements required in the CO. As part of the Amended Consent Order agreement with FDEP, ECUA is required to budget \$8 million in its CIP budget each year from FY 2020 through FY 2029 for Corrective Action Plan projects. This amount is to be increased at the beginning of each fiscal year by the CPI-U South Region for all goods. The total amount estimated to be budgeted during this time is approximately \$100 million.

We anticipate the annual carryforward amount to be approximately \$22 million at the end of FY 2021 and this should provide an adequate rollover amount to start out with in FY 2022. A strong reserve will provide emergency funds in case of disaster and help us achieve a favorable interest rate in the debt market should we find the need to borrow funds in later years for the CIP requirements.

We are required by bond covenants to maintain a minimum coverage of 125% for parity debt (bonds & bank loans) and 115% for "all-in" debt (which includes the State Revolving Fund (SRF) loans. Under this approved budget, the debt service coverage requirements exceed those minimum coverage requirements by 46% and 27%, respectively, and therefore remains acceptable.

SANITATION and MATERIAL RECYCLING (MRF)

The Escambia County Sanitation System (ECSS) has a 14.85% increase in expenses in the FY 2022 budget. The contract for Santa Rosa County Sanitation Services ended on December 31, 2020 and we are now only operating in Escambia County. The Materials Recycling Facility (MRF) has seen an increase in the commodity market values during the FY 2021. However, the facility was shut down for approximately four months during FY 2021 due to Hurricane Sally in September 2020 and a fire in July 2021. In spite of these challenges, the MRF is still projected to end FY2021 with an increase to unrestricted reserves. The facility continues to be a welcome addition to the region, as evidenced by the number of entities that have signed inter-local agreements with us to receive and process their recyclable materials.

The Board approved a 9.5% rate increase for the Escambia County Sanitation System (ECSS) on August 24, 2021. This rate increase is projected to cover the increased operating costs and requested capital needs for ECSS. There was also an allocation of 0.5% of the rate increase to increase pay for the Sanitation Equipment Operator positions in an effort to attract qualified employees to fill these positions that have many vacancies. The average ECSS sanitation customer with two 90 gallon containers will see a monthly increase of \$1.75.

The Escambia County Sanitation System (ECSS) is growing, with an expected increase in residential customers of approximately 1%. With growth comes increased operating costs in maintenance, labor, and equipment. The total increase in operating expenses when compared to FY 2020's original budget is 5.09% for the ECSS. The need to buy additional collection and recycling cans continues, although cans that were previously being used in Santa Rosa County have been re-purposed for use in Escambia County, reducing the number of cans we need to purchase during FY 2022. Trucks that were being used in Santa Rosa County have been brought back into Escambia County reducing the need to purchase any new trucks during FY 2022. Many of the older trucks still in service, yet reaching the end of their programmed life, may be replaced by transitioning trucks to Escambia and thus provide some savings on expensive repairs and maintenance.

For FY 2022, eight new positions are approved for the ECSS. Two of the new positions will be in the Administrative division to perform a field audit of the entire sanitation customer base. They will audit each customer in our service area to ensure we are billing the proper amount for the service they are receiving. The other six positions will be used to create an evening shift in the Sanitation Garage. The evening shift will consist of one Lead Mechanic, one Materials Maintenance Specialist, and four Fleet Mechanics. Creating an evening shift will allow the mechanics to perform preventative maintenance and minor repairs when the trucks come in from their daily routes. This will enable more trucks to be on the road during their scheduled times during the day.

As provided for in FY 2021, FY 2022's budget also includes a transfer from the ECSS to the MRF for the ECSS solid waste materials diverted to the MRF. Loan requirements on MRF equipment dictate that the MRF be solvent and therefore the MRF must charge tipping fees to the ECSS operations like other entities that are tipping materials at the MRF. This allocation will vary year to year depending upon the commodities market values for the recycled materials. The Capital Funding Fee (CFF) is providing sufficient capital funds at this time and is completely separate from the operating costs.

The MRF is now in its fifth 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. There has been a resurgence of commodity values during FY 2021 and the average market value for recyclable materials is now the highest it has been since we began operating the MRF.

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. Also included in the FY2022 budget is the purchase of eight additional robotic sorters at a cost of \$2,808,000. The robotic sorters will reduce the need for day laborers and will provide efficiencies in the daily operations at the MRF. The equipment will be financed over seven years and the debt service will be paid from operational cost savings.

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.

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 2022 Approved Operating Budget is an accurate reflection of the financial plan necessary to continue our positive movement in the direction of providing our customers with the high quality service they expect and deserve.

Respectfully,

J. Bruce Woody

J. Bruce Woody, P.E., MPA

Executive Director

Justin Smith

Justin Smith, CPA

Director of Finance



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**EMERALD COAST UTILITIES AUTHORITY
OPERATING BUDGET
FISCAL YEAR 2022**

	WATER & WASTEWATER	SANITATION AND MRF	TOTAL ADOPTED FY 2022
SOURCES:			
Operating revenues:			
Water	\$47,485,704	\$ -	\$47,485,704
Wastewater	62,248,549	-	62,248,549
Sewer Improvement Fee	6,100,000	-	6,100,000
Capital Improvement Fee	9,500,000	1,500,000	11,000,000
Sanitation - Residential	-	27,221,200	27,221,200
Sanitation-Commercial	-	2,300,000	2,300,000
Connection Charges	350,000	-	350,000
Recyclable Commodities	-	2,170,000	2,170,000
Recyclable Tipping Fees	-	600,000	600,000
Compost & Yard Waste Tipping Fees	-	450,000	450,000
Miscellaneous Revenues	1,500,000	45,000	1,545,000
Subtotal Operating Revenues	127,184,253	34,286,200	161,470,453
Non-operating revenues:			
Interest Income	1,000,000	1,000	1,001,000
Impact Fees	3,000,000	-	3,000,000
Grants & Other Capital Contributions	4,500,000	-	4,500,000
Capital Financing Sources	-	2,808,000	2,808,000
Unrestricted Reserves	4,500,000	28,503	4,528,503
Committed project funds	10,000,000	-	10,000,000
Carry-forward project funds	22,481,711	-	22,481,711
Subtotal Non-operating Revenues	45,481,711	2,837,503	48,319,214
TOTAL SOURCES	\$172,665,964	\$37,123,703	\$209,789,667
USES:			
Operating expenses:			
Personal Services	\$38,416,917	\$12,097,784	\$ 50,514,701
Support Services	23,380,816	11,601,951	34,982,767
Materials & Supplies	10,907,643	1,581,600	12,489,243
Subtotal operating expenses	72,705,376	25,281,335	97,986,711
Non-operating expenses:			
Debt Service	37,478,577	5,672,174	43,150,751
CIP, Renewal & Replacement	46,676,445	5,283,000	51,959,445
Unrestricted Reserves	5,500,000	887,194	6,387,194
Project Contingencies	10,305,566	-	10,305,566
Subtotal non-operating expenses	99,960,588	11,842,368	111,802,956
TOTAL USES	\$172,665,964	\$37,123,703	\$209,789,667

EMERALD COAST UTILITIES AUTHORITY PERSONNEL COMPARISON

	<u>2020 POSITIONS</u>	<u>2021 FUNDED POSITIONS</u>	<u>2022 FUNDED POSITIONS</u>
ADMINISTRATION DEPARTMENT			
OFFICE OF THE EXECUTIVE DIRECTOR	<u>2</u>	<u>2</u>	<u>2</u>
FINANCE DEPARTMENT			
ADMINISTRATION	4	4	4
GENERAL ACCOUNTING	7	7	7
ACCOUNTS RECEIVABLE	17	17	17
PURCHASING & STORES	8	8	8
FINANCE TOTAL	<u>36</u>	<u>36</u>	<u>36</u>
INFORMATION TECHNOLOGY DEPARTMENT			
ADMINISTRATION	<u>10</u>	<u>13</u>	<u>13</u>
INFORMATION TECHNOLOGY TOTAL	<u>10</u>	<u>13</u>	<u>13</u>
HUMAN RESOURCES/ADMIN SERVICES DEPARTMENT			
ADMINISTRATIVE SERVICES	2	2	2
RISK MANAGEMENT	5	5	5
HUMAN RESOURCES	4	4	4
EMPLOYMENT	<u>2</u>	<u>2</u>	<u>2</u>
HUMAN RESOURCES/ADMIN SERVICES TOTAL	<u>13</u>	<u>13</u>	<u>13</u>
ENGINEERING DEPARTMENT			
ADMINISTRATION	29	30	28
INSPECTIONS	<u>7</u>	<u>7</u>	<u>8</u>
ENGINEERING TOTAL	<u>36</u>	<u>37</u>	<u>36</u>
SHARED SERVICES			
ADMINISTRATION	5	5	5
FACILITIES MAINTENANCE	9	9	0
PUBLIC INFORMATION	<u>1</u>	<u>1</u>	<u>1</u>
SHARED SERVICES TOTAL	<u>15</u>	<u>15</u>	<u>6</u>
CUSTOMER SERVICES			
ADMINISTRATION	7	7	7
OPERATIONS	38	38	38
CUT NON-PAYS	5	5	5
CUSTOMER SERVICES TOTAL	<u>50</u>	<u>50</u>	<u>50</u>

EMERALD COAST UTILITIES AUTHORITY PERSONNEL COMPARISON

	<u>2020 POSITIONS</u>	<u>2021 FUNDED POSITIONS</u>	<u>2022 FUNDED POSITIONS</u>
REGIONAL SERVICES DEPARTMENT			
ADMINISTRATION	4	4	4
REGION 2 (WEST REGION)	20	20	20
REGION 3 (EAST REGION)	24	23	23
REGION 4 (SOUTH REGION)	19	19	19
SEWER MAINTENANCE SERVICES	22	23	24
FIRE HYDRANT INSTALL/MAINT.	8	8	8
PATCH SERVICES	3	4	4
AIR RELEASE VALVES	8	8	8
FATS, OILS, & GREASE	4	3	3
METER MAINTENANCE	0	0	2
REGIONAL SERVICES TOTAL	<u>112</u>	<u>112</u>	<u>115</u>
FIELD & CUSTOMER SERVICES GROUP TOTAL	<u>177</u>	<u>177</u>	<u>171</u>
MAINTENANCE AND CONSTRUCTION			
ADMINISTRATION	6	6	6
LIFTSTATIONS	24	24	26
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
FACILITIES MAINTENANCE	0	0	9
MAINTENANCE AND CONSTRUCTION TOTAL	<u>64</u>	<u>64</u>	<u>75</u>
WATER PRODUCTION			
WATER OPERATIONS	21	22	22
WELL MECHANICAL MAINTENANCE	7	7	7
COMMUNICATIONS CENTER	11	11	12
CROSS CONNECTION CONTROLS	5	5	5
WATER PRODUCTION TOTAL	<u>44</u>	<u>45</u>	<u>46</u>
WATER RECLAMATION			
ADMINISTRATION	1	1	1
BAYOU MARCUS WRF	14	14	15
PENSACOLA BEACH WWTP	11	11	11
CENTRAL WRF	35	35	34
WATER QUALITY/LAB	12	13	13
WATER RECLAMATION TOTAL	<u>73</u>	<u>74</u>	<u>74</u>
WATER & WASTEWATER TOTAL	<u>455</u>	<u>461</u>	<u>466</u>

EMERALD COAST UTILITIES AUTHORITY PERSONNEL COMPARISON

	<u>2020 POSITIONS</u>	<u>2021 FUNDED POSITIONS</u>	<u>2022 FUNDED POSITIONS</u>
SANITATION DEPARTMENT			
ADMINISTRATION	2	2	4
RESIDENTIAL OPERATIONS	39	48	50
GARAGE	33	33	39
COMMERCIAL OPERATIONS	7	8	8
YARD TRASH COLLECTION	27	31	30
RECYCLING	18	16	15
COMPOSTING	5	6	6
SANITATION TOTAL	<u>131</u>	<u>144</u>	<u>152</u>
SANTA ROSA			
RESIDENTIAL OPERATIONS	32	32	0
GARAGE	2	2	0
SANTA ROSA TOTAL	<u>34</u>	<u>34</u>	<u>0</u>
SANITATION TOTAL	<u>165</u>	<u>178</u>	<u>152</u>
MATERIALS RECYCLING SYSTEM			
MATERIALS RECYCLING FACILITY OPERATIONS	<u>16</u>	<u>16</u>	<u>16</u>
GRAND TOTAL	<u>636</u>	<u>655</u>	<u>634</u>

Financial Health

ECUA received an unqualified opinion for the FY 2020 Annual Audit Report. This means the financial statements were presented fairly and in all material respects were in accordance with accounting principles generally accepted in the United States of America. ECUA's FY 2020 Comprehensive Annual Financial Report (CAFR) received the Government Finance Officers Association Certificate of Excellence in Financial Reporting for the thirty-second (33rd) consecutive year. Debt service coverage for FY 2021 is projected to be 190% while meeting debt covenant requirements for reserve targets and all key performance indicators.

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

ECUA's Water/Wastewater System issued no new debt during fiscal year 2021. The Authority's Escambia Sanitation System entered into a capital lease agreement during fiscal year 2021 in the par amount of \$461,501 for a prototype yard trash truck 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, 2021, the outstanding balance is \$44,480,439.
- ❖ \$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, 2021, the outstanding balance is \$82,985,000.
- ❖ \$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, 2021, the outstanding balance is \$25,284,000.
- ❖ \$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, 2021, the outstanding balance is \$2,345,000.
- ❖ \$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, 2021, the outstanding balance is \$12,110,000.

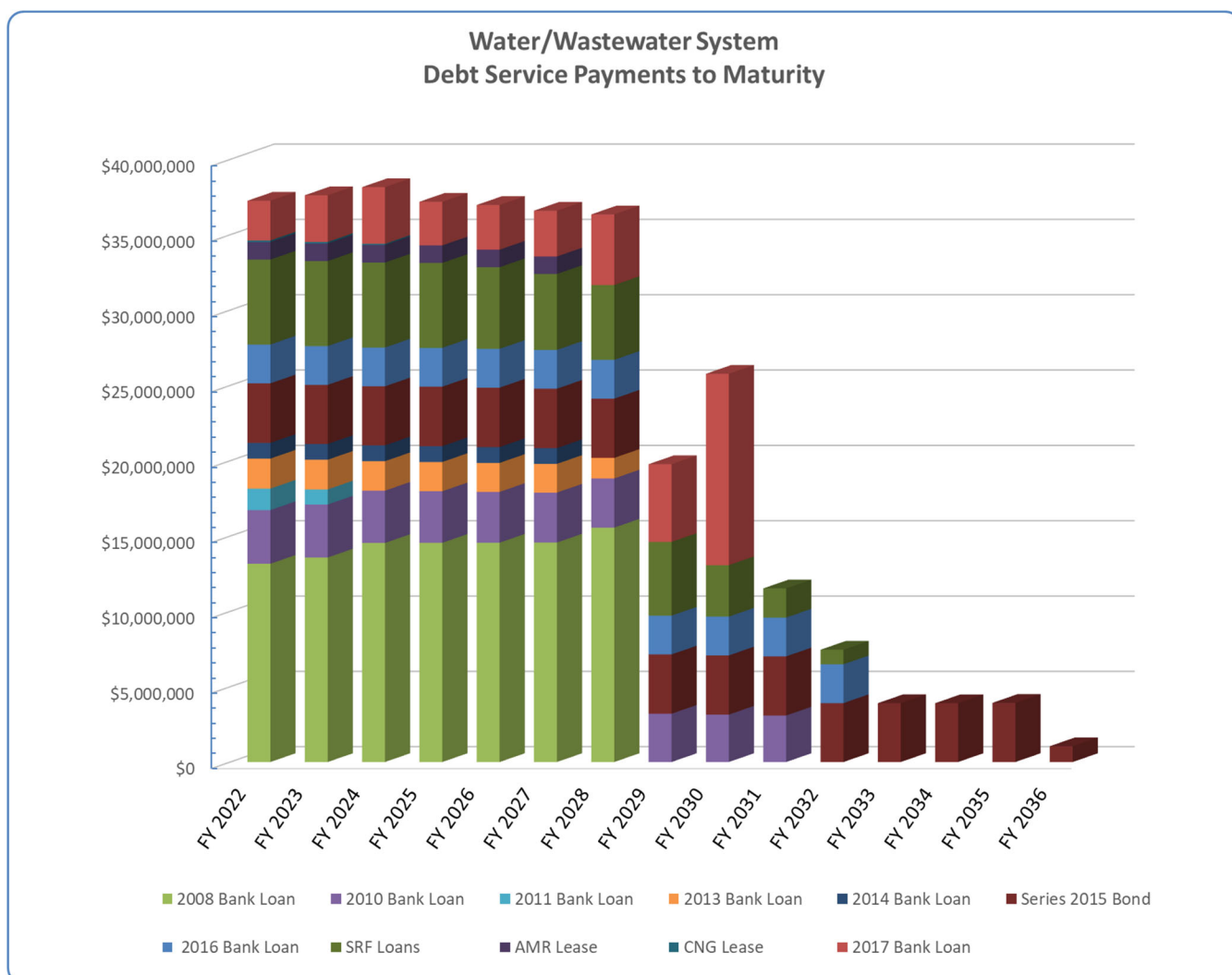
- ❖ \$11,200,000 Utility System Refunding Revenue Note, Series 2014, interest at 3.12%, maturing in annual installments through January 2027, secured by net revenue. As of September 30, 2021, the outstanding balance is \$5,730,000.
- ❖ \$52,285,000 Utility System Refunding Revenue Bonds, Series 2015, interest from 2.00% to 5.00%, maturing in annual installments through January 2036, secured by net revenue. As of September 30, 2021, the outstanding balance is \$42,355,000.
- ❖ \$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, 2021, the outstanding balance is \$27,282,000.
- ❖ \$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, 2021, the outstanding balance is \$35,437,000.
- ❖ \$15,500,000 capital lease, interest at 4.41%, payments due annually through September 2027. As of September 30, 2021, the outstanding balance is \$6,016,679.
- ❖ \$965,655 capital lease, interest at 2.09%, payments due monthly through February 2024. As of September 30, 2021, the outstanding balance is \$286,019.

Sanitation and MRF:

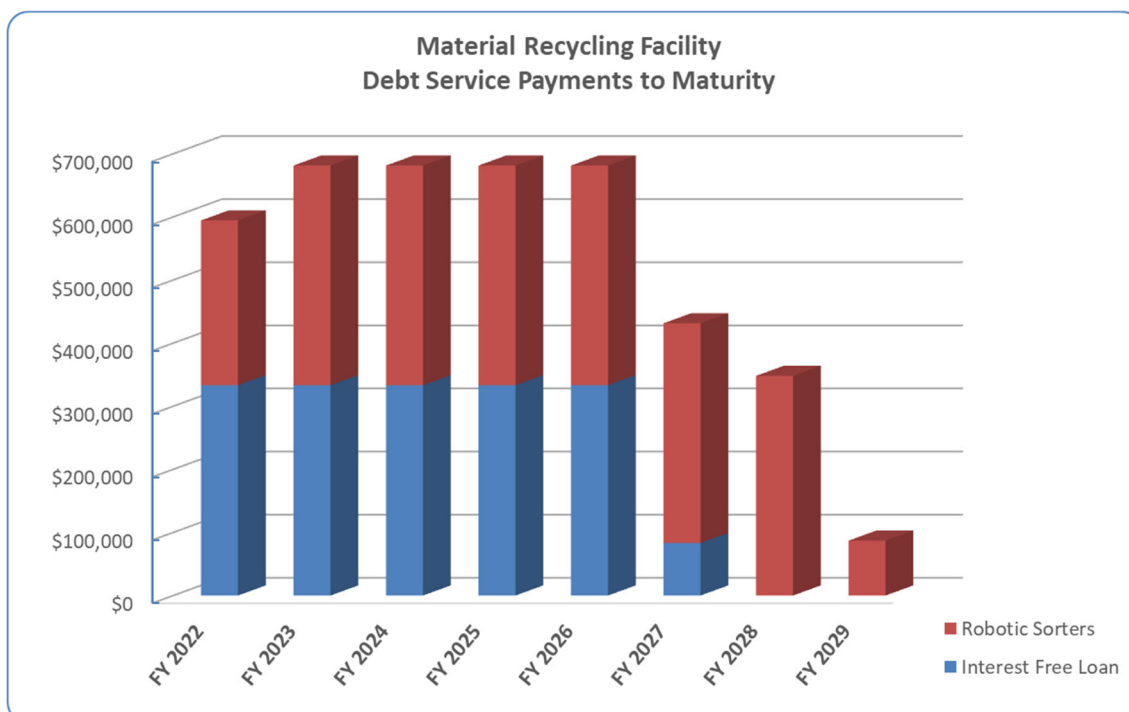
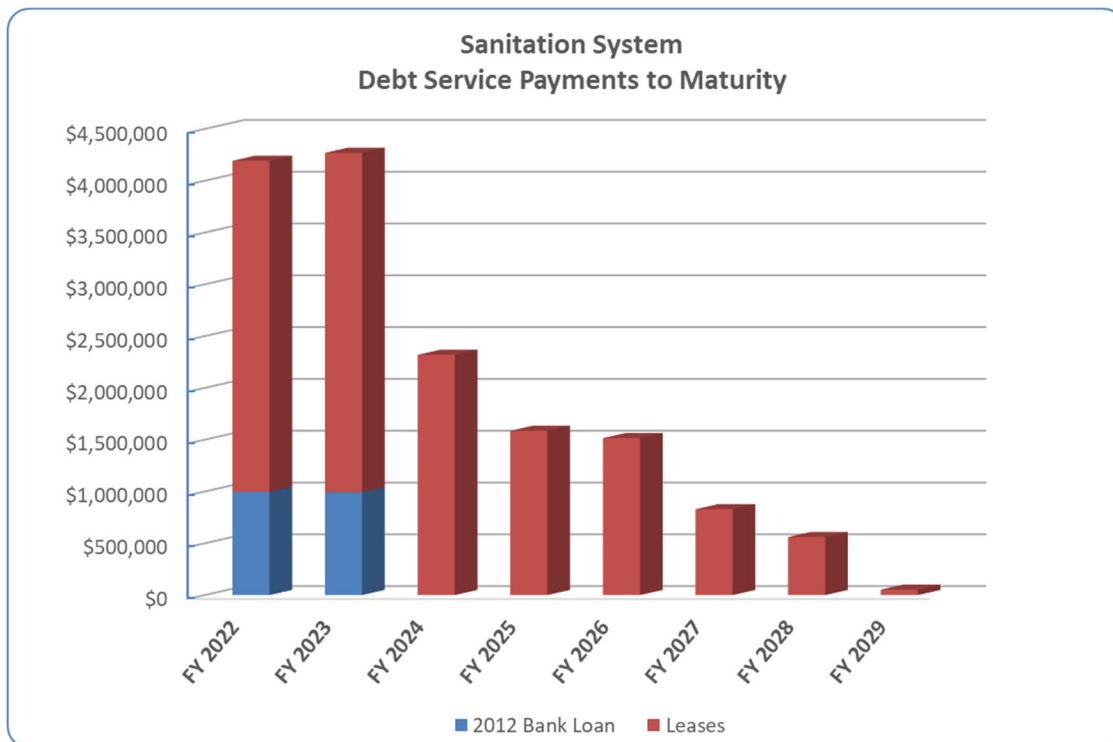
- ❖ \$8,544,000 Sanitation System Refunding Revenue Bond, Series 2012, interest at 2.75%, maturing in annual installments through January 2022, secured by net revenue. As of September 30, 2021, the outstanding balance is \$979,000.
- ❖ \$1,933,355 capital lease, interest at 2.09%, payments due monthly through September 2022. As of September 30, 2021, the outstanding balance is \$220,647.
- ❖ \$11,068,116 capital lease, interest at 2.48%, payments due semi-annually through February 2023. As of September 30, 2021, the outstanding balance is \$2,240,395.
- ❖ \$661,163.28 capital lease, interest at 2.59%, payments annually through April 2024. As of September 30, 2021, the outstanding balance is \$296,765.
- ❖ \$2,749,040 capital lease, interest at 3.307%, payments annually through December 2024. As of September 30, 2021, the outstanding balance is \$1,640,069.
- ❖ \$3,396,609 capital lease, interest at 3.26%, payments semi-annually through January 2026. As of September 30, 2021, the outstanding balance is \$2,270,812.
- ❖ \$3,208,626 capital lease, interest at 1.815%, payments semi-annually through January 2027. As of September 30, 2021, the outstanding balance is \$2,774,719.
- ❖ \$461,501 capital lease, interest at 1.65%, payments quarterly through June 2028. As of September 30, 2021, the outstanding balance is \$445,943.
- ❖ \$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, 2021, the outstanding balance is \$1,416,667.

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 place the Authority in an excellent financial position.

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.

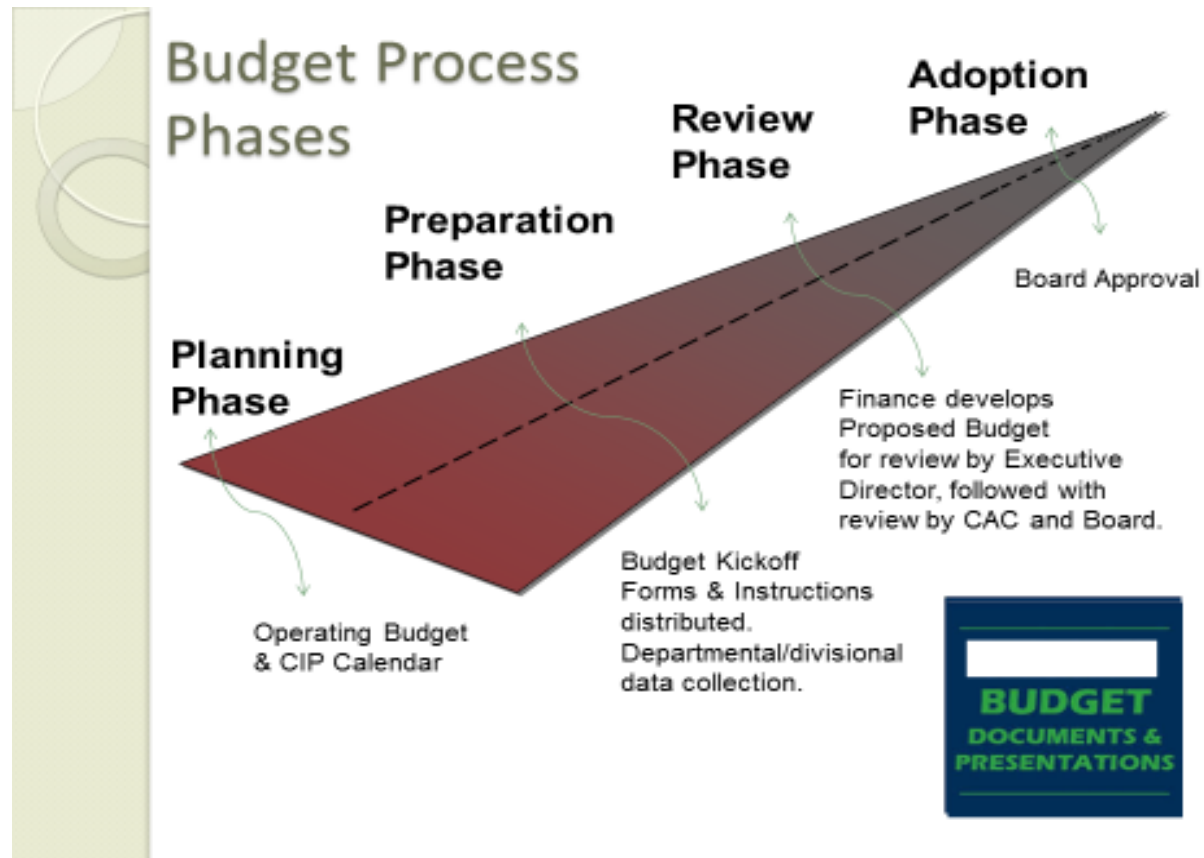
The Board approves the total budget appropriations. The Executive Director is authorized to transfer budget amounts between departments and object codes. Any changes that alter the total appropriations must be approved by the Board. Therefore, the legal level of budgetary responsibility is by total appropriations; 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.

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.

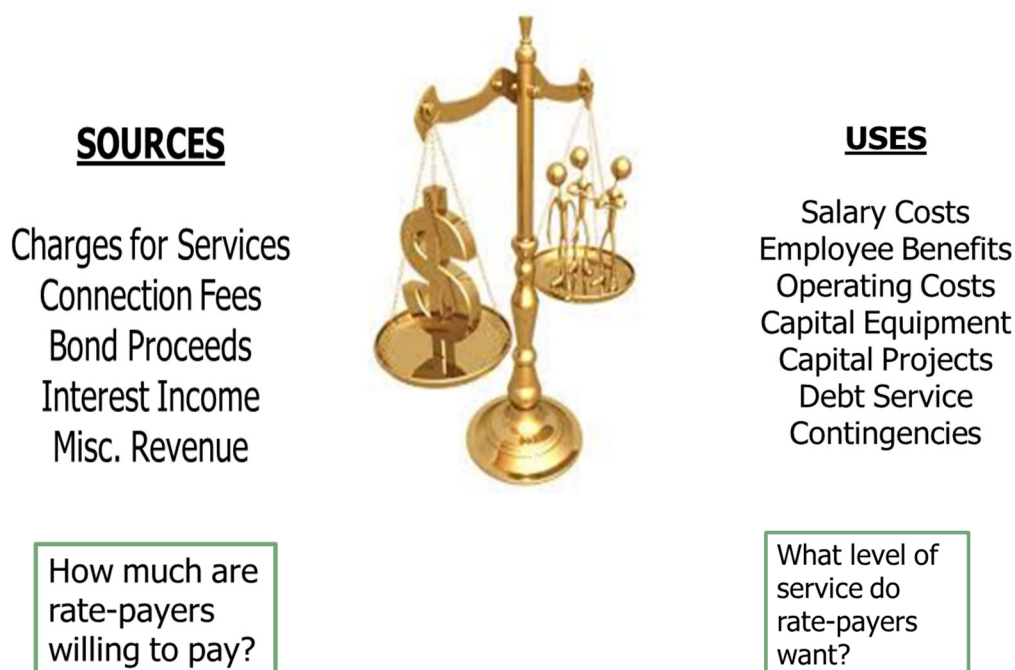
BALANCED BUDGET

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.



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 2022-2026.

**SUMMARY BY SYSTEM
FISCAL YEARS 2021-2026
(IN 000'S)**

Funds Description	PRIOR YEARS	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5 YR TOTAL REQUIREMENT	PROJECT TOTAL
Water & Wastewater Systems Programs	\$ 159,915	\$ 49,930	\$ 88,909	\$ 73,224	\$ 79,923	\$ 60,562	\$ 352,548	\$ 512,463
Sanitation Systems Programs	14,632	2,075	3,200	6,250	7,750	4,900	24,175	38,807
Materials Recycling Facility Programs	957	3,208	400	700	400	400	5,108	6,065
Total All Programs	\$ 175,504	\$ 55,213	\$ 92,509	\$ 80,174	\$ 88,073	\$ 65,862	\$ 381,831	\$ 557,335



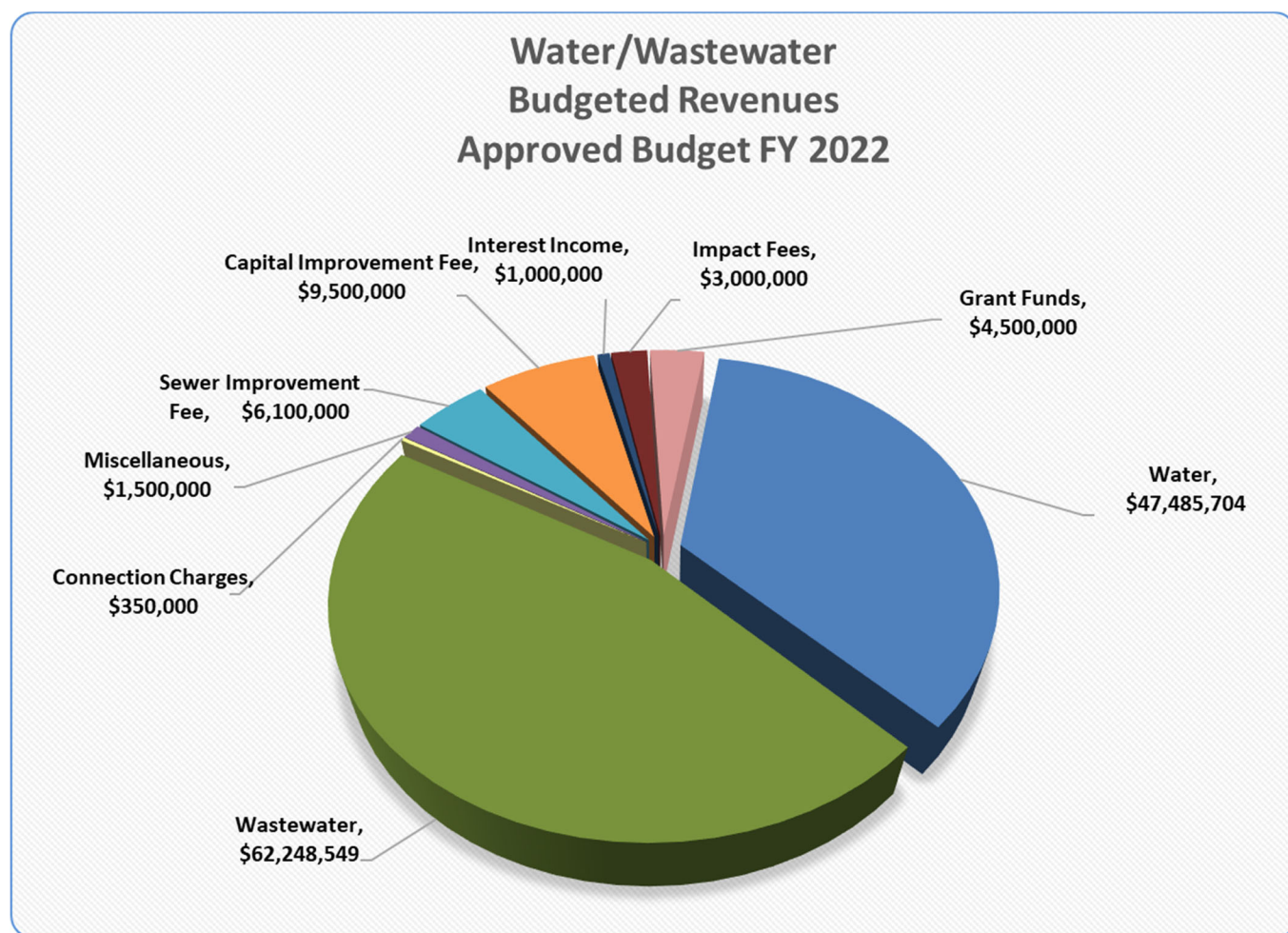
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EMERALD COAST UTILITIES AUTHORITY
WATER AND WASTEWATER SYSTEMS
SOURCES AND USES STATEMENTS
9/30/2018 - 9/30/2022

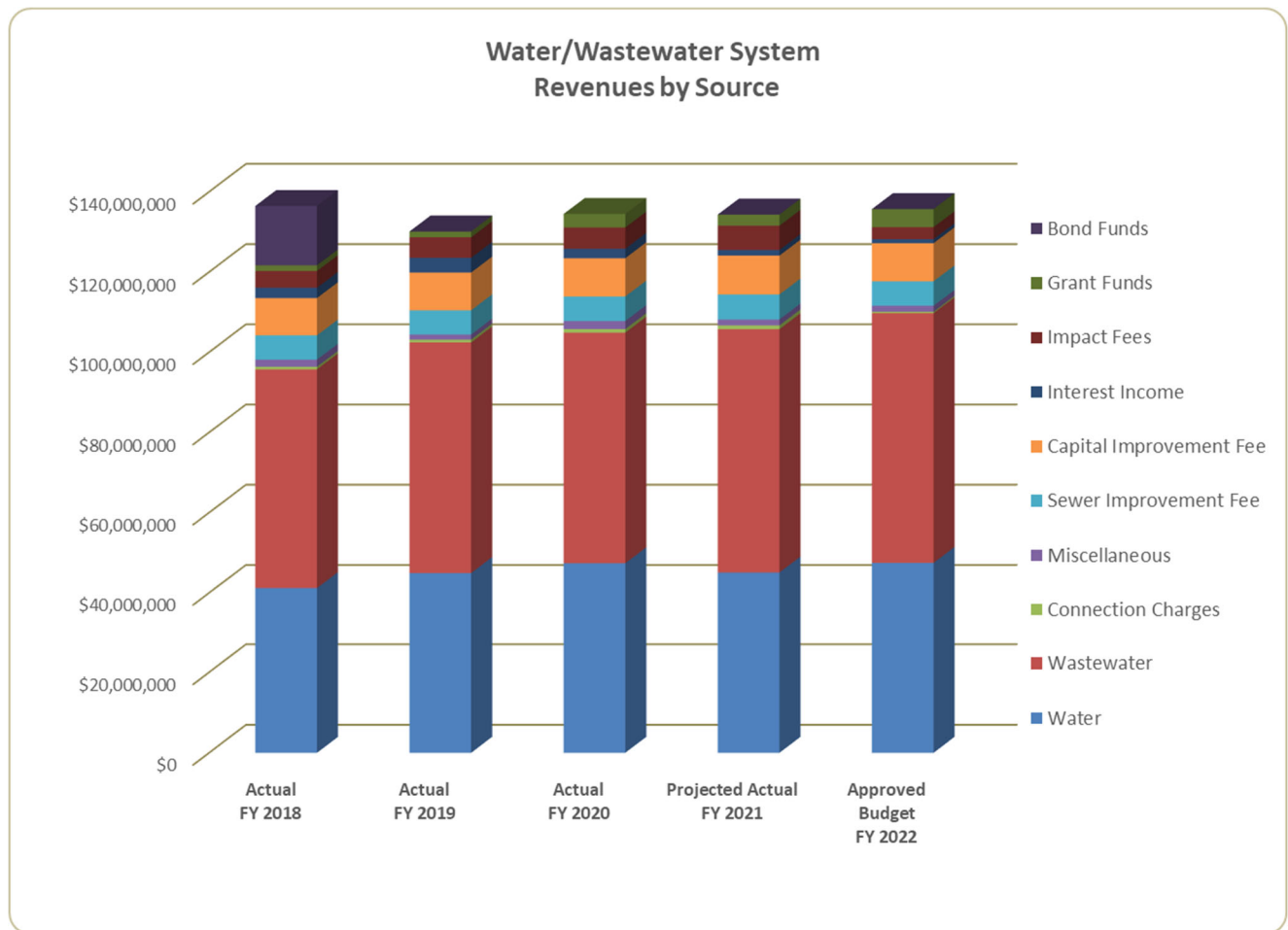
	ACTUAL FY 2018	ACTUAL FY 2019	ACTUAL FY 2020	PROJECTED ACTUALS FY 2021	APPROVED BUDGET FY 2022
SOURCES:					
Beginning balances:					
Unrestricted reserves	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 4,500,000
Committed project funds	-	-	-	12,200,000	10,000,000
Project contingencies (working capital)	6,443,312	18,239,987	35,081,984	32,024,623	22,481,711
Total beginning balance	9,943,312	21,739,987	38,581,984	47,724,623	36,981,711
Operating revenues:					
Water	41,200,887	43,871,623	47,387,226	45,078,090	47,485,704
Wastewater	54,524,437	57,186,950	57,502,522	60,668,955	62,248,549
Connection charges	654,600	695,956	880,268	938,561	350,000
Miscellaneous revenues	1,824,403	2,109,438	2,000,339	1,487,336	1,500,000
Capital improvement fee	9,290,020	9,407,845	9,530,376	9,685,319	9,500,000
Sewer improvement fee	6,050,672	6,050,158	6,131,442	6,232,522	6,100,000
Total operating income	113,545,019	119,321,970	123,432,173	124,090,783	127,184,253
Other income:					
Interest income	2,577,057	3,661,436	2,357,531	1,388,153	1,000,000
Impact fees	4,182,672	5,133,750	5,324,342	6,064,350	3,000,000
Grants and contributions	1,416,203	1,440,370	3,356,906	2,772,242	4,500,000
Bond funds	14,800,000	10,200,000	0	0	0
Total other	22,975,932	20,435,556	11,038,779	10,224,745	8,500,000
Total Sources	\$ 146,464,263	\$ 161,497,513	\$ 173,052,936	\$ 182,040,151	\$ 172,665,964
USES:					
Operating expenses:					
Personal services	\$ 34,572,629	\$ 33,400,962	35,269,922	35,581,707	38,416,917
Support services	19,129,213	17,886,118	17,148,464	19,782,979	23,380,816
Materials & supplies	7,973,800	7,355,374	7,604,743	8,130,933	10,907,643
Total operating expenses	61,675,642	58,642,454	60,023,129	63,495,619	72,705,376
Debt service:					
Bonds, loans, and leases	35,098,335	36,501,727	36,742,663	36,943,762	37,478,577
Capital improvements:					
CIP Projects	8,713,383	7,849,715	7,691,970	6,816,821	9,281,445
R & R Projects	4,337,089	9,721,633	20,870,551	23,509,216	23,395,000
Prior year committed projects	0	0	0	12,200,000	10,000,000
Grant Funded Projects	14,800,000	10,200,000	0	0	4,000,000
Total capital improvements	27,850,472	27,771,348	28,562,521	42,526,037	46,676,445
Total uses	124,624,449	122,915,529	125,328,313	142,965,418	156,860,398
Ending balances:					
Unrestricted reserves	3,500,000	3,500,000	3,500,000	4,500,000	5,500,000
Project contingencies	18,339,814	35,081,984	44,224,623	34,574,733	10,305,566
Total Uses & Reserves	\$ 146,464,263	\$ 161,497,513	\$ 173,052,936	\$ 182,040,151	\$ 172,665,964

REVENUES:

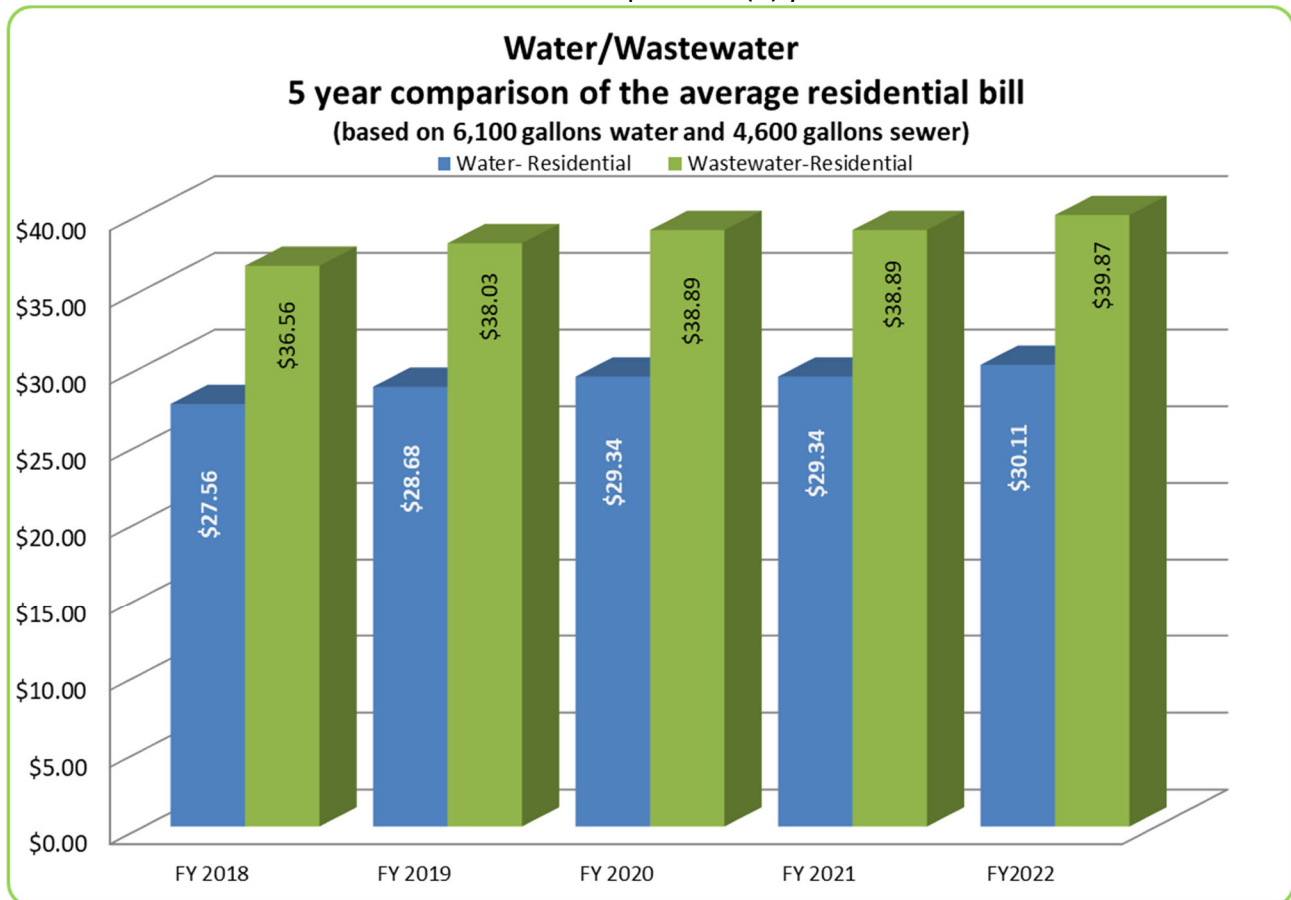
In fiscal year 2022, Water/Wastewater expects to generate 86% of its operating revenues through the rates charged to customers; 37% consists of water revenue and the remaining 49% consists of wastewater revenue. The other 14% of operating revenue comes from other revenue sources such as connection charges, sewer improvement fees, capital improvement fees, and miscellaneous revenue. Miscellaneous revenue consists of service charges such as charges to turn on/off service, bad check charges, system review fees, and the sale of pelletized sludge. Other non-operating revenue consists of interest income, impact fees, grant funds and funds received through the issuance of bonds.



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

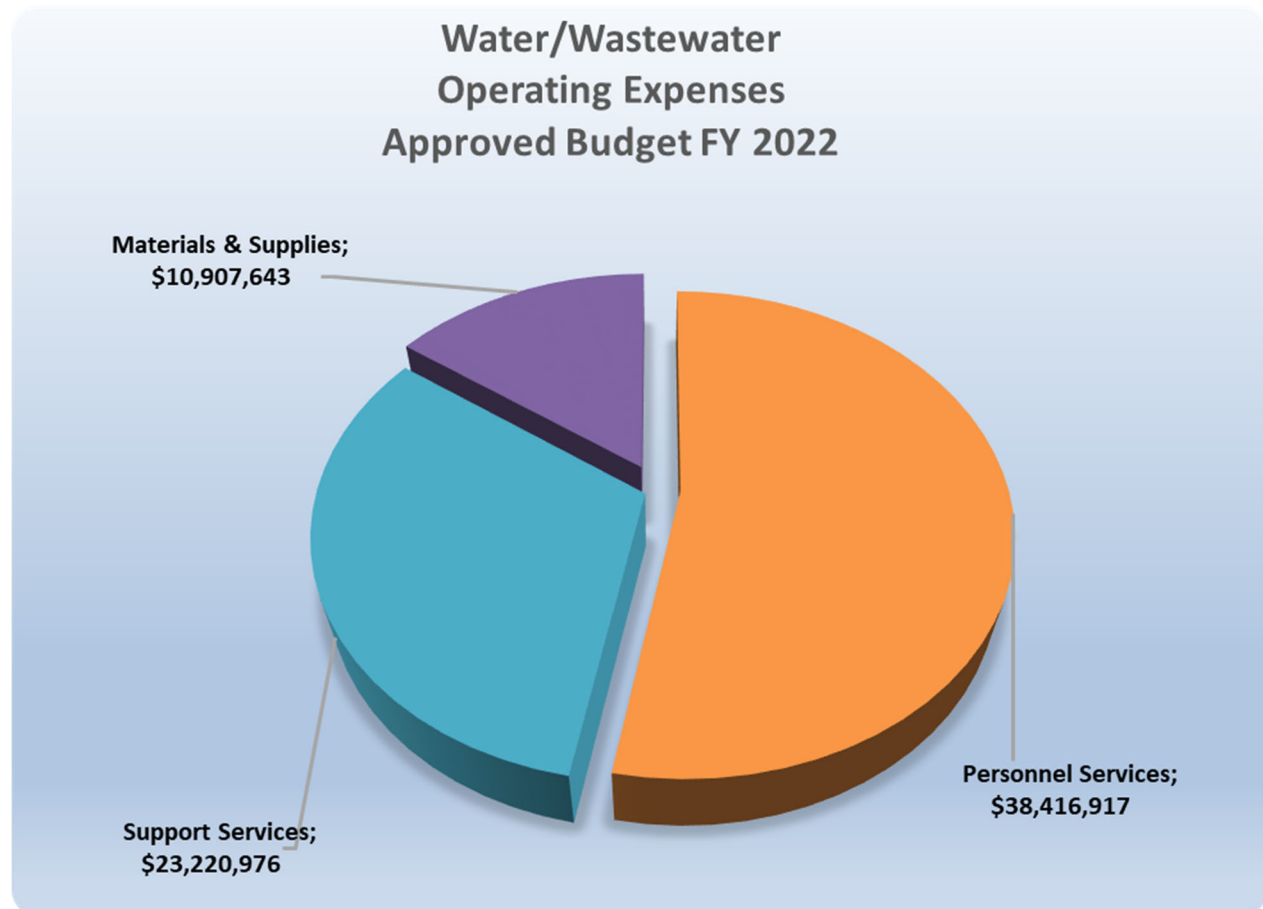


A comparison of customer rates for water/wastewater is presented in the chart below. Rate increases have been held to a minimum for the past five (5) years.

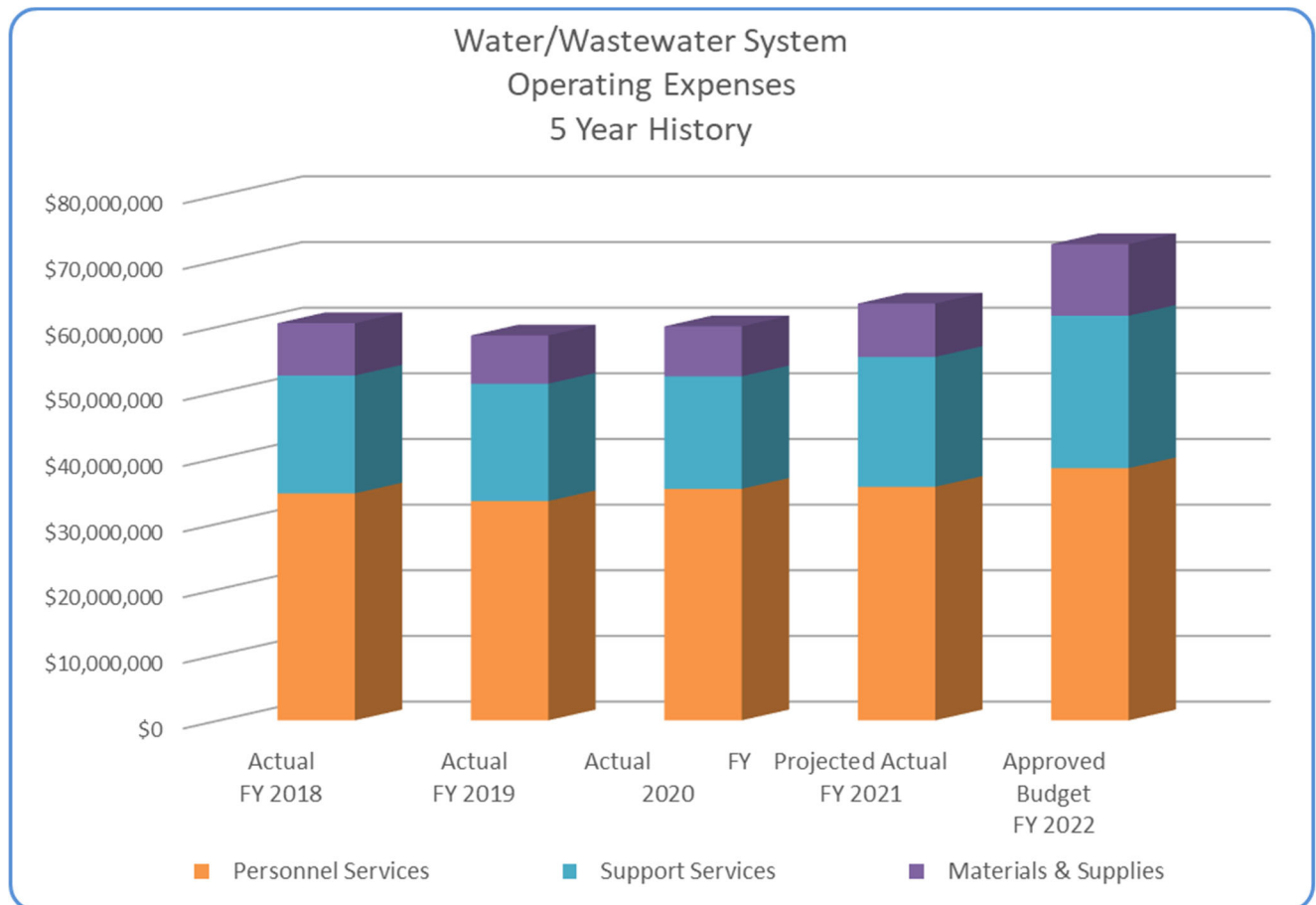


EXPENSES:

During FY 2022, Water/Wastewater expects to spend 50.8% of the total amount budgeted on operating expenditures. Operating expenses for FY 2022 increased 4.7%, or \$3.1 million, over the approved FY 2021 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.



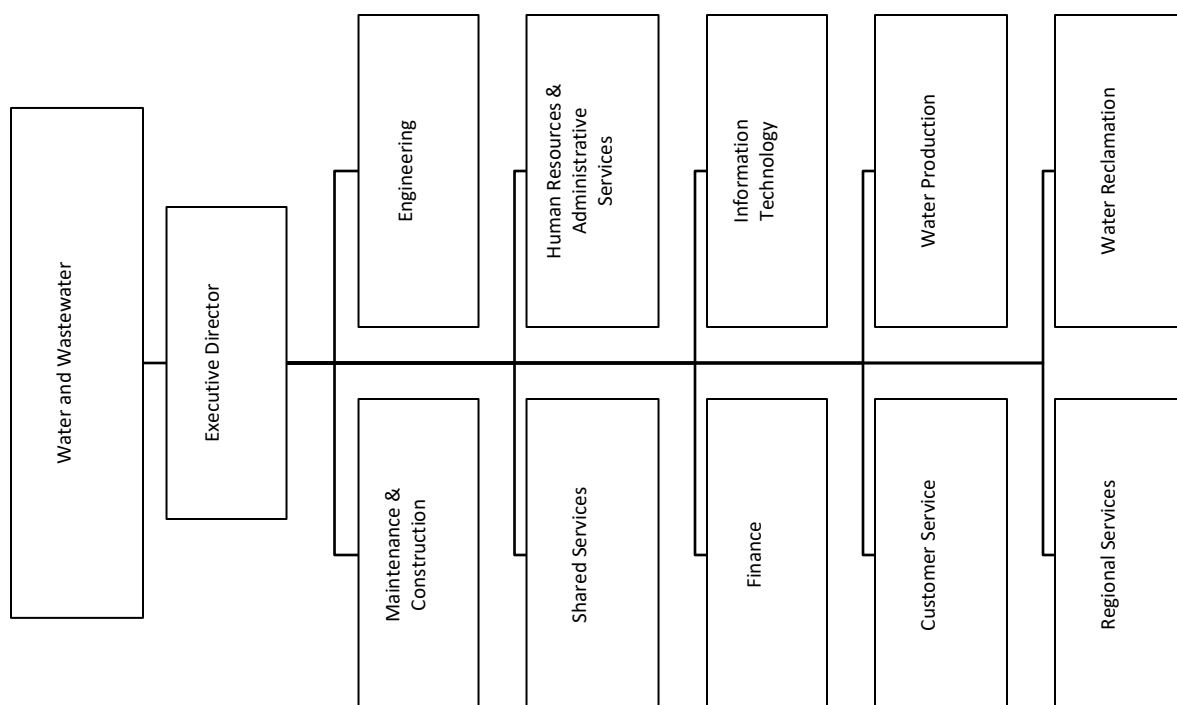
The chart below reflects the five-year history and trend of expense categories contained in the total budget.



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



EMERALD COAST UTILITIES AUTHORITY WATER & WASTEWATER



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WATER AND WASTEWATER

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
	<u> </u>	<u> </u>	<u> </u>
11 EXECUTIVE SALARIES	\$ 203,946	\$ 217,091	\$ 224,880
12 REGULAR SALARIES	22,212,009	23,394,842	23,808,220
13 OTHER SALARIES	10,503	48,080	56,402
14 OVERTIME	1,944,446	2,090,100	2,116,250
21 FICA MATCHING	1,766,136	1,843,483	1,887,565
22 RETIREMENT	2,580,420	3,029,185	3,341,894
23 INSURANCE	5,213,186	5,768,994	5,725,725
24 WORKERS COMPENSATION	213,976	287,500	287,500
25 UNEMPLOYMENT COMP	23,433	40,000	40,000
26 OTHER	828,000	800,000	928,830
31 PROFESSIONAL SERVICES	697,536	935,154	966,954
32 ACCOUNTING/AUDITING	32,000	62,000	61,500
34 OTHER CONTRACTUAL SVC	2,045,100	2,530,900	2,792,328
40 TRAVEL	14,617	137,545	124,511
41 COMMUNICATIONS	178,896	228,321	241,476
43 UTILITIES	6,417,241	7,529,850	7,515,350
44 RENTALS & LEASES	137,335	213,900	238,200
45 INSURANCE	1,393,677	1,755,000	1,930,000
46 REPAIRS & MAINTENANCE	4,444,030	6,289,436	6,426,623
48 PROMOTIONAL	307,063	400,000	400,000
49 OTHER CURRENT CHARGES	1,030,129	956,540	958,690
55 PROFESSIONAL DEVELOPMENT	119,419	275,250	277,060
58 OVERHEAD ALLOCATION	(182,856)	(84,621)	(51,876)
98 CONTINGENCY	-	1,500,000	1,500,000
42 TRANSPORTATION (POSTAGE)	611,368	625,000	634,000
47 PRINTING	54,352	70,840	70,700
51 OFFICE SUPPLIES	90,173	105,880	108,300
52 OPERATING SUPPLIES	7,433,748	8,848,583	9,546,672
53 ROAD MATERIALS & SUPPLIES	40,434	51,000	51,000
54 SUBSCR/MEMBERSHIPS	85,173	101,092	105,621
63 CAPITAL IMPROVEMENTS	2,463	-	-
64 MACHINERY & EQUIPMENT	656,115	247,840	391,000
TOTAL	<u>\$ 60,604,067</u>	<u>\$ 70,298,785</u>	<u>\$ 72,705,375</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 34,996,055	\$ 37,519,275	\$ 38,417,266
SUPPORT SERVICES	16,634,186	22,729,275	23,380,816
MATERIALS & SUPPLIES	8,315,247	9,802,395	10,516,293
CAPITAL OUTLAY	658,579	247,840	391,000
TOTAL	<u>\$ 60,604,067</u>	<u>\$ 70,298,785</u>	<u>\$ 72,705,375</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
23 INSURANCE	\$ -	\$ 350,000	\$ -
26 OTHER	828,000	800,000	928,830
34 OTHER CONTRACTUAL SVC	107,500	160,000	160,000
49 OTHER CURRENT CHARGES	708,332	583,400	583,400
58 OVERHEAD ALLOCATION	(182,856)	(84,621)	(51,876)
98 CONTINGENCY	-	1,500,000	1,500,000
TOTAL	<u>\$ 1,460,976</u>	<u>\$ 3,308,779</u>	<u>\$ 3,120,354</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

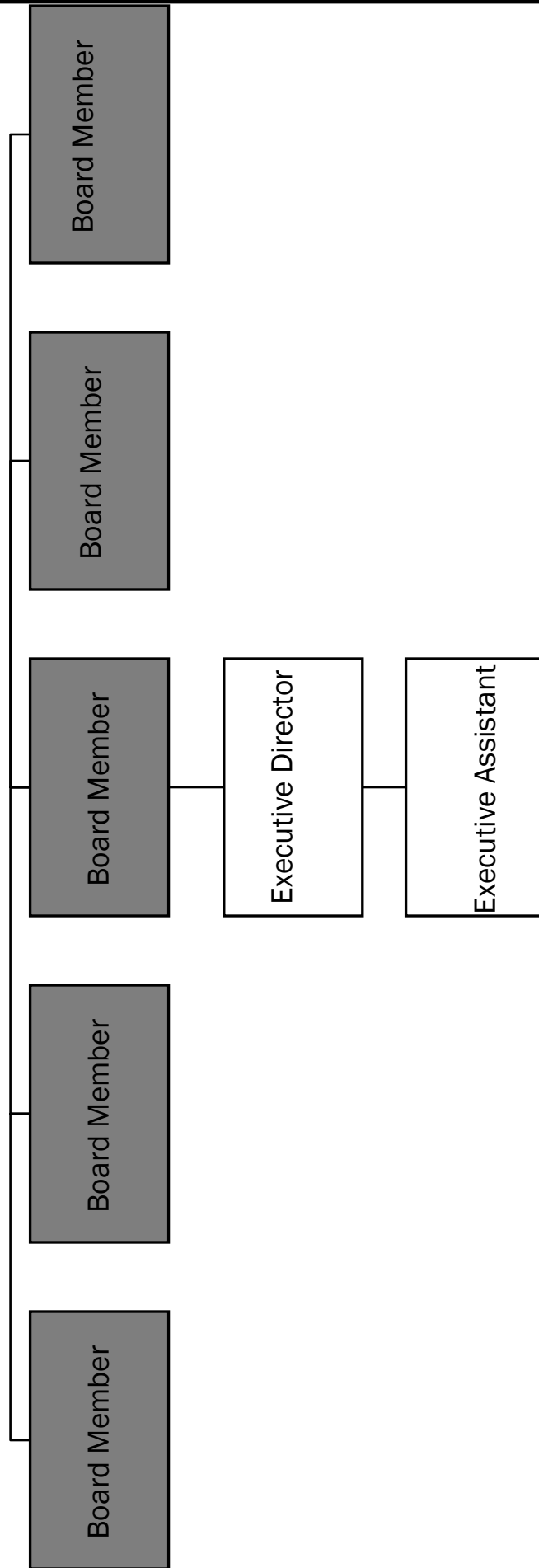
PERSONAL SERVICES	\$ 828,000	\$ 1,150,000	\$ 928,830
SUPPORT SERVICES	632,976	2,158,779	2,191,524
TOTAL	<u>\$ 1,460,976</u>	<u>\$ 3,308,779</u>	<u>\$ 3,120,354</u>



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EMERALD COAST UTILITIES AUTHORITY ADMINISTRATION



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
BOARD MEMBERS

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
11 EXECUTIVE SALARIES	\$ 203,946	\$ 217,091	\$ 224,880
21 FICA MATCHING	14,358	15,359	15,952
22 RETIREMENT	73,599	83,972	109,465
23 INSURANCE	65,682	66,619	51,052
31 PROFESSIONAL SERVICES	3,525	6,000	6,000
40 TRAVEL	-	-	7,000
41 COMMUNICATIONS	608		2,550
55 PROFESSIONAL DEVELOPMENT	-	-	3,000
54 SUBSCR/MEMBERSHIPS	-	200	200
TOTAL	<u>\$ 361,717</u>	<u>\$ 389,241</u>	<u>\$ 420,099</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 357,584	\$ 383,041	\$ 401,349
SUPPORT SERVICES	4,133	6,000	18,550
MATERIALS & SUPPLIES	-	200	200
TOTAL	<u>\$ 361,717</u>	<u>\$ 389,241</u>	<u>\$ 420,099</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 independent special district.

GOAL:

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

OBJECTIVES:

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

2022 TARGETED GOALS:

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

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

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$309,223	\$260,520	\$239,637
21 FICA MATCHING	20,065	15,755	14,784
22 RETIREMENT	29,528	64,341	24,330
23 INSURANCE	17,881	22,166	23,883
31 PROFESSIONAL SERVICES	419,576	520,000	545,000
40 TRAVEL	5,661	20,000	4,000
44 RENTALS & LEASES	2,308	3,000	3,000
46 REPAIRS & MAINTENANCE	136	500	500
48 PROMOTIONAL	42,565	40,000	40,000
49 OTHER CURRENT CHARGES	5,304	2,000	2,000
55 PROFESSIONAL DEVELOPMENT	99	1,000	1,000
42 TRANSPORTATION (POSTAGE)	-	200	200
51 OFFICE SUPPLIES	3,129	2,500	2,500
52 OPERATING SUPPLIES	1,104	1,500	1,500
54 SUBSCR/MEMBERSHIPS	14,387	17,500	17,500
TOTAL	<u>\$ 870,967</u>	<u>\$ 970,982</u>	<u>919,834</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 376,698	\$ 362,782	\$ 302,634
SUPPORT SERVICES	475,649	586,500	595,500
MATERIALS & SUPPLIES	18,621	21,700	21,700
TOTAL	<u>\$ 870,967</u>	<u>\$ 970,982</u>	<u>\$ 919,834</u>

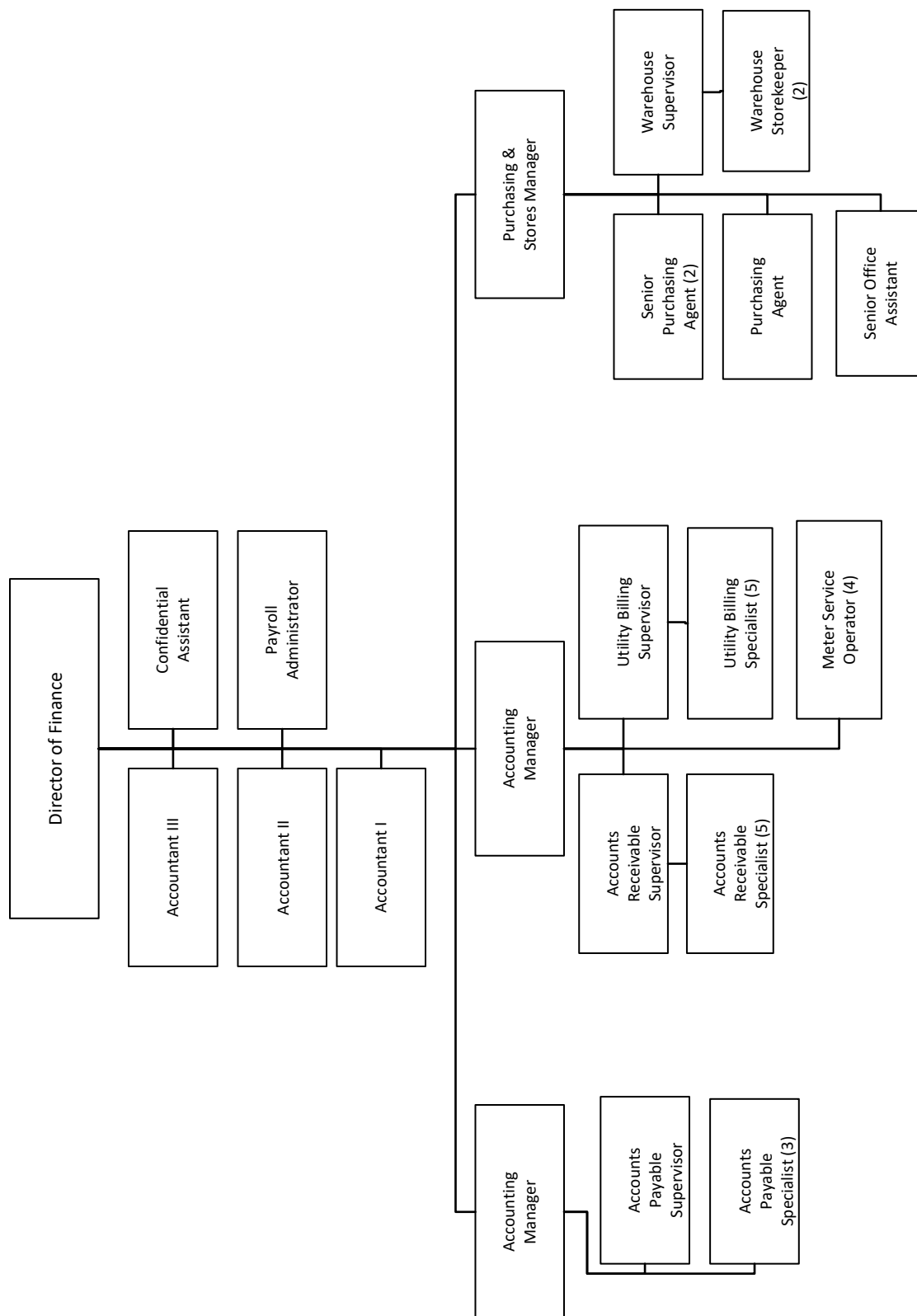


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EMERALD COAST UTILITIES AUTHORITY

FINANCE



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
FINANCE DEPARTMENT

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 1,732,725	\$ 1,769,431	\$ 1,728,096
13 OTHER SALARIES	6,207	25,680	20,000
14 OVERTIME	20,107	28,000	28,000
21 FICA MATCHING	127,257	131,049	127,522
22 RETIREMENT	201,356	226,490	228,517
23 INSURANCE	388,754	395,211	455,166
31 PROFESSIONAL SERVICES	-	15,000	12,000
32 ACCOUNTING/AUDITING	32,000	62,000	61,500
34 OTHER CONTRACTUAL SVC	132,460	171,600	172,008
40 TRAVEL	-	8,275	7,741
41 COMMUNICATIONS	-	1,200	1,600
44 RENTALS & LEASES	1,795	1,800	2,150
46 REPAIRS & MAINTENANCE	29,637	38,350	38,350
49 OTHER CURRENT CHARGES	55,644	10,150	8,800
55 PROFESSIONAL DEVELOPMENT	747	3,730	4,540
42 TRANSPORTATION (POSTAGE)	591,126	606,300	613,000
47 PRINTING & BINDING	4,272	8,250	9,000
51 OFFICE SUPPLIES	16,117	25,000	25,400
52 OPERATING SUPPLIES	14,553	23,050	23,100
54 SUBSCR/MEMBERSHIPS	2,678	2,945	2,886
64 MACHINERY & EQUIPMENT	25,107	-	-
TOTAL	<u>\$ 3,382,541</u>	<u>\$ 3,553,511</u>	<u>\$ 3,569,376</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,476,406	\$ 2,575,861	\$ 2,587,301
SUPPORT SERVICES	252,283	312,105	308,689
MATERIALS & SUPPLIES	628,745	665,545	673,386
CAPITAL OUTLAY	25,107	-	-
TOTAL	<u>\$ 3,382,541</u>	<u>\$ 3,553,511</u>	<u>\$ 3,569,376</u>

EMERALD COAST UTILITIES AUTHORITY**GOALS AND WORK PLAN****DEPARTMENT:**

Finance

ACTIVITY DESCRIPTION:

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

GOALS:

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

2022 TARGETED ACCOMPLISHMENTS:

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

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

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

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
FINANCE / ADMINISTRATION

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 351,245	\$ 355,739	\$ 305,032
14 OVERTIME	699	10,000	-
21 FICA MATCHING	25,754	26,351	22,412
22 RETIREMENT	59,176	65,019	60,093
23 INSURANCE	51,912	50,660	44,739
31 PROFESSIONAL SERVICES	-	15,000	12,000
32 ACCOUNTING/AUDITING	32,000	62,000	61,500
34 OTHER CONTRACTUAL SVC	2,777	5,000	5,000
40 TRAVEL	-	6,600	5,301
46 REPAIRS & MAINTENANCE	-	350	350
49 OTHER CURRENT CHARGES	810	950	950
55 PROFESSIONAL DEVELOPMENT	1,273	1,760	2,585
47 PRINTING & BINDING	-	2,000	2,000
51 OFFICE SUPPLIES	5,876	12,000	12,000
52 OPERATING SUPPLIES	414	2,000	2,000
54 SUBSCR/MEMBERSHIPS	1,202	1,395	1,360
TOTAL	<u>\$ 533,137</u>	<u>\$ 616,824</u>	<u>\$ 537,322</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 488,785	\$ 507,769	\$ 432,276
SUPPORT SERVICES	36,860	91,660	87,686
MATERIALS & SUPPLIES	7,492	17,395	17,360
TOTAL	<u>\$ 533,137</u>	<u>\$ 616,824</u>	<u>\$ 537,322</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
FINANCE / GENERAL ACCOUNTING

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 320,088	\$ 319,550	\$ 340,508
13 OTHER SALARIES	2,683	8,560	8,003
14 OVERTIME	11,962	-	10,000
21 FICA MATCHING	23,917	23,295	25,265
22 RETIREMENT	29,578	31,955	37,926
23 INSURANCE	89,437	90,419	101,402
55 PROFESSIONAL DEVELOPMENT	(1,501)	245	245
47 PRINTING	4,272	5,500	6,500
54 SUBSCR/MEMBERSHIPS	801	225	516
TOTAL	<u>\$ 481,237</u>	<u>\$ 479,749</u>	<u>\$ 530,365</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 477,665	\$ 473,779	\$ 523,104
SUPPORT SERVICES	(1,501)	245	245
MATERIALS & SUPPLIES	5,073	5,725	7,016
TOTAL	<u>\$ 481,237</u>	<u>\$ 479,749</u>	<u>\$ 530,365</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
FINANCE / ACCOUNTS RECEIVABLE

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 649,624	\$ 679,515	\$ 678,600
13 OTHER SALARIES	1,505	8,560	8,003
14 OVERTIME	2,280	13,000	13,000
21 FICA MATCHING	46,466	49,675	50,230
22 RETIREMENT	70,963	82,980	86,249
23 INSURANCE	173,500	184,063	196,208
34 OTHER CONTRACTUAL SVC	129,683	163,100	163,508
41 COMMUNICATIONS	-	1,200	1,600
44 RENTALS & LEASES	1,795	1,800	2,150
46 REPAIRS & MAINTENANCE	28,392	34,000	34,000
42 TRANSPORTATION (POSTAGE)	591,126	606,300	613,000
51 OFFICE SUPPLIES	5,092	8,400	8,400
52 OPERATING SUPPLIES	12,066	17,600	17,600
64 MACHINERY & EQUIPMENT	25,107	-	-
TOTAL	<u>\$ 1,737,597</u>	<u>\$ 1,850,193</u>	<u>\$ 1,872,548</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 944,337	\$ 1,017,793	\$ 1,032,290
SUPPORT SERVICES	159,870	200,100	201,258
MATERIALS & SUPPLIES	608,284	632,300	639,000
CAPITAL OUTLAY	25,107	-	-
TOTAL	<u>\$ 1,737,597</u>	<u>\$ 1,850,193</u>	<u>\$ 1,872,548</u>

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

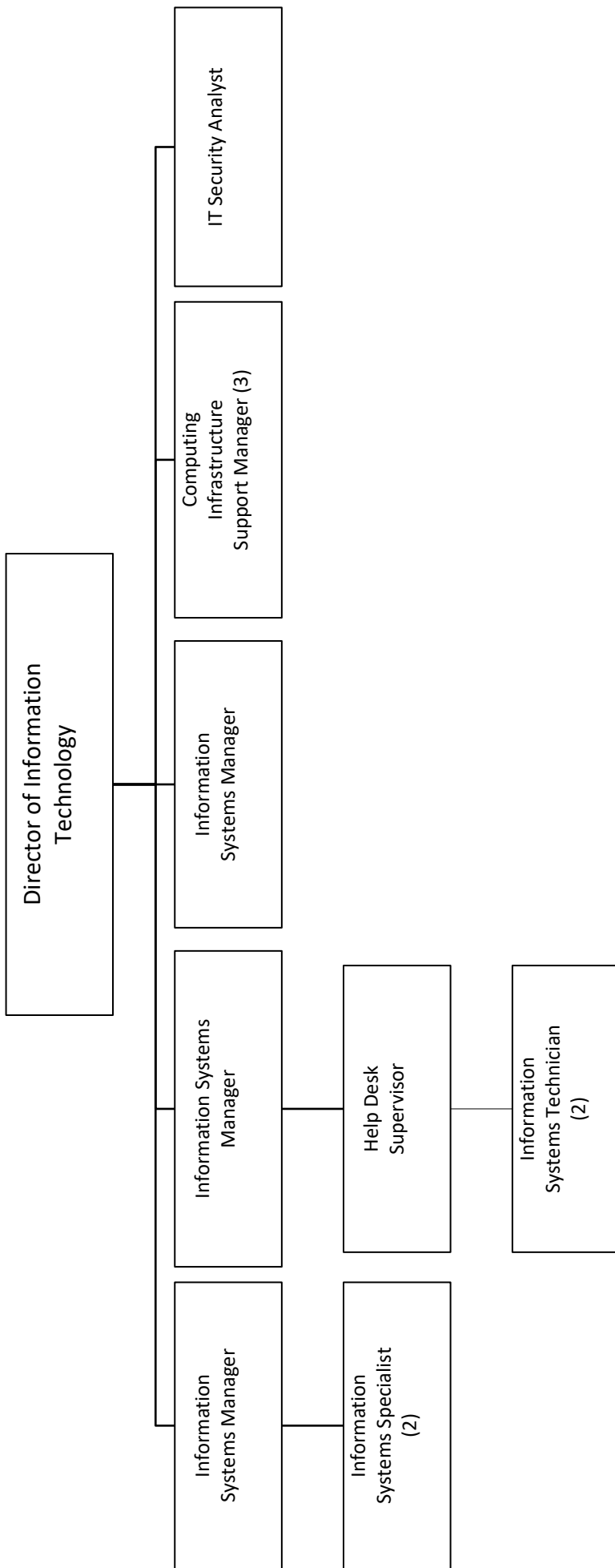
	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 411,768	\$ 414,627	\$ 403,956
13 OTHER SALARIES	2,019	8,560	3,994
14 OVERTIME	5,166	5,000	5,000
21 FICA MATCHING	31,120	31,728	29,615
22 RETIREMENT	41,640	46,536	44,249
23 INSURANCE	73,906	70,069	112,817
34 OTHER CONTRACTUAL SVC	-	3,500	3,500
40 TRAVEL	-	1,675	2,440
46 REPAIRS & MAINTENANCE	1,245	4,000	4,000
49 OTHER CURRENT CHARGES	54,834	9,200	7,850
55 PROFESSIONAL DEVELOPMENT	975	1,725	1,710
47 PRINTING	-	750	500
51 OFFICE SUPPLIES	5,149	4,600	5,000
52 OPERATING SUPPLIES	2,073	3,450	3,500
54 SUBSCR/MEMBERSHIPS	675	1,325	1,010
TOTAL	<u>\$ 630,569</u>	<u>\$ 606,745</u>	<u>\$ 629,141</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 565,619	\$ 576,520	\$ 599,631
SUPPORT SERVICES	57,054	20,100	19,500
MATERIALS & SUPPLIES	7,896	10,125	10,010
TOTAL	<u>\$ 630,569</u>	<u>\$ 606,745</u>	<u>\$ 629,141</u>



EMERALD COAST UTILITIES AUTHORITY INFORMATION TECHNOLOGY



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
INFORMATION TECHNOLOGY DEPARTMENT

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 675,168	\$ 839,523	\$ 862,826
14 OVERTIME	3,019	6,000	6,000
21 FICA MATCHING	49,681	62,290	64,208
22 RETIREMENT	81,879	105,115	122,523
23 INSURANCE	101,107	124,855	157,716
31 PROFESSIONAL SERVICES	6,437	3,000	3,000
34 OTHER CONTRACTUAL SVC	3,850	10,000	10,000
40 TRAVEL	-	10,500	10,500
41 COMMUNICATIONS	101,167	130,431	135,636
46 REPAIRS & MAINTENANCE	353,646	372,656	538,593
55 PROFESSIONAL DEVELOPMENT	8,765	19,500	19,500
42 TRANSPORTATION (POSTAGE)	98	150	150
47 PRINTING	-	390	-
51 OFFICE SUPPLIES	1,089	780	2,600
52 OPERATING SUPPLIES	18,604	14,572	53,850
54 SUBSCR/MEMBERSHIPS	200	250	200
64 MACHINERY & EQUIPMENT	10,921	35,840	-
	<u>\$ 1,415,632</u>	<u>\$ 1,735,852</u>	<u>\$ 1,987,302</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 910,855	\$ 1,137,783	\$ 1,213,273
SUPPORT SERVICES	473,865	546,087	717,229
MATERIALS & SUPPLIES	19,991	16,142	56,800
CAPITAL OUTLAY	10,921	35,840	-
TOTAL	<u>\$ 1,415,632</u>	<u>\$ 1,735,852</u>	<u>\$ 1,987,302</u>

EMERALD COAST UTILITIES AUTHORITY**DIVISIONAL GOALS AND WORK PLAN****DEPARTMENT:**

Information Technology Department

ACTIVITY DESCRIPTION:

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

GOAL:**ITD Vision:**

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

ITD Mission:

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

ITD Strategy:

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

OBJECTIVES:

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

2022 TARGETED ACCOMPLISHMENTS:

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

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
INFORMATION TECHNOLOGY / ADMINISTRATION

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 675,168	\$ 839,523	\$ 862,826
14 OVERTIME	3,019	6,000	6,000
21 FICA MATCHING	49,681	62,290	64,208
22 RETIREMENT	81,879	105,115	122,523
23 INSURANCE	101,107	124,855	157,716
31 PROFESSIONAL SERVICES	6,437	3,000	3,000
34 OTHER CONTRACTUAL SVC	3,850	10,000	10,000
40 TRAVEL	-	10,500	10,500
41 COMMUNICATIONS	101,167	130,431	135,636
46 REPAIRS & MAINTENANCE	353,646	372,656	538,593
55 PROFESSIONAL DEVELOPMENT	8,765	19,500	19,500
42 TRANSPORTATION (POSTAGE)	98	150	150
47 PRINTING	-	390	-
51 OFFICE SUPPLIES	1,089	780	2,600
52 OPERATING SUPPLIES	18,604	14,572	53,850
54 SUBSCR/MEMBERSHIPS	200	250	200
64 MACHINERY & EQUIPMENT	10,921	35,840	-
TOTAL	<u>\$ 1,415,632</u>	<u>\$ 1,735,852</u>	<u>\$ 1,987,302</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

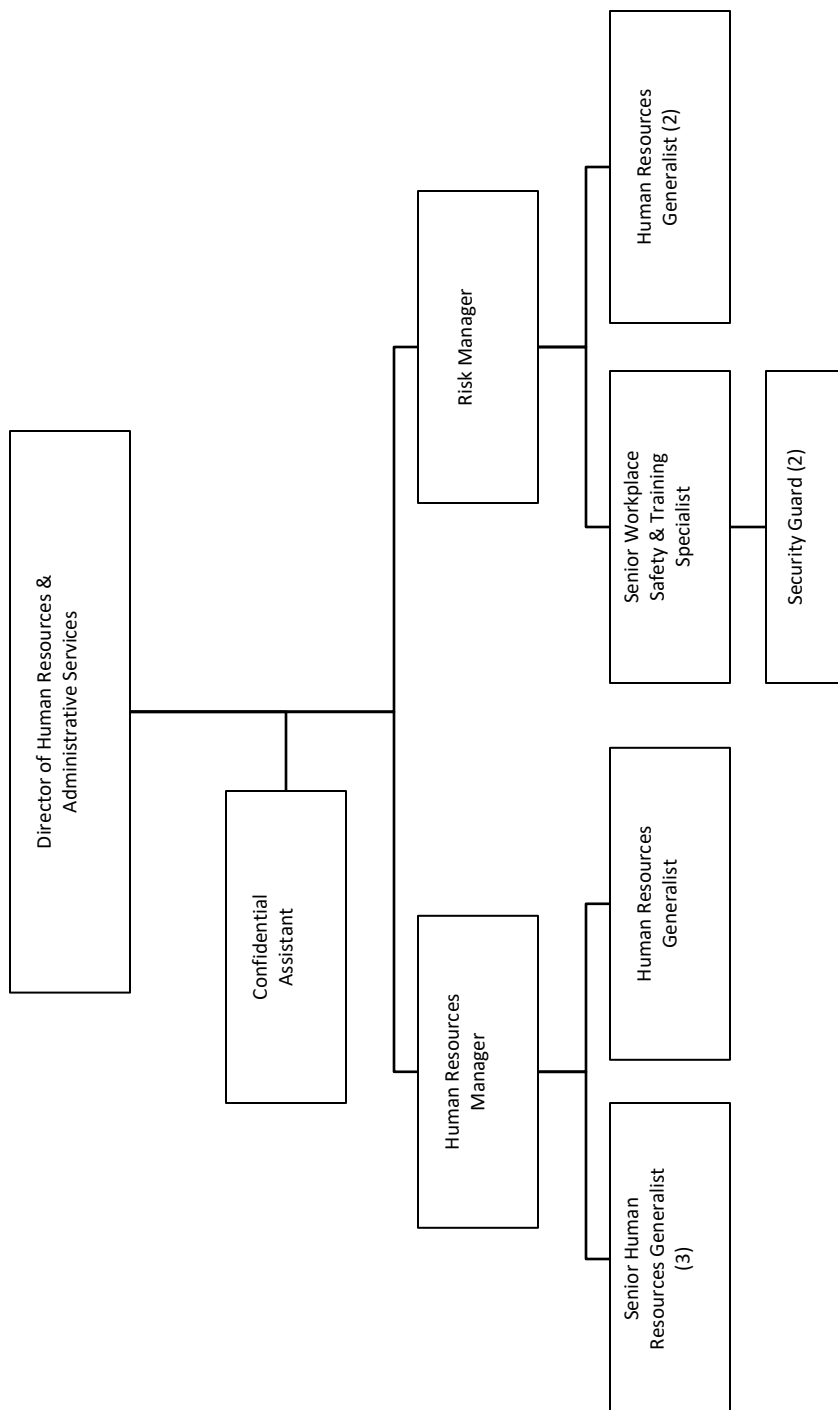
PERSONAL SERVICES	\$ 910,855	\$ 1,137,783	\$ 1,213,273
SUPPORT SERVICES	473,865	546,087	717,229
MATERIALS & SUPPLIES	19,991	16,142	56,800
CAPITAL OUTLAY	10,921	35,840	-
TOTAL	<u>\$ 1,415,632</u>	<u>\$ 1,735,852</u>	<u>\$ 1,987,302</u>



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EMERALD COAST UTILITIES AUTHORITY HUMAN RESOURCES & ADMINISTRATIVE SERVICES



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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 690,654	\$ 745,576	\$ 776,776
14 OVERTIME	902	1,700	2,850
21 FICA MATCHING	49,714	53,099	57,448
22 RETIREMENT	78,253	91,717	102,008
23 INSURANCE	227,029	255,437	243,502
24 WORKERS COMPENSATION	213,976	287,500	287,500
25 UNEMPLOYMENT COMP	23,433	40,000	40,000
31 PROFESSIONAL SERVICES	75,634	90,700	115,500
34 OTHER CONTRACTUAL SVC	13,030	6,500	89,000
40 TRAVEL	1,639	11,870	11,870
44 RENTALS & LEASES	10,227	8,600	10,000
45 INSURANCE	1,393,677	1,755,000	1,930,000
46 REPAIRS & MAINTENANCE	29,000	33,500	33,500
48 PROMOTIONAL	39,609	90,000	90,000
49 OTHER CURRENT CHARGES	-	6,150	6,150
55 PROFESSIONAL DEVELOPMENT	44,939	69,120	69,120
42 TRANSPORTATION (POSTAGE)	17	700	-
47 PRINTING	-	500	-
51 OFFICE SUPPLIES	6,200	7,300	7,300
52 OPERATING SUPPLIES	11,428	41,400	41,400
54 SUBSCR/MEMBERSHIPS	45,173	39,448	43,400
64 MACHINERY & EQUIPMENT	4,489	-	-
TOTAL	<u>\$ 2,959,024</u>	<u>\$ 3,635,817</u>	<u>\$ 3,971,324</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,283,961	\$ 1,475,029	\$ 1,524,084
SUPPORT SERVICES	1,607,755	2,071,440	2,355,140
MATERIALS & SUPPLIES	62,819	89,348	92,100
CAPITAL OUTLAY	4,489	-	-
TOTAL	<u>\$ 2,959,024</u>	<u>\$ 3,635,817</u>	<u>\$ 3,971,324</u>

EMERALD COAST UTILITIES AUTHORITY**GOALS AND WORK PLAN****DEPARTMENT:**

Human Resources and Administrative Services

ACTIVITY DESCRIPTION:

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

GOALS:

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

OBJECTIVES:

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

2022 TARGETED ACCOMPLISHMENTS:

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

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

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
HR/ADMINISTRATIVE SERVICES

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 125,856	\$ 143,832	\$ 153,088
13 OTHER SALARIES		-	14,000
14 OVERTIME	553	1,000	1,000
21 FICA MATCHING	9,062	9,802	12,313
22 RETIREMENT	28,047	31,472	29,574
23 INSURANCE	25,691	36,704	25,733
25 UNEMPLOYMENT COMP	23,433	40,000	40,000
31 PROFESSIONAL SERVICES	42,386	28,000	42,000
34 OTHER CONTRACTUAL SVC	13,030	5,500	9,000
40 TRAVEL	-	1,850	1,850
44 RENTALS & LEASES	10,227	8,600	10,000
46 REPAIRS & MAINTENANCE	105	2,000	-
55 PROFESSIONAL DEVELOPMENT	1,165	1,920	1,920
42 TRANSPORTATION (POSTAGE)	-	150	-
51 OFFICE SUPPLIES	2,720	2,500	2,500
52 OPERATING SUPPLIES	1,041	7,650	6,750
54 SUBSCR/MEMBERSHIPS	489	750	3,000
TOTAL	<u>\$ 283,803</u>	<u>\$ 321,730</u>	<u>\$ 352,728</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 212,642	\$ 262,810	\$ 275,708
SUPPORT SERVICES	66,912	47,870	64,770
MATERIALS & SUPPLIES	4,250	11,050	12,250
TOTAL	<u>\$ 283,803</u>	<u>\$ 321,730</u>	<u>\$ 352,728</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
HR / RISK MANAGEMENT

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 243,389	\$ 247,749	\$ 267,530
14 OVERTIME	349	700	1,850
21 FICA MATCHING	17,682	17,990	19,624
22 RETIREMENT	21,699	24,845	29,146
23 INSURANCE	44,291	41,118	45,829
24 WORKERS COMPENSATION	213,976	287,500	287,500
31 PROFESSIONAL SERVICES	3,715	5,000	5,000
34 OTHER CONTRACTUAL SVC	-	1,000	80,000
40 TRAVEL	-	1,000	1,000
45 INSURANCE	1,393,677	1,755,000	1,930,000
46 REPAIRS & MAINTENANCE	463	1,500	3,500
49 OTHER CURRENT CHARGES	-	150	150
55 PROFESSIONAL DEVELOPMENT	481	2,300	2,300
42 TRANSPORTATION (POSTAGE)	17	50	-
51 OFFICE SUPPLIES	879	1,000	1,000
52 OPERATING SUPPLIES	6,488	29,250	30,150
54 SUBSCR/MEMBERSHIPS	565	2,400	2,400
64 MACHINERY & EQUIPMENT	4,489	-	-
TOTAL	<u>\$ 1,952,160</u>	<u>\$ 2,418,552</u>	<u>\$ 2,706,979</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 541,386	\$ 619,902	\$ 651,479
SUPPORT SERVICES	1,398,336	1,765,950	2,021,950
MATERIALS & SUPPLIES	7,950	32,700	33,550
CAPITAL OUTLAY	4,489	-	-
TOTAL	<u>\$ 1,952,160</u>	<u>\$ 2,418,552</u>	<u>\$ 2,706,979</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
HR/HUMAN RESOURCES

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 321,409	\$ 353,995	\$ 356,158
21 FICA MATCHING	22,970	25,307	25,511
22 RETIREMENT	28,507	35,400	43,288
23 INSURANCE	157,047	177,615	171,940
31 PROFESSIONAL SERVICES	29,534	57,700	68,500
40 TRAVEL	1,639	9,020	9,020
46 REPAIRS & MAINTENANCE	28,432	30,000	30,000
48 PROMOTIONAL	39,609	90,000	90,000
49 OTHER CURRENT CHARGES	-	6,000	6,000
55 PROFESSIONAL DEVELOPMENT	43,293	64,900	64,900
42 TRANSPORTATION (POSTAGE)	-	500	-
47 PRINTING	-	500	-
51 OFFICE SUPPLIES	2,601	3,800	3,800
52 OPERATING SUPPLIES	3,899	4,500	4,500
54 SUBSCR/MEMBERSHIPS	44,119	36,298	38,000
TOTAL	<u>\$ 723,059</u>	<u>\$ 895,535</u>	<u>\$ 911,617</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

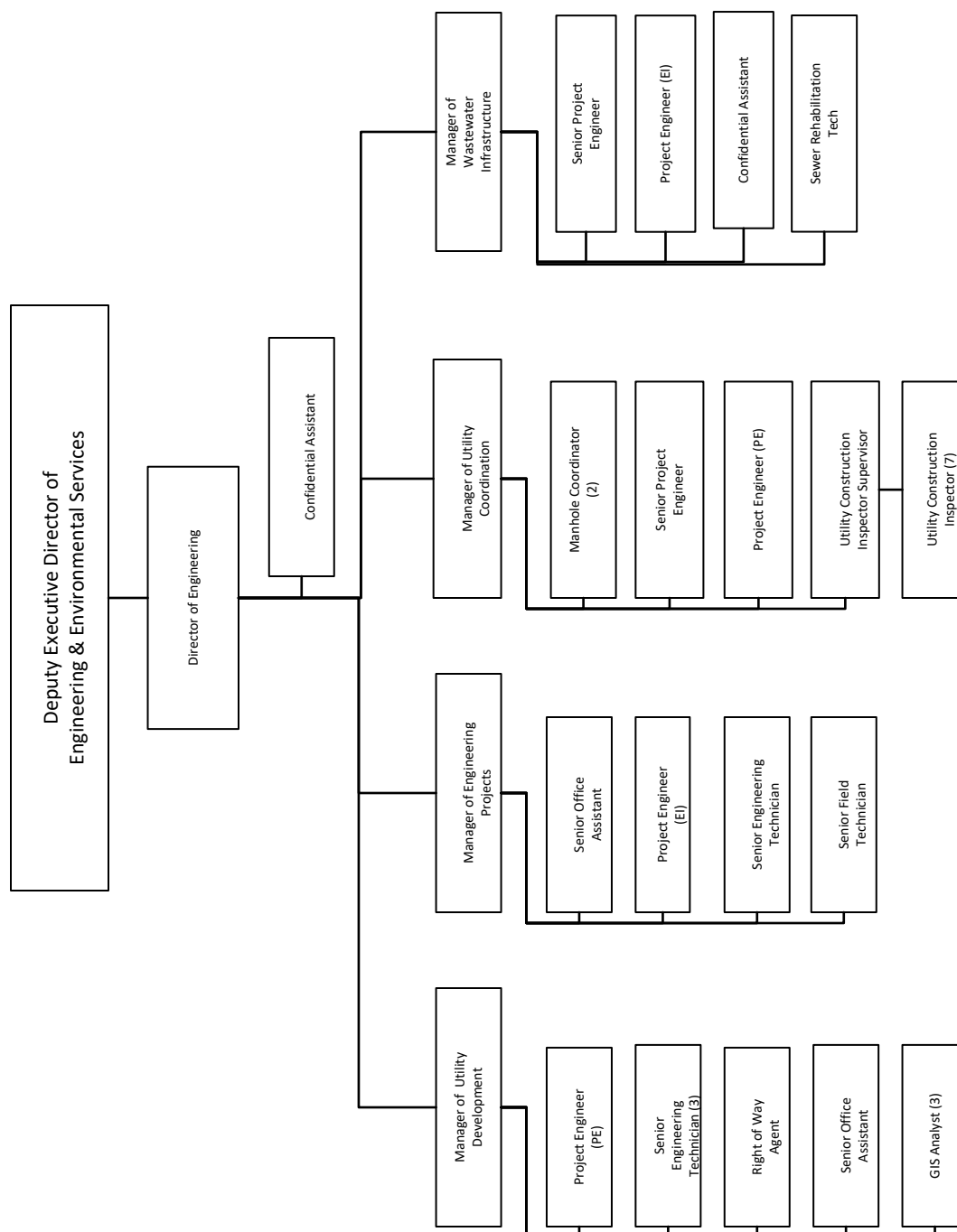
PERSONAL SERVICES	\$ 529,933	\$ 592,317	\$ 596,897
SUPPORT SERVICES	142,508	257,620	268,420
MATERIALS & SUPPLIES	50,619	45,598	46,300
TOTAL	<u>\$ 723,059</u>	<u>\$ 895,535</u>	<u>\$ 911,617</u>



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EMERALD COAST UTILITIES AUTHORITY ENGINEERING



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
ENGINEERING DEPARTMENT

ELEMENT	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 2,160,991	\$ 2,333,060	\$ 2,386,660
13 OTHER SALARIES	4,296	17,400	17,402
14 OVERTIME	36,215	72,650	62,650
21 FICA MATCHING	156,563	171,859	175,893
22 RETIREMENT	258,098	304,287	331,488
23 INSURANCE	486,434	516,302	550,377
31 PROFESSIONAL SERVICES	64,360	45,000	45,000
34 OTHER CONTRACTUAL SVC	-	37,000	37,000
40 TRAVEL	917	17,900	17,900
41 COMMUNICATIONS	3,155	9,800	9,800
44 RENTALS & LEASES	11,733	15,000	15,000
46 REPAIRS & MAINTENANCE	28,579	56,000	51,000
49 OTHER CURRENT CHARGES	2,519	15,000	15,000
55 PROFESSIONAL DEVELOPMENT	5,439	22,600	22,600
42 TRANSPORTATION (POSTAGE)	92	1,000	500
47 PRINTING	158	400	400
51 OFFICE SUPPLIES	6,007	10,300	10,300
52 OPERATING SUPPLIES	46,418	65,350	63,500
54 SUBSCR/MEMBERSHIPS	3,471	7,000	7,000
TOTAL	<u>\$ 3,275,445</u>	<u>\$ 3,717,908</u>	<u>\$ 3,819,470</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 3,102,598	\$ 3,415,558	\$ 3,524,470
SUPPORT SERVICES	116,701	218,300	213,300
MATERIALS & SUPPLIES	56,146	84,050	81,700
TOTAL	<u>\$ 3,275,445</u>	<u>\$ 3,717,908</u>	<u>\$ 3,819,470</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, improvements, replacements and extensions to the water and wastewater systems. This includes development of recommendations for capital improvements, and review and approval of line extensions proposed for new developments. The Engineering Department works with other ECUA departments to set priorities for capital projects

GOAL:

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

OBJECTIVES:

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

2022 TARGETED ACCOMPLISHMENTS:

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

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
ENGINEERING ADMIN

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 1,779,089	\$ 1,908,522	\$ 1,952,731
13 OTHER SALARIES	4,296	17,400	17,402
14 OVERTIME	10,213	12,650	12,650
21 FICA MATCHING	126,864	136,408	140,555
22 RETIREMENT	212,974	247,164	269,582
23 INSURANCE	408,551	425,930	450,589
31 PROFESSIONAL SERVICES	64,360	45,000	45,000
34 OTHER CONTRACTUAL SVC	-	37,000	37,000
40 TRAVEL	917	14,400	14,400
41 COMMUNICATIONS	789	7,400	7,400
44 RENTALS & LEASES	11,733	15,000	15,000
46 REPAIRS & MAINTENANCE	26,775	50,000	45,000
49 OTHER CURRENT CHARGES	2,519	15,000	15,000
55 PROFESSIONAL DEVELOPMENT	4,297	16,300	16,300
42 TRANSPORTATION (POSTAGE)	92	1,000	500
47 PRINTING	158	400	400
51 OFFICE SUPPLIES	5,726	10,000	10,000
52 OPERATING SUPPLIES	30,694	41,850	40,000
54 SUBSCR/MEMBERSHIPS	3,471	7,000	7,000
TOTAL	<u>\$ 2,693,517</u>	<u>\$ 3,008,424</u>	<u>\$ 3,096,509</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,541,987	\$ 2,748,074	\$ 2,843,509
SUPPORT SERVICES	111,389	200,100	195,100
MATERIALS & SUPPLIES	40,141	60,250	57,900
TOTAL	<u>\$ 2,693,517</u>	<u>\$ 3,008,424</u>	<u>\$ 3,096,509</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 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 381,902	\$ 424,538	\$ 433,929
14 OVERTIME	26,002	60,000	50,000
21 FICA MATCHING	29,699	35,451	35,338
22 RETIREMENT	45,125	57,123	61,906
23 INSURANCE	77,883	90,372	99,788
40 TRAVEL	-	3,500	3,500
41 COMMUNICATIONS	2,366	2,400	2,400
46 REPAIRS & MAINTENANCE	1,803	6,000	6,000
55 PROFESSIONAL DEVELOPMENT	1,142	6,300	6,300
51 OFFICE SUPPLIES	281	300	300
52 OPERATING SUPPLIES	15,724	23,500	23,500
TOTAL	<u>\$ 581,928</u>	<u>\$ 709,484</u>	<u>\$ 722,961</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

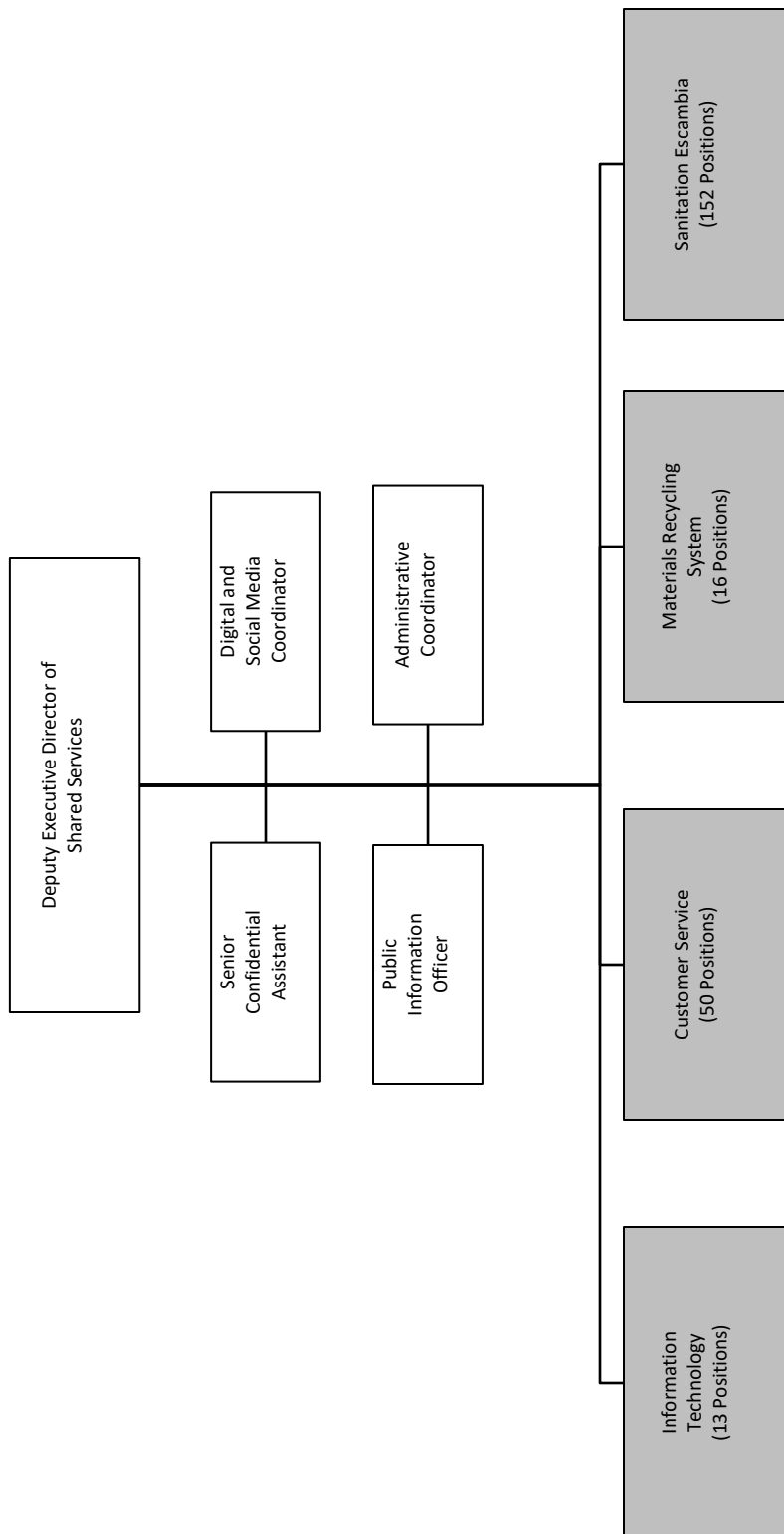
PERSONAL SERVICES	\$ 560,611	\$ 667,484	\$ 680,961
SUPPORT SERVICES	5,312	18,200	18,200
MATERIALS & SUPPLIES	16,005	23,800	23,800
TOTAL	<u>\$ 581,928</u>	<u>\$ 709,484</u>	<u>\$ 722,961</u>



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EMERALD COAST UTILITIES AUTHORITY SHARED SERVICES



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
SHARED SERVICES DEPARTMENT

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 946,298	\$ 954,553	\$ 483,433
14 OVERTIME	15,718	18,000	-
21 FICA MATCHING	67,720	67,733	33,899
22 RETIREMENT	120,907	142,225	98,538
23 INSURANCE	211,824	217,579	75,525
31 PROFESSIONAL SERVICES	4,025	15,000	15,000
34 OTHER CONTRACTUAL SVC	66,354	62,500	3,500
40 TRAVEL	290	2,200	1,200
41 COMMUNICATIONS	44,771	48,440	48,440
43 UTILITIES	316,969	304,700	-
44 RENTALS & LEASES	4,488	5,400	2,900
46 REPAIRS & MAINTENANCE	146,942	88,500	2,000
48 PROMOTIONAL	224,888	270,000	270,000
49 OTHER CURRENT CHARGES	3,852	7,000	-
55 PROFESSIONAL DEVELOPMENT	174	2,200	700
42 TRANSPORTATION (POSTAGE)	-	5,000	5,000
47 PRINTING	41,056	40,100	40,100
51 OFFICE SUPPLIES	2,147	2,800	1,800
52 OPERATING SUPPLIES	46,391	69,250	6,050
54 SUBSCR/MEMBERSHIPS	1,636	1,100	1,100
 TOTAL	 <u>\$ 2,266,450</u>	 <u>\$ 2,324,280</u>	 <u>\$ 1,089,185</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,362,467	\$ 1,400,090	\$ 691,395
SUPPORT SERVICES	812,752	805,940	343,740
MATERIALS & SUPPLIES	91,231	118,250	54,050
TOTAL	<u>\$ 2,266,450</u>	<u>\$ 2,324,280</u>	<u>\$ 1,089,185</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, and Sanitation Departments.

GOALS:

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

OBJECTIVES:

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

2022 TARGETED ACCOMPLISHMENTS:

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

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
SHARED SERVICES / ADMINISTRATION

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 441,767	\$ 438,110	\$ 401,252
14 OVERTIME	224	-	-
21 FICA MATCHING	30,737	30,063	28,095
22 RETIREMENT	70,074	81,581	89,646
23 INSURANCE	73,834	73,154	60,419
34 OTHER CONTRACTUAL SVC	2,280	3,500	3,500
40 TRAVEL	290	450	450
41 COMMUNICATIONS	44,388	47,000	47,000
44 RENTALS & LEASES	2,856	2,900	2,900
46 REPAIRS & MAINTENANCE	2,467	2,000	2,000
55 PROFESSIONAL DEVELOPMENT	-	200	200
47 PRINTING	-	100	100
51 OFFICE SUPPLIES	969	1,000	1,000
52 OPERATING SUPPLIES	5,659	4,200	4,200
54 SUBSCR/MEMBERSHIPS	-	100	100
TOTAL	<u>\$ 675,545</u>	<u>\$ 684,358</u>	<u>\$ 640,862</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 616,636	\$ 622,908	\$ 579,412
SUPPORT SERVICES	52,281	56,050	56,050
MATERIALS & SUPPLIES	6,628	5,400	5,400
TOTAL	<u>\$ 675,545</u>	<u>\$ 684,358</u>	<u>\$ 640,862</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED * 2022
12 REGULAR SALARIES	\$ 424,659	\$ 436,779	\$ -
14 OVERTIME	15,494	18,000	-
21 FICA MATCHING	31,372	32,113	-
22 RETIREMENT	43,726	52,678	-
23 INSURANCE	123,645	130,044	-
34 OTHER CONTRACTUAL SVC	64,074	59,000	-
40 TRAVEL	-	1,000	-
43 UTILITIES	316,969	304,700	-
44 RENTALS & LEASES	1,632	2,500	-
46 REPAIRS & MAINTENANCE	143,572	86,500	-
49 OTHER CURRENT CHARGES	3,852	7,000	-
55 PROFESSIONAL DEVELOPMENT	174	1,500	-
51 OFFICE SUPPLIES	406	1,000	-
52 OPERATING SUPPLIES	39,877	64,000	-
TOTAL	<u>\$ 1,209,452</u>	<u>\$ 1,196,814</u>	<u>\$ -</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 638,895	\$ 669,614	\$ -
SUPPORT SERVICES	530,273	462,200	-
MATERIALS & SUPPLIES	40,283	65,000	-
TOTAL	<u>\$ 1,209,452</u>	<u>\$ 1,196,814</u>	<u>\$ -</u>

In FY2021, Facilities Maintenance moved from Dept 10 , Div 1002 to Dept 21 Div 2109

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
COMMUNICATION & PUBLIC INFORMATION

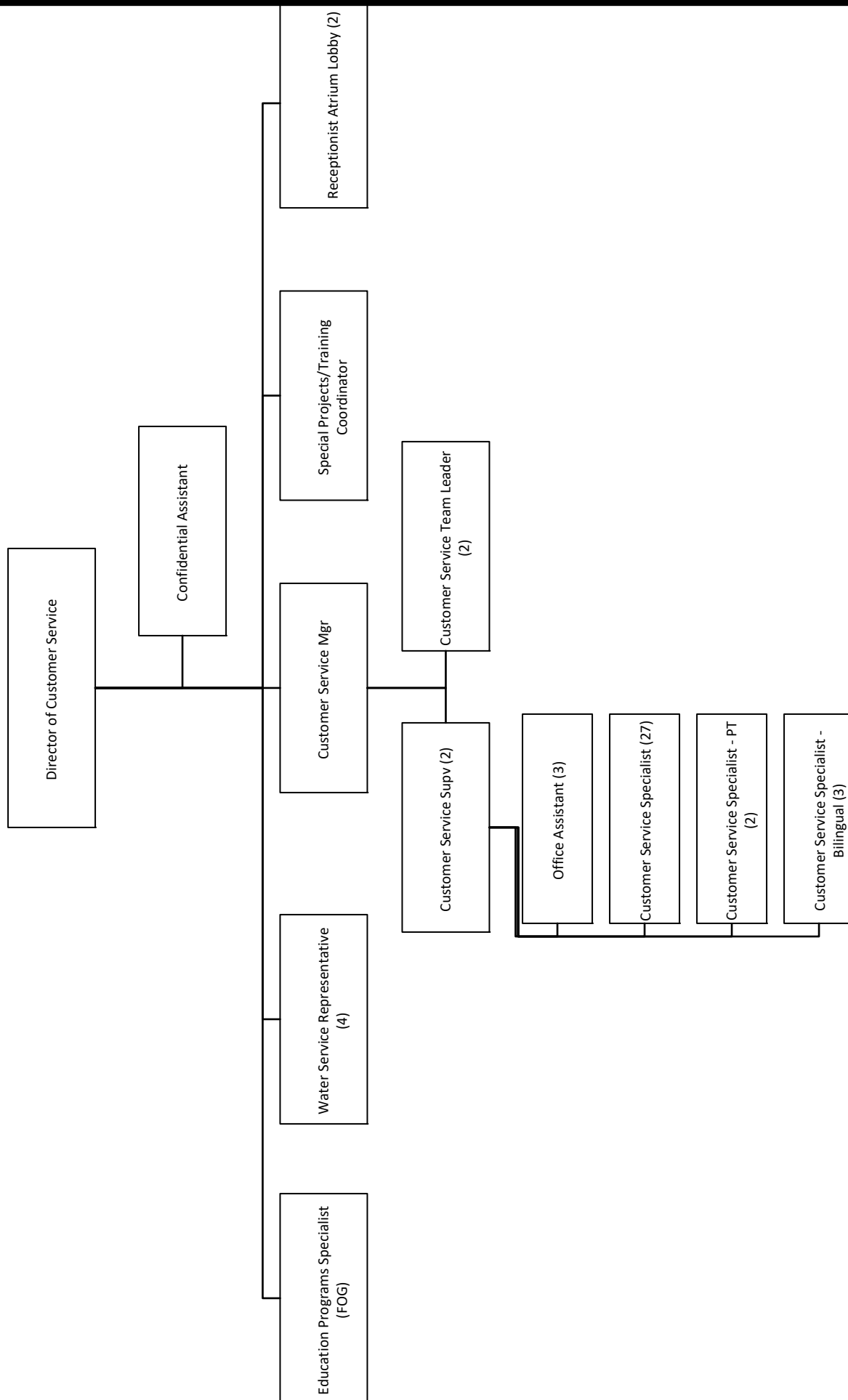
	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 79,871	\$ 79,664	\$ 82,181
21 FICA MATCHING	5,611	5,557	5,804
22 RETIREMENT	7,107	7,966	8,892
23 INSURANCE	14,345	14,381	15,106
31 PROFESSIONAL SERVICES	4,025	15,000	15,000
40 TRAVEL	-	750	750
41 COMMUNICATIONS	382	1,440	1,440
46 REPAIRS & MAINTENANCE	902	-	-
48 PROMOTIONAL	224,888	270,000	270,000
55 PROFESSIONAL DEVELOPMENT	-	500	500
42 TRANSPORTATION (POSTAGE)	-	5,000	5,000
47 PRINTING	41,056	40,000	40,000
51 OFFICE SUPPLIES	772	800	800
52 OPERATING SUPPLIES	855	1,050	1,850
54 SUBSCR/MEMBERSHIPS	1,636	1,000	1,000
TOTAL	<u>\$ 381,452</u>	<u>\$ 443,108</u>	<u>\$ 448,323</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 106,935	\$ 107,568	\$ 111,983
SUPPORT SERVICES	230,198	287,690	287,690
MATERIALS & SUPPLIES	44,319	47,850	48,650
TOTAL	<u>\$ 381,452</u>	<u>\$ 443,108</u>	<u>\$ 448,323</u>



EMERALD COAST UTILITIES AUTHORITY CUSTOMER SERVICE



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
CUSTOMER SERVICES

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 1,876,296	\$ 2,004,954	\$ 2,034,818
14 OVERTIME	7,942	8,200	8,200
21 FICA MATCHING	136,787	146,081	149,374
22 RETIREMENT	185,942	221,085	243,517
23 INSURANCE	477,173	456,498	483,072
34 OTHER CONTRACTUAL SVC	31,983	41,800	41,800
40 TRAVEL	-	1,800	1,800
41 COMMUNICATIONS	1,841	2,000	2,000
46 REPAIRS & MAINTENANCE	4,685	9,600	9,600
49 OTHER CURRENT CHARGES	3,360	3,500	3,500
55 PROFESSIONAL DEVELOPMENT	-	3,200	3,200
42 TRANSPORTATION (POSTAGE)	-	100	100
47 PRINTING	2,217	2,000	2,000
51 OFFICE SUPPLIES	16,465	13,900	13,900
52 OPERATING SUPPLIES	13,460	15,520	15,520
54 SUBSCR/MEMBERSHIPS	-	600	600
TOTAL	<u>\$ 2,758,150</u>	<u>\$ 2,930,838</u>	<u>\$ 3,013,001</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,684,140	\$ 2,836,818	\$ 2,918,981
SUPPORT SERVICES	41,868	61,900	61,900
MATERIALS & SUPPLIES	32,142	32,120	32,120
TOTAL	<u>\$ 2,758,150</u>	<u>\$ 2,930,838</u>	<u>\$ 3,013,001</u>

EMERALD COAST UTILITIES AUTHORITY**GOALS AND WORK PLAN****DIVISION:**

Customer Services

ACTIVITY DESCRIPTION:

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

GOALS:

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

OBJECTIVES:

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

2022 TARGETED ACCOMPLISHMENTS:

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

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
CS / ADMINISTRATION

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 315,323	\$ 284,885	\$ 316,348
14 OVERTIME	1,445	1,200	1,200
21 FICA MATCHING	22,032	19,900	22,641
22 RETIREMENT	45,656	45,831	56,799
23 INSURANCE	73,141	64,473	62,373
34 OTHER CONTRACTUAL SVC	31,983	41,800	41,800
40 TRAVEL	-	1,600	1,600
41 COMMUNICATIONS	263	400	400
46 REPAIRS & MAINTENANCE	2,427	3,500	3,500
55 PROFESSIONAL DEVELOPMENT	-	1,200	1,200
47 PRINTING	948	1,000	1,000
51 OFFICE SUPPLIES	3,396	3,500	3,500
52 OPERATING SUPPLIES	949	750	750
54 SUBSCR/MEMBERSHIPS	-	100	100
TOTAL	<u>\$ 497,563</u>	<u>\$ 470,139</u>	<u>\$ 513,211</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 457,596	\$ 416,289	\$ 459,361
SUPPORT SERVICES	34,673	48,500	48,500
MATERIALS & SUPPLIES	5,294	5,350	5,350
TOTAL	<u>\$ 497,563</u>	<u>\$ 470,139</u>	<u>\$ 513,211</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 1,348,398	\$ 1,492,871	\$ 1,483,993
14 OVERTIME	6,436	6,000	6,000
21 FICA MATCHING	99,081	109,364	109,318
22 RETIREMENT	120,712	152,434	161,239
23 INSURANCE	350,054	341,580	363,873
40 TRAVEL	-	200	200
46 REPAIRS & MAINTENANCE	-	500	500
49 OTHER CURRENT CHARGES	3,228	3,000	3,000
55 PROFESSIONAL DEVELOPMENT	-	1,500	1,500
47 PRINTING	453	500	500
51 OFFICE SUPPLIES	11,964	8,900	8,900
52 OPERATING SUPPLIES	4,656	6,470	6,470
54 SUBSCR/MEMBERSHIPS	-	500	500
TOTAL	<u>\$ 1,944,983</u>	<u>\$ 2,123,819</u>	<u>\$ 2,145,993</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,924,682	\$ 2,102,249	\$ 2,124,423
SUPPORT SERVICES	3,228	5,200	5,200
MATERIALS & SUPPLIES	17,073	16,370	16,370
TOTAL	<u>\$ 1,944,983</u>	<u>\$ 2,123,819</u>	<u>\$ 2,145,993</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 212,575	\$ 227,198	\$ 234,477
14 OVERTIME	61	1,000	1,000
21 FICA MATCHING	15,674	16,817	17,415
22 RETIREMENT	19,574	22,820	25,479
23 INSURANCE	53,978	50,445	56,826
41 COMMUNICATIONS	1,578	1,600	1,600
46 REPAIRS & MAINTENANCE	2,258	5,600	5,600
49 OTHER CURRENT CHARGES	132	500	500
55 PROFESSIONAL DEVELOPMENT	-	500	500
42 TRANSPORTATION (POSTAGE)	-	100	100
47 PRINTING	816	500	500
51 OFFICE SUPPLIES	1,105	1,500	1,500
52 OPERATING SUPPLIES	7,854	8,300	8,300
TOTAL	<u>\$ 315,604</u>	<u>\$ 336,880</u>	<u>\$ 353,797</u>

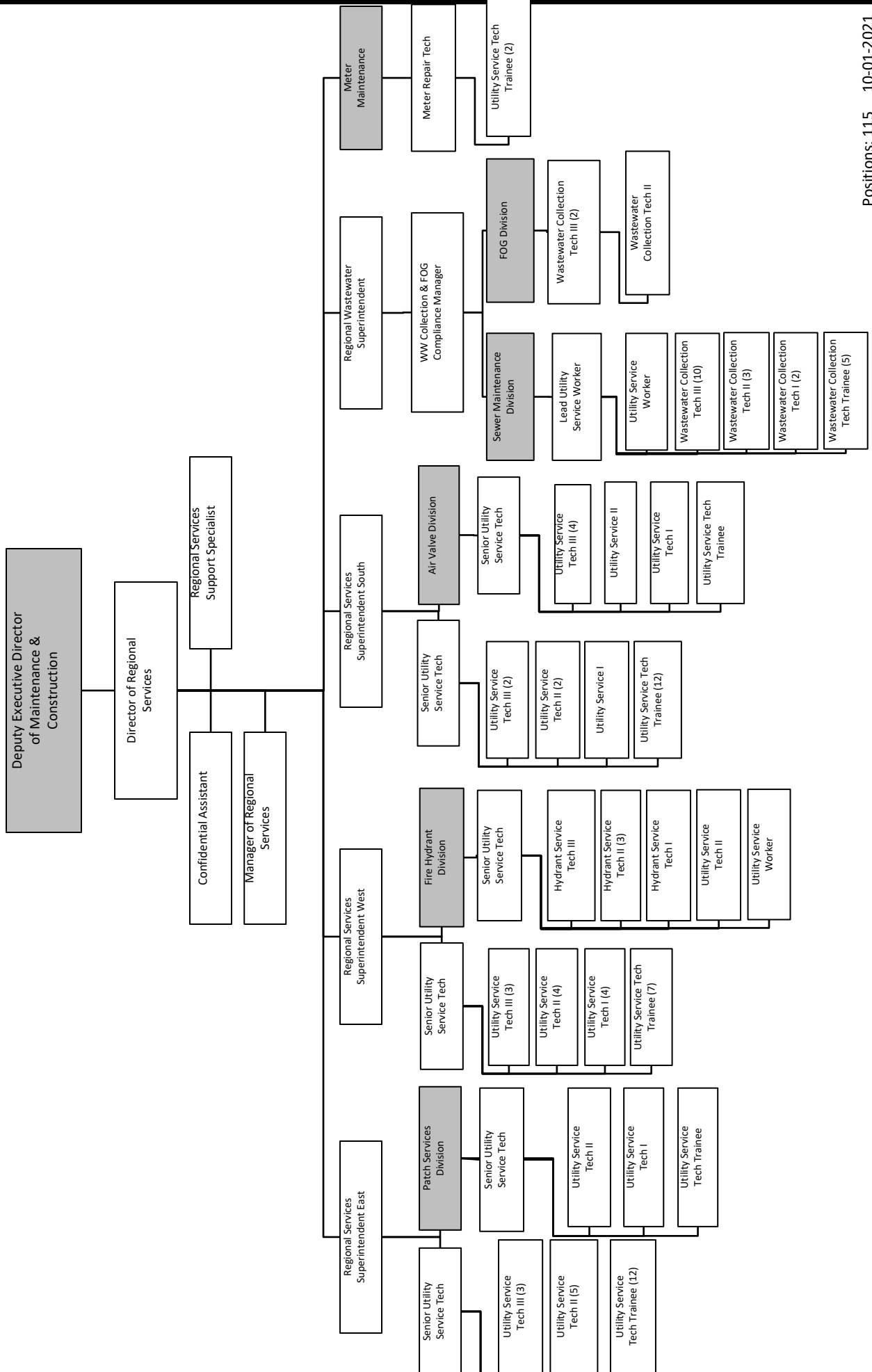
DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 301,862	\$ 318,280	\$ 335,197
SUPPORT SERVICES	3,967	8,200	8,200
MATERIALS & SUPPLIES	9,775	10,400	10,400
TOTAL	<u>\$ 315,604</u>	<u>\$ 336,880</u>	<u>\$ 353,797</u>



EMERALD COAST UTILITIES AUTHORITY

REGIONAL SERVICES



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
REGIONAL SERVICES DEPARTMENT

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 4,668,117	\$ 4,915,826	\$ 5,091,905
14 OVERTIME	739,888	629,500	647,500
21 FICA MATCHING	392,657	396,707	413,943
22 RETIREMENT	514,891	584,271	658,305
23 INSURANCE	1,243,840	1,296,042	1,359,633
34 OTHER CONTRACTUAL SVC	922,239	743,000	763,000
40 TRAVEL	447	6,000	6,000
41 COMMUNICATIONS	16,973	25,000	25,000
44 RENTALS & LEASES	9,675	23,800	28,800
46 REPAIRS & MAINTENANCE	413,778	411,150	497,350
49 OTHER CURRENT CHARGES	52,821	65,340	66,340
55 PROFESSIONAL DEVELOPMENT	21,509	21,000	21,000
42 TRANSPORTATION (POSTAGE)	788	300	300
47 PRINTING	3,912	7,000	7,000
51 OFFICE SUPPLIES	8,544	9,500	9,500
52 OPERATING SUPPLIES	2,510,119	2,400,266	2,640,421
53 ROAD MATERIALS & SUPPLIES	40,434	50,000	50,000
54 SUBSCR/MEMBERSHIPS	-	1,900	1,900
64 MACHINERY & EQUIPMENT	149,285	207,000	124,000
TOTAL	<u>\$ 11,712,383</u>	<u>\$ 11,793,602</u>	<u>\$ 12,411,897</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 7,559,393	\$ 7,822,346	\$ 8,171,286
SUPPORT SERVICES	1,437,443	1,295,290	1,407,490
MATERIALS & SUPPLIES	2,563,798	2,468,966	2,709,121
CAPITAL OUTLAY	151,748	207,000	124,000
TOTAL	<u>\$ 11,712,383</u>	<u>\$ 11,793,602</u>	<u>\$ 12,411,897</u>

EMERALD COAST UTILITIES AUTHORITY**GOALS AND WORK PLAN****DEPARTMENT**

Regional Services

DIVISIONS

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

ACTIVITY DESCRIPTION

The Regional Services department maintains ECUA's wastewater collection and transmission system and the potable water distribution system. The wastewater collection system includes approximately 960 miles of gravity sewer mains, 18,770 manholes, and 80,520 customer connections. The wastewater transmission system consists of approximately 345 miles of force mains, 475 ARVs and 1,460 control valves associated with the force mains. The potable water distribution system consists of approximately 1,720 miles of water mains, 19,800 valves, and 7,450 fire hydrants.

The entire service area is divided into three Regions that are responsible for the maintenance of infrastructure within their geographical area. The Regions maintain all water mains, gravity sewer mains, wastewater force mains, and the associated components. The Regions install water and sewer services for new residential customers and maintain more than 105,000 water services and water meters and more than 80,000 sewer services. The Sewer Maintenance division inspects and maintains all manholes, cleans gravity sewer mains, performs video inspection of gravity sewer mains, and responds to sanitary sewer overflows. The ARV and Water Valve division inspects and maintains all ARVs and the control valves in force mains and water mains. The Fire Hydrant and Flushing division inspects and maintains all fire hydrants, makes large-diameter water and sewer taps, performs valve insertions, and flushes the water system to maintain water quality. The FOG division inspects almost 1,000 food service establishments and ensures compliance with the requirements to remove fats, oils, and grease from their wastewater prior to discharge to the ECUA collection system. The Patch Services division repairs or replaces roads, driveways, and other areas impacted by ECUA's maintenance and construction activities.

GOALS

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

OBJECTIVES

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

2022 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 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 310,182	\$ 308,298	\$ 329,639
14 OVERTIME	15	-	-
21 FICA MATCHING	21,647	21,250	23,031
22 RETIREMENT	47,300	50,771	57,316
23 INSURANCE	78,048	76,662	81,479
34 OTHER CONTRACTUAL SVC	145,520	176,000	176,000
40 TRAVEL	447	5,000	5,000
41 COMMUNICATIONS	17,039	25,000	25,000
44 RENTALS & LEASES	1,956	3,000	3,000
46 REPAIRS & MAINTENANCE	8,845	3,000	3,000
49 OTHER CURRENT CHARGES	33,767	36,000	36,000
55 PROFESSIONAL DEVELOPMENT	21,509	20,000	20,000
42 TRANSPORTATION (POSTAGE)	788	300	300
47 PRINTING	1,453	2,500	2,500
51 OFFICE SUPPLIES	8,342	7,000	7,000
52 OPERATING SUPPLIES	628,383	629,621	31,300
54 SUBSCR/MEMBERSHIPS	-	900	900
64 MACHINERY & EQUIPMENT	27,442	-	-
TOTAL	<u>\$ 1,352,684</u>	<u>\$ 1,365,302</u>	<u>\$ 801,465</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 457,192	\$ 456,981	\$ 491,465
SUPPORT SERVICES	229,083	268,000	268,000
MATERIALS & SUPPLIES	638,967	640,321	42,000
CAPITAL OUTLAY	27,442	-	-
TOTAL	<u>\$ 1,352,684</u>	<u>\$ 1,365,302</u>	<u>\$ 801,465</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 782,773	\$ 842,264	\$ 859,277
14 OVERTIME	110,304	95,000	96,000
21 FICA MATCHING	65,499	68,605	70,621
22 RETIREMENT	82,869	94,375	109,158
23 INSURANCE	216,007	227,950	222,828
34 OTHER CONTRACTUAL SVC	61,188	3,000	3,000
41 COMMUNICATIONS	(66)	-	-
44 RENTALS & LEASES	-	1,000	1,000
46 REPAIRS & MAINTENANCE	66,374	71,000	71,000
49 OTHER CURRENT CHARGES	-	200	200
52 OPERATING SUPPLIES	436,188	349,000	439,000
64 MACHINERY & EQUIPMENT	9,409	54,000	-
TOTAL	<u>\$ 1,830,545</u>	<u>\$ 1,806,394</u>	<u>\$ 1,872,084</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,257,451	\$ 1,328,194	\$ 1,357,884
SUPPORT SERVICES	127,497	75,200	75,200
MATERIALS & SUPPLIES	436,188	349,000	439,000
CAPITAL OUTLAY	9,409	54,000	-
TOTAL	<u>\$ 1,830,545</u>	<u>\$ 1,806,394</u>	<u>\$ 1,872,084</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 947,229	\$ 1,014,064	\$ 1,003,141
14 OVERTIME	244,576	220,000	231,000
21 FICA MATCHING	85,378	83,763	85,275
22 RETIREMENT	112,198	129,462	140,266
23 INSURANCE	278,471	314,932	258,064
34 OTHER CONTRACTUAL SVC	97,857	9,000	9,000
44 RENTALS & LEASES	7,619	3,800	3,800
46 REPAIRS & MAINTENANCE	123,400	90,500	90,500
49 OTHER CURRENT CHARGES	1,960	3,040	3,040
52 OPERATING SUPPLIES	555,846	510,000	560,000
64 MACHINERY & EQUIPMENT	12,936	-	54,000
TOTAL	<u>\$ 2,467,469</u>	<u>\$ 2,378,561</u>	<u>\$ 2,438,086</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,667,852	\$ 1,762,221	\$ 1,717,746
SUPPORT SERVICES	230,836	106,340	106,340
MATERIALS & SUPPLIES	555,846	510,000	560,000
CAPITAL OUTLAY	12,936	-	54,000
TOTAL	<u>\$ 2,467,469</u>	<u>\$ 2,378,561</u>	<u>\$ 2,438,086</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 679,566	\$ 736,885	\$ 724,855
14 OVERTIME	163,488	141,000	142,000
21 FICA MATCHING	62,363	64,807	63,608
22 RETIREMENT	74,557	87,788	93,795
23 INSURANCE	154,722	153,623	176,050
34 OTHER CONTRACTUAL SVC	8,613	5,000	15,000
44 RENTALS & LEASES	-	2,000	2,000
46 REPAIRS & MAINTENANCE	60,619	65,500	65,500
49 OTHER CURRENT CHARGES	-	300	300
52 OPERATING SUPPLIES	466,765	383,000	408,000
64 MACHINERY & EQUIPMENT	26,271	85,000	-
TOTAL	<u>\$ 1,696,964</u>	<u>\$ 1,724,903</u>	<u>\$ 1,691,108</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,134,697	\$ 1,184,103	\$ 1,200,308
SUPPORT SERVICES	69,232	72,800	82,800
MATERIALS & SUPPLIES	466,765	383,000	408,000
CAPITAL OUTLAY	26,271	85,000	-
TOTAL	<u>\$ 1,696,964</u>	<u>\$ 1,724,903</u>	<u>\$ 1,691,108</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 1,029,410	\$ 1,033,178	\$ 1,096,887
14 OVERTIME	126,163	100,000	100,000
21 FICA MATCHING	83,993	81,483	87,143
22 RETIREMENT	103,296	111,883	127,638
23 INSURANCE	279,853	289,954	311,707
34 OTHER CONTRACTUAL SVC	36,860	45,000	45,000
46 REPAIRS & MAINTENANCE	99,950	105,250	165,250
49 OTHER CURRENT CHARGES	31	20,200	20,200
47 PRINTING	-	500	500
52 OPERATING SUPPLIES	132,307	183,000	183,000
64 MACHINERY & EQUIPMENT	5,518	-	-
TOTAL	<u>\$ 1,897,382</u>	<u>\$ 1,970,448</u>	<u>\$ 2,137,325</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,622,715	\$ 1,616,498	\$ 1,723,375
SUPPORT SERVICES	136,841	170,450	230,450
MATERIALS & SUPPLIES	132,307	183,500	183,500
CAPITAL OUTLAY	5,518	-	-
TOTAL	<u>\$ 1,897,382</u>	<u>\$ 1,970,448</u>	<u>\$ 2,137,325</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 316,301	\$ 331,490	\$ 343,784
14 OVERTIME	14,744	6,000	11,000
21 FICA MATCHING	24,275	24,832	26,243
22 RETIREMENT	29,534	33,749	38,387
23 INSURANCE	69,887	61,895	76,794
44 RENTALS & LEASES	-	1,000	1,000
46 REPAIRS & MAINTENANCE	14,786	20,500	20,500
49 OTHER CURRENT CHARGES	-	500	500
52 OPERATING SUPPLIES	126,443	132,000	132,000
64 MACHINERY & EQUIPMENT	46,249	68,000	-
TOTAL	<u>\$ 642,218</u>	<u>\$ 679,966</u>	<u>\$ 650,208</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 454,741	\$ 457,966	\$ 496,208
SUPPORT SERVICES	14,786	22,000	22,000
MATERIALS & SUPPLIES	126,443	132,000	132,000
CAPITAL OUTLAY	46,249	68,000	-
TOTAL	<u>\$ 642,218</u>	<u>\$ 679,966</u>	<u>\$ 650,208</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
RS/ PATCH SERVICES

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 142,897	\$ 171,808	\$ 176,218
14 OVERTIME	47,198	30,000	30,000
21 FICA MATCHING	13,520	14,424	14,819
22 RETIREMENT	16,922	20,181	22,314
23 INSURANCE	49,269	53,999	53,900
34 OTHER CONTRACTUAL SVC	572,201	500,000	500,000
44 RENTALS & LEASES	100	10,000	10,000
46 REPAIRS & MAINTENANCE	19,422	35,000	35,000
49 OTHER CURRENT CHARGES	17,064	5,100	5,100
52 OPERATING SUPPLIES	41,228	60,000	60,000
53 ROAD MATERIALS & SUPPLIES	40,434	50,000	50,000
63 CAPITAL IMPROVEMENTS	2,463	-	-
64 MACHINERY & EQUIPMENT	8,679	-	-
TOTAL	<u>\$ 971,396</u>	<u>\$ 950,512</u>	<u>\$ 957,351</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 269,806	\$ 290,412	\$ 297,251
SUPPORT SERVICES	608,787	550,100	550,100
MATERIALS & SUPPLIES	81,662	110,000	110,000
TOTAL	<u>\$ 971,396</u>	<u>\$ 950,512</u>	<u>\$ 957,351</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 329,515	\$ 342,285	\$ 362,023
14 OVERTIME	32,083	36,500	36,500
21 FICA MATCHING	26,396	27,625	28,962
22 RETIREMENT	36,559	42,407	48,106
23 INSURANCE	76,627	75,953	97,610
34 OTHER CONTRACTUAL SVC	-	5,000	5,000
44 RENTALS & LEASES	-	3,000	3,000
46 REPAIRS & MAINTENANCE	17,867	15,000	15,000
52 OPERATING SUPPLIES	75,576	95,000	95,000
64 MACHINERY & EQUIPMENT	12,782	-	-
TOTAL	<u>\$ 607,404</u>	<u>\$ 642,770</u>	<u>\$ 691,201</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 501,180	\$ 524,770	\$ 573,201
SUPPORT SERVICES	17,867	23,000	23,000
MATERIALS & SUPPLIES	75,576	95,000	95,000
CAPITAL OUTLAY	12,782	-	-
TOTAL	<u>\$ 607,404</u>	<u>\$ 642,770</u>	<u>\$ 691,201</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 130,245	\$ 135,554	\$ 136,843
14 OVERTIME	1,317	1,000	1,000
21 FICA MATCHING	9,587	9,918	9,709
22 RETIREMENT	11,656	13,655	14,915
23 INSURANCE	40,955	41,074	51,975
40 TRAVEL AND PER DIEM	-	1,000	1,000
46 REPAIRS & MAINTENANCE	2,515	5,400	5,400
55 PROFESSIONAL DEVELOPMENT	-	1,000	1,000
47 PRINTING	2,459	4,000	4,000
51 OFFICE SUPPLIES	202	2,500	2,500
52 OPERATING SUPPLIES	47,384	58,645	58,645
54 SUBSCR/MEMBERSHIPS	-	1,000	1,000
TOTAL	<u>\$ 246,319</u>	<u>\$ 274,746</u>	<u>\$ 287,987</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 193,759	\$ 201,201	\$ 214,442
SUPPORT SERVICES	2,515	7,400	7,400
MATERIALS & SUPPLIES	50,045	66,145	66,145
TOTAL	<u>\$ 246,319</u>	<u>\$ 274,746</u>	<u>\$ 287,987</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
RS / METER MAINTENANCE

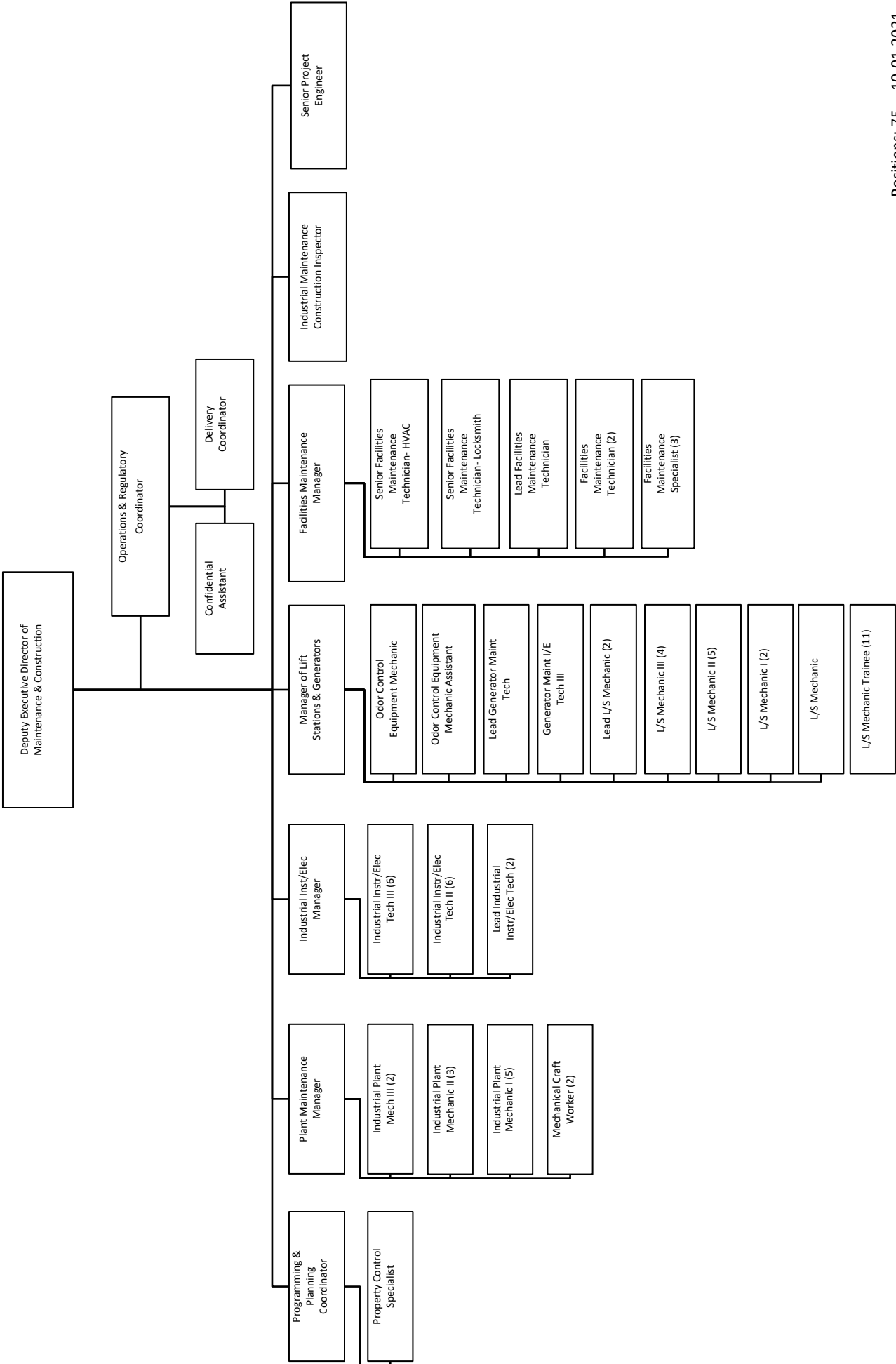
	ACTUAL 2020	APPROVED 2021	APPROVED * 2022
12 REGULAR SALARIES	\$ -	\$ -	\$ 59,238
21 FICA MATCHING	-	-	4,532
22 RETIREMENT	-	-	6,410
23 INSURANCE	-	-	29,226
34 OTHER CONTRACTUAL SVC	-		10,000
44 RENTALS & LEASES			5,000
46 REPAIRS & MAINTENANCE	-	-	26,200
49 OTHER CURRENT CHARGES	-	-	1,000
52 OPERATING SUPPLIES	-	-	673,476
	-		
64 MACHINERY & EQUIPMENT	-	-	70,000
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 885,082</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ -	\$ -	\$ 99,406
SUPPORT SERVICES	-	-	42,200
MATERIALS & SUPPLIES	-	-	673,476
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 885,082</u>

*New division as of 10-1-2021

EMERALD COAST UTILITIES AUTHORITY MAINTENANCE & CONSTRUCTION



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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 3,385,002	\$ 3,642,252	\$ 4,188,415
14 OVERTIME	426,050.64	495,850.00	515,850.00
21 FICA MATCHING	278,857.71	301,522.00	343,037.00
22 RETIREMENT	376,635.69	448,330.00	557,193.00
23 INSURANCE	668,626.90	699,146.00	882,301.00
31 PROFESSIONAL SERVICES	22,105.00	46,954.00	46,954.00
34 OTHER CONTRACTUAL SVC	198,668.75	237,500.00	479,020.00
40 TRAVEL	2,088.37	22,750.00	23,750.00
41 COMMUNICATIONS	9,592.18	9,100.00	14,100.00
43 UTILITIES	964,164.83	1,089,000.00	1,393,700.00
44 RENTALS & LEASES	63,284.75	118,000.00	130,550.00
46 REPAIRS & MAINTENANCE	2,907,506.84	4,510,080.00	4,483,630.00
49 OTHER CURRENT CHARGES	8,168.28	23,450.00	30,450.00
55 PROFESSIONAL DEVELOPMENT	26,985.34	99,000.00	100,500.00
42 TRANSPORTATION (POSTAGE)	9,465.13	9,000.00	9,000.00
47 PRINTING	2,250.47	1,400.00	1,400.00
51 OFFICE SUPPLIES	13,854.13	15,300.00	16,500.00
52 OPERATING SUPPLIES	1,790,253.91	1,984,975.00	2,055,931.00
54 SUBSCR/MEMBERSHIPS	2,085.17	4,949.00	5,435.00
64 MACHINERY & EQUIPMENT	254,382.66	-	110,000.00
TOTAL	<u>\$ 11,410,029</u>	<u>\$ 13,758,558</u>	<u>\$ 15,387,716</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 5,135,173	\$ 5,587,100	\$ 6,486,796
SUPPORT SERVICES	4,202,564	6,155,834	6,702,654
MATERIALS & SUPPLIES	1,817,909	2,015,624	2,088,266
CAPITAL OUTLAY	254,383	-	110,000
TOTAL	<u>\$ 11,410,029</u>	<u>\$ 13,758,558</u>	<u>\$ 15,387,716</u>

EMERALD COAST UTILITIES AUTHORITY**GOALS AND WORK PLAN****DEPARTMENT:**

Maintenance & Construction

DEPARTMENT

Regional Services

DIVISIONS:

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

ACTIVITY DESCRIPTION:

The eight divisions within the Maintenance & Construction Department work together to provide maintenance services for all ECUA facilities, including 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.

2022 TARGETED ACCOMPLISHMENTS:

1. Maintain the number of avoidable SSO events at all Lift Stations at or near zero.
2. Implement security improvements for the wastewater treatment plant properties and site access.
3. Complete the CWRP chlorine contact chamber FEMA Hazard Mitigation Grant Program (HMGP) project.
4. Complete Ellyson Customer Service Building geothermal and HVAC system improvements and systems upgrade.
5. Continue to design, purchase and install emergency standby power systems for critical infrastructure for use during natural disasters.

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 426,227	\$ 466,773	\$ 479,606
14 OVERTIME	27,855	29,000	29,000
21 FICA MATCHING	32,970	35,920	36,796
22 RETIREMENT	66,830	76,176	83,911
23 INSURANCE	68,469	59,658	79,776
40 TRAVEL	1,572	3,500	3,500
44 RENTALS & LEASES	2,838	3,000	3,000
46 REPAIRS & MAINTENANCE	1,485	2,000	2,000
49 OTHER CURRENT CHARGES	-	650	650
55 PROFESSIONAL DEVELOPMENT	1,456	6,000	6,000
42 TRANSPORTATION (POSTAGE)	9,465	9,000	9,000
47 PRINTING & BINDING	63	500	500
51 OFFICE SUPPLIES	10,087	9,200	9,200
52 OPERATING SUPPLIES	34,071	39,100	41,100
54 SUBSCR/MEMBERSHIPS	674	1,434	1,420
TOTAL	<u>\$ 684,064</u>	<u>\$ 741,911</u>	<u>\$ 785,459</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 622,351	\$ 667,527	\$ 709,089
SUPPORT SERVICES	7,352	15,150	15,150
MATERIALS & SUPPLIES	54,361	59,234	61,220
TOTAL	<u>\$ 684,064</u>	<u>\$ 741,911</u>	<u>\$ 785,459</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 1,053,075	\$ 1,176,099	\$ 1,263,943
14 OVERTIME	172,212	163,850	163,850
21 FICA MATCHING	89,578	97,124	104,258
22 RETIREMENT	109,323	132,685	148,814
23 INSURANCE	239,975	276,958	310,549
34 OTHER CONTRACTUAL SVC	21,000	50,000	50,000
40 TRAVEL	-	2,000	2,000
41 COMMUNICATIONS	394	500	5,500
43 UTILITIES	964,165	1,089,000	1,089,000
44 RENTALS & LEASES	10,111	62,000	62,000
46 REPAIRS & MAINTENANCE	751,719	770,650	770,650
49 OTHER CURRENT CHARGES	8,043	21,500	21,500
55 PROFESSIONAL DEVELOPMENT	1,405	18,000	18,000
47 PRINTING	2,030	600	600
51 OFFICE SUPPLIES	1,854	3,000	3,000
52 OPERATING SUPPLIES	378,839	437,675	440,631
54 SUBSCR/MEMBERSHIPS	-	75	75
64 MACHINERY & EQUIPMENT	36,728	-	110,000
TOTAL	<u>\$ 3,840,450</u>	<u>\$ 4,301,716</u>	<u>\$ 4,564,370</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,664,162	\$ 1,846,716	\$ 1,991,414
SUPPORT SERVICES	1,756,837	2,013,650	2,018,650
MATERIALS & SUPPLIES	382,723	441,350	444,306
CAPITAL OUTLAY	36,728	-	110,000
TOTAL	<u>\$ 3,840,450</u>	<u>\$ 4,301,716</u>	<u>\$ 4,564,370</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 131,156	\$ 130,811	\$ 134,950
14 OVERTIME	903	500	500
21 FICA MATCHING	10,106	10,006	10,335
22 RETIREMENT	12,762	13,131	14,656
23 INSURANCE	13,581	9,459	9,951
40 TRAVEL	-	4,500	4,500
41 COMMUNICATIONS	-	2,000	2,000
46 REPAIRS & MAINTENANCE	56,342	69,500	73,550
55 PROFESSIONAL DEVELOPMENT		7,000	7,000
47 PRINTING	-	100	100
51 OFFICE SUPPLIES	436	1,000	1,000
52 OPERATING SUPPLIES	2,371	4,450	4,450
54 SUBSCR/MEMBERSHIPS	-	400	400
64 MACHINERY & EQUIPMENT	33,671	-	-
TOTAL	<u>\$ 261,327</u>	<u>\$ 252,857</u>	<u>\$ 263,392</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 168,507	\$ 163,907	\$ 170,392
SUPPORT SERVICES	56,342	83,000	87,050
MATERIALS & SUPPLIES	2,807	5,950	5,950
CAPITAL OUTLAY	33,671	-	-
TOTAL	<u>\$ 261,327</u>	<u>\$ 252,857</u>	<u>\$ 263,392</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 875,541	\$ 944,902	\$ 930,174
14 OVERTIME	98,639	142,800	142,800
21 FICA MATCHING	70,929	79,497	78,852
22 RETIREMENT	86,435	108,770	116,095
23 INSURANCE	160,623	153,116	179,897
31 PROFESSIONAL SERVICES	4,210	16,000	16,000
34 OTHER CONTRACTUAL SVC	-	-	150,000
40 TRAVEL	-	2,000	2,000
41 COMMUNICATIONS	6,535	4,300	4,300
44 RENTALS & LEASES	1,426	3,000	3,000
46 REPAIRS & MAINTENANCE	590,019	827,000	688,000
49 OTHER CURRENT CHARGES	-	250	250
55 PROFESSIONAL DEVELOPMENT	15,704	40,000	40,000
47 PRINTING	157	200	200
51 OFFICE SUPPLIES	417	500	700
52 OPERATING SUPPLIES	51,265	81,000	85,000
54 SUBSCR/MEMBERSHIPS	1,381	2,300	2,800
64 MACHINERY & EQUIPMENT	74,036	-	-
TOTAL	<u>\$ 2,037,317</u>	<u>\$ 2,405,635</u>	<u>\$ 2,440,068</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,292,166	\$ 1,429,085	\$ 1,447,818
SUPPORT SERVICES	617,895	892,550	903,550
MATERIALS & SUPPLIES	53,220	84,000	88,700
CAPITAL OUTLAY	74,036	-	-
TOTAL	<u>\$ 2,037,317</u>	<u>\$ 2,405,635</u>	<u>\$ 2,440,068</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 660,654	\$ 687,691	\$ 700,977
14 OVERTIME	99,293	120,800	120,800
21 FICA MATCHING	56,101	59,549	60,786
22 RETIREMENT	71,715	84,730	93,573
23 INSURANCE	147,291	152,487	152,248
31 PROFESSIONAL SERVICES	17,895	5,954	5,954
34 OTHER CONTRACTUAL SVC	92,469	105,000	105,000
40 TRAVEL	516	8,000	8,000
41 COMMUNICATIONS	1,183	1,000	1,000
44 RENTALS & LEASES	48,910	44,000	44,000
46 REPAIRS & MAINTENANCE	1,342,487	2,591,000	2,591,000
49 OTHER CURRENT CHARGES	75	500	500
55 PROFESSIONAL DEVELOPMENT	7,972	21,000	21,000
51 OFFICE SUPPLIES	987	1,200	1,200
52 OPERATING SUPPLIES	170,704	135,000	135,000
54 SUBSCR/MEMBERSHIPS	30	500	500
64 MACHINERY & EQUIPMENT	100,881	-	-
TOTAL	<u>\$ 2,819,163</u>	<u>\$ 4,018,411</u>	<u>\$ 4,041,538</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,035,054	\$ 1,105,257	\$ 1,128,384
SUPPORT SERVICES	1,511,507	2,776,454	2,776,454
MATERIALS & SUPPLIES	171,721	136,700	136,700
CAPITAL OUTLAY	100,881	-	-
TOTAL	<u>\$ 2,819,163</u>	<u>\$ 4,018,411</u>	<u>\$ 4,041,538</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 95,309	\$ 95,326	\$ 96,470
14 OVERTIME	3,183	7,000	7,000
21 FICA MATCHING	6,856	6,725	7,045
22 RETIREMENT	8,775	10,233	11,196
23 INSURANCE	22,557	31,297	24,495
31 PROFESSIONAL SERVICES	-	25,000	25,000
34 OTHER CONTRACTUAL SVC	85,200	82,500	115,020
40 TRAVEL	-	750	750
41 COMMUNICATIONS	394	500	500
46 REPAIRS & MAINTENANCE	24,044	65,750	65,750
49 OTHER CURRENT CHARGES	-	500	500
55 PROFESSIONAL DEVELOPMENT	-	3,000	3,000
51 OFFICE SUPPLIES	7	250	250
52 OPERATING SUPPLIES	1,082,698	1,199,250	1,199,250
54 SUBSCR/MEMBERSHIPS	-	150	150
64 MACHINERY & EQUIPMENT	7,143	-	-
TOTAL	<u>\$ 1,336,167</u>	<u>\$ 1,528,231</u>	<u>\$ 1,556,376</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 136,680	\$ 150,581	\$ 146,206
SUPPORT SERVICES	109,639	178,000	210,520
MATERIALS & SUPPLIES	1,082,705	1,199,650	1,199,650
CAPITAL OUTLAY	7,143	-	-
TOTAL	<u>\$ 1,336,167</u>	<u>\$ 1,528,231</u>	<u>\$ 1,556,376</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 143,040	\$ 140,650	\$ 145,142
14 OVERTIME	23,967	31,900	31,900
21 FICA MATCHING	12,318	12,701	13,057
22 RETIREMENT	20,797	22,605	25,104
23 INSURANCE	16,131	16,171	16,997
40 TRAVEL	-	2,000	2,000
41 COMMUNICATIONS	1,085	800	800
44 RENTALS & LEASES	-	6,000	6,000
46 REPAIRS & MAINTENANCE	141,410	184,180	184,180
49 OTHER CURRENT CHARGES	50	50	50
55 PROFESSIONAL DEVELOPMENT	449	4,000	4,000
47 PRINTING			
51 OFFICE SUPPLIES	66	150	150
52 OPERATING SUPPLIES	70,305	88,500	88,500
54 SUBSCR/MEMBERSHIPS	-	90	90
64 MACHINERY & EQUIPMENT	1,924	-	-
TOTAL	<u>\$ 431,541</u>	<u>\$ 509,797</u>	<u>\$ 517,970</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 216,253	\$ 224,027	\$ 232,200
SUPPORT SERVICES	142,993	197,030	197,030
MATERIALS & SUPPLIES	70,371	88,740	88,740
CAPITAL OUTLAY	1,924	-	-
TOTAL	<u>\$ 431,541</u>	<u>\$ 509,797</u>	<u>\$ 517,970</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ -	\$ -	\$ 437,153
14 OVERTIME	-	-	20,000
21 FICA MATCHING	-	-	31,908
22 RETIREMENT	-	-	63,844
23 INSURANCE	-	-	108,388
34 OTHER CONTRACTUAL SVC	-		59,000
40 TRAVEL	-	-	1,000
43 UTILITIES	-	-	304,700
44 RENTALS & LEASES	-	-	12,550
46 REPAIRS & MAINTENANCE	-	-	108,500
49 OTHER CURRENT CHARGES	-	-	7,000
55 PROFESSIONAL DEVELOPMENT	-	-	1,500
51 OFFICE SUPPLIES	-	-	1,000
52 OPERATING SUPPLIES	-	-	62,000
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,218,543</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ -	\$ -	\$ 661,293
SUPPORT SERVICES	-	-	494,250
MATERIALS & SUPPLIES	-	-	63,000
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,218,543</u>

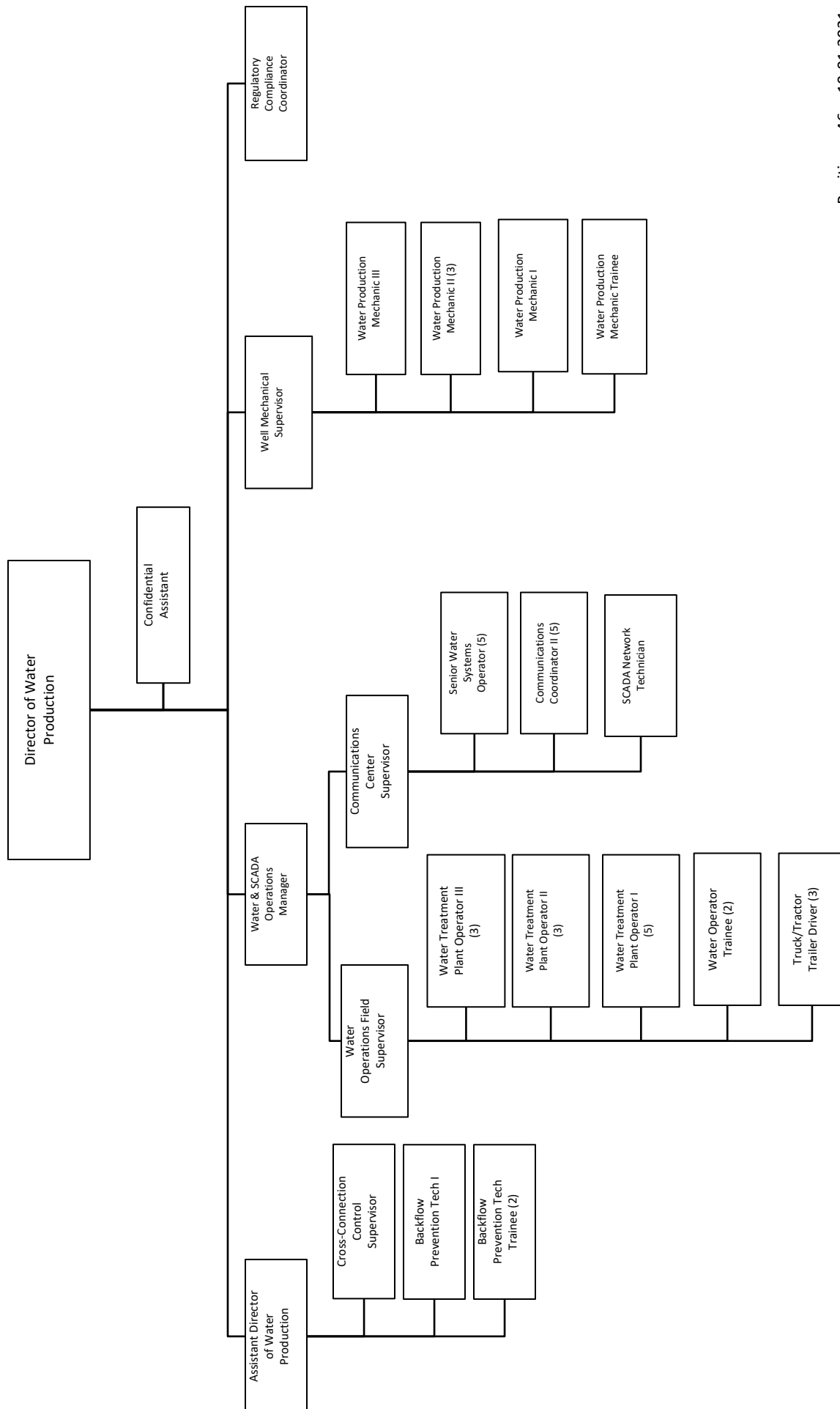
In FY2021, Facilities Maintenance moved from Dept 10 , Div 1002 to Dept 21 Div 2109



EMERALD COAST UTILITIES AUTHORITY

UTILITY OPERATIONS

WATER PRODUCTION



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WATER PRODUCTION DEPARTMENT

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 2,412,768	\$ 2,522,189	\$ 2,560,214
13 OTHER SALARIES	-	5,000	5,000
14 OVERTIME	267,320	303,200	303,200
21 FICA MATCHING	196,299	206,744	210,321
22 RETIREMENT	287,102	328,274	390,823
23 INSURANCE	531,434	561,838	607,258
31 PROFESSIONAL SERVICES	1,253	25,500	18,500
34 OTHER CONTRACTUAL SVC	70,674	139,000	117,000
40 TRAVEL	297	16,500	16,500
41 COMMUNICATIONS	394	1,700	1,700
43 UTILITIES	1,791,499	1,928,000	1,928,000
44 RENTALS & LEASES	26,276	26,300	32,800
46 REPAIRS & MAINTENANCE	252,068	347,800	360,300
49 OTHER CURRENT CHARGES	75,805	95,800	99,800
55 PROFESSIONAL DEVELOPMENT	4,364	17,000	17,000
42 TRANSPORTATION (POSTAGE)	3,349	750	4,250
47 PRINTING	360	10,500	10,500
51 OFFICE SUPPLIES	12,325	12,700	12,700
52 OPERATING SUPPLIES	1,343,035	2,206,600	2,579,700
53 ROAD MATERIALS & SUPPLIES	-	1,000	1,000
54 SUBSCR/MEMBERSHIPS	5,904	10,250	10,250
64 MACHINERY & EQUIPMENT	6,481	-	64,000
TOTAL	<u>\$ 7,289,006</u>	<u>\$ 8,766,645</u>	<u>\$ 9,350,816</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 3,694,923	\$ 3,927,245	\$ 4,076,816
SUPPORT SERVICES	2,222,630	2,597,600	2,591,600
MATERIALS & SUPPLIES	1,364,973	2,241,800	2,618,400
CAPITAL OUTLAY	6,481	-	64,000
TOTAL	<u>\$ 7,289,006</u>	<u>\$ 8,766,645</u>	<u>\$ 9,350,816</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:

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

2022 TARGETED ACCOMPLISHMENTS:

1. Continue to evaluate and implement, as appropriate, improvements recommended in the 20-Year Water System Master Plan Update.
2. Commence and/or complete construction of Capital Improvement Projects (CIPs) to enhance the potable water system.
3. Perform all annual tank inspections and all five year comprehensive tank evaluations. Perform work to address any deficiencies identified in these reports.
4. The Master Plan for the West Well was revised and now recommends that a new well be installed on ECUA's property where the existing elevated tank is located. With the additional land previously purchased, the tank site is large enough to hold a new well, new water treatment facility, new GAC treatment facility and future 3 million gallon (3 MG) ground storage tank with associated pump station. This work will be accomplished in two phases. The first phase will consist of drilling the new well, building the new water treatment facility, constructing a new GAC treatment system, and associated site work. Once phase I work is completed, the existing well will be abandoned.
5. Pull the pump and pump discharge column at the Royce Well and Lillian Well. Clean the inner casing and screen. Evaluate the condition of the pump and discharge pipe. Repair or replace as needed.
6. Rehabilitate the lime rooms at the Villa Well, West Pensacola Well and Kingsfield Well.
7. Upon completion of the testing of resins on the removal of contaminants at the Hagler Well, the Hagler treatment evaluation will be completed by the Engineering Consultant performing it and delivered to ECUA. The Vendor has requested extending the testing time to get additional information. Staff will review the recommendations of the report and make decisions on installation of treatment at the Hagler Well.
8. Design and implement improvements to the Innerarity Pump Station.
9. Run pilot project for lime slurry use at a couple of wells. Depending on the results of the pilot project, consider moving forward with design of a bulk lime plant. Currently, bagged hydrated lime is utilized for pH adjustment at ECUA's water wells.
10. Continue to study and evaluate SCADA system redundancy options.
 - Currently, the Scenic Heights Repeater Tower at ECUA's Woodchuck Tank property is being utilized as part of the SCADA communication system and is being pursued as a possible option to provide total redundancy for the Rolling Hills Repeater Site.
 - Enhance SCADA server capabilities to provide a fully operational secondary site in the event that the primary site is unavailable.
11. Continue to upgrade existing SCADA software to ensure we continue to meet cybersecurity. recommendations from the SCADA vendor and ECUA's IT Department.
12. Continue to enhance the usability and functionality of the SCADA workstations interface.
13. Build a new water treatment facility at the Cantonment Well.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WP / WATER OPERATION

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 1,149,690	\$ 1,252,814	\$ 1,325,783
13 OTHER SALARIES	-	5,000	5,000
14 OVERTIME	121,095	132,000	132,000
21 FICA MATCHING	91,730	100,048	107,327
22 RETIREMENT	137,894	163,190	205,828
23 INSURANCE	282,288	315,809	308,225
31 PROFESSIONAL SERVICES	1,253	22,000	15,000
34 OTHER CONTRACTUAL SVC	56,819	116,000	94,000
40 TRAVEL	258	6,450	6,450
41 COMMUNICATIONS	394	1,700	1,700
43 UTILITIES	1,791,499	1,928,000	1,928,000
44 RENTALS & LEASES	8,943	10,500	10,500
46 REPAIRS & MAINTENANCE	53,493	79,750	89,750
49 OTHER CURRENT CHARGES	75,643	94,300	98,300
55 PROFESSIONAL DEVELOPMENT	3,181	6,000	6,000
42 TRANSPORTATION (POSTAGE)	3,349	500	4,000
47 PRINTING	-	500	500
51 OFFICE SUPPLIES	1,713	3,700	3,700
52 OPERATING SUPPLIES	1,310,537	2,148,500	2,512,600
53 ROAD MATERIALS & SUPPLIES	-	1,000	1,000
54 SUBSCR/MEMBERSHIPS	5,299	6,250	6,250
64 MACHINERY & EQUIPMENT	-	-	32,000
TOTAL	<u>\$ 5,095,078</u>	<u>\$ 6,394,011</u>	<u>\$ 6,893,913</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,782,698	\$ 1,968,861	\$ 2,084,163
SUPPORT SERVICES	1,991,482	2,264,700	2,249,700
MATERIALS & SUPPLIES	1,320,898	2,160,450	2,528,050
CAPITAL OUTLAY	-	-	32,000
TOTAL	<u>\$ 5,095,078</u>	<u>\$ 6,394,011</u>	<u>\$ 6,893,913</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 416,736	\$ 426,213	\$ 392,538
14 OVERTIME	50,180	50,200	50,200
21 FICA MATCHING	35,058	35,584	33,023
22 RETIREMENT	56,216	62,656	69,117
23 INSURANCE	75,112	77,512	84,618
31 PROFESSIONAL SERVICES	-	3,500	3,500
40 TRAVEL	-	1,300	1,300
44 RENTALS & LEASES	4,213	1,500	5,000
46 REPAIRS & MAINTENANCE	161,285	225,550	225,550
49 OTHER CURRENT CHARGES	125	800	800
55 PROFESSIONAL DEVELOPMENT	203	3,500	3,500
51 OFFICE SUPPLIES	544	500	500
52 OPERATING SUPPLIES	23,473	39,900	42,400
54 SUBSCR/MEMBERSHIPS	-	1,500	1,500
64 MACHINERY & EQUIPMENT	1,831	-	-
TOTAL	<u>\$ 824,976</u>	<u>\$ 930,215</u>	<u>\$ 913,546</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 633,302	\$ 652,165	\$ 629,496
SUPPORT SERVICES	165,826	236,150	239,650
MATERIALS & SUPPLIES	24,017	41,900	44,400
CAPITAL OUTLAY	1,831	-	-
TOTAL	<u>\$ 824,976</u>	<u>\$ 930,215</u>	<u>\$ 913,546</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WP / COMMUNICATIONS CENTER

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 653,939	\$ 647,330	\$ 647,704
14 OVERTIME	94,487	115,000	115,000
21 FICA MATCHING	55,003	55,924	55,012
22 RETIREMENT	75,340	82,245	94,218
23 INSURANCE	125,361	123,186	163,637
34 OTHER CONTRACTUAL SVC	2,790	5,000	5,000
40 TRAVEL	-	5,250	5,250
44 RENTALS & LEASES	13,120	14,000	17,000
46 REPAIRS & MAINTENANCE	36,136	39,500	42,000
49 OTHER CURRENT CHARGES	37	700	700
55 PROFESSIONAL DEVELOPMENT	60	4,000	4,000
51 OFFICE SUPPLIES	6,892	4,000	4,000
52 OPERATING SUPPLIES	3,606	4,800	8,800
54 SUBSCR/MEMBERSHIPS	360	1,500	1,500
64 MACHINERY & EQUIPMENT	4,649	-	32,000
TOTAL	<u>\$ 1,071,780</u>	<u>\$ 1,102,435</u>	<u>\$ 1,195,821</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,004,131	\$ 1,023,685	\$ 1,075,571
SUPPORT SERVICES	52,143	68,450	73,950
MATERIALS & SUPPLIES	10,858	10,300	14,300
CAPITAL OUTLAY	4,649	-	32,000
TOTAL	<u>\$ 1,071,780</u>	<u>\$ 1,102,435</u>	<u>\$ 1,195,821</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 192,403	\$ 195,832	\$ 194,189
14 OVERTIME	1,559	6,000	6,000
21 FICA MATCHING	14,507	15,188	14,959
22 RETIREMENT	17,651	20,183	21,660
23 INSURANCE	48,673	45,331	50,778
34 OTHER CONTRACTUAL SVC	11,065	18,000	18,000
40 TRAVEL	40	3,500	3,500
44 RENTALS & LEASES	-	300	300
46 REPAIRS & MAINTENANCE	1,154	3,000	3,000
55 PROFESSIONAL DEVELOPMENT	920	3,500	3,500
42 TRANSPORTATION (POSTAGE)	-	250	250
47 PRINTING	360	10,000	10,000
51 OFFICE SUPPLIES	3,176	4,500	4,500
52 OPERATING SUPPLIES	5,419	13,400	15,900
54 SUBSCR/MEMBERSHIPS	245	1,000	1,000
TOTAL	<u>\$ 297,172</u>	<u>\$ 339,984</u>	<u>\$ 347,536</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

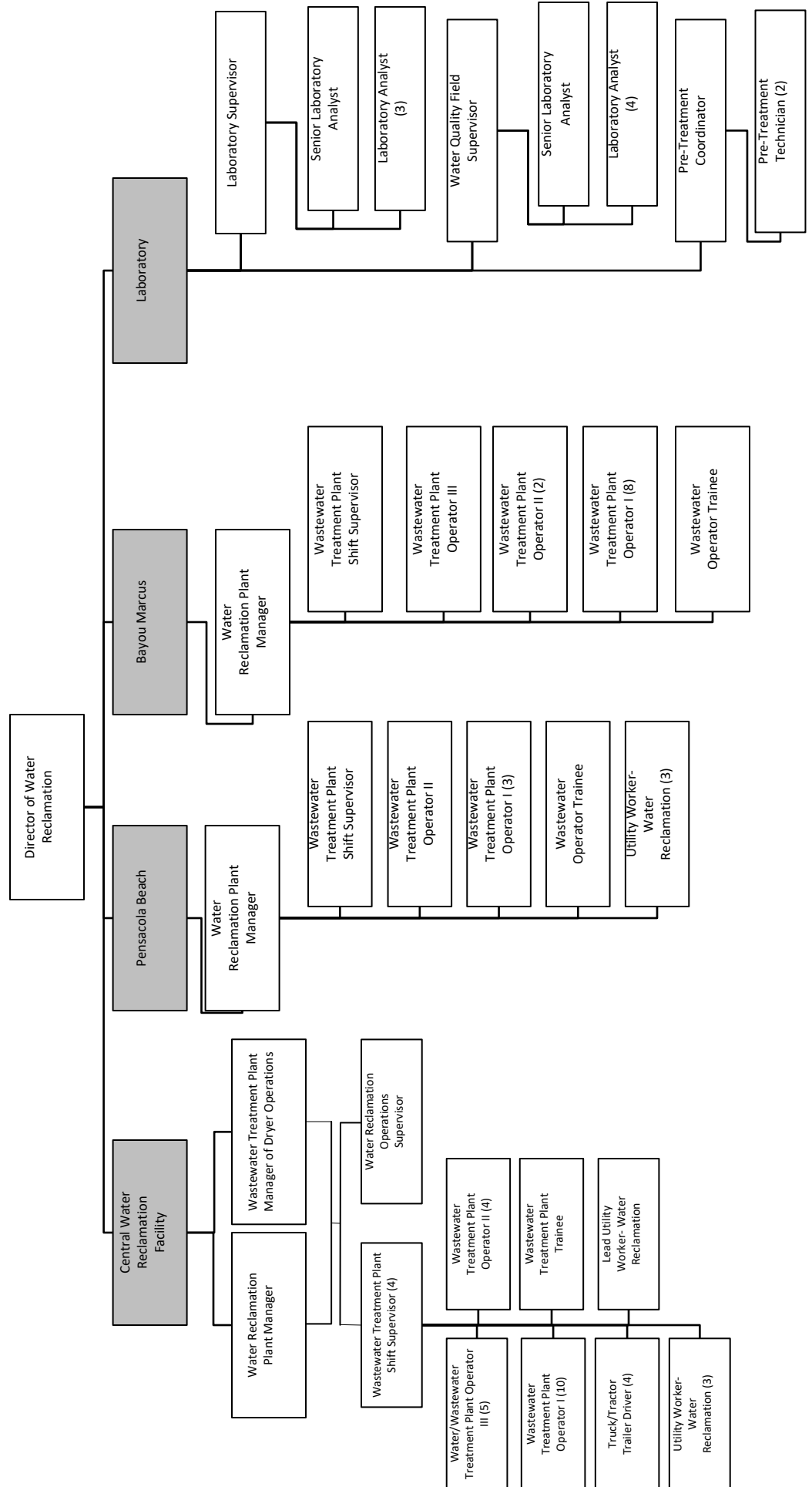
PERSONAL SERVICES	\$ 274,793	\$ 282,534	\$ 287,586
SUPPORT SERVICES	13,179	28,300	28,300
MATERIALS & SUPPLIES	9,200	29,150	31,650
TOTAL	<u>\$ 297,172</u>	<u>\$ 339,984</u>	<u>\$ 347,536</u>



EMERALD COAST UTILITIES AUTHORITY

UTILITY OPERATIONS

WATER RECLAMATION



Positions: 74 10-01-2021

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WATER RECLAMATION DEPARTMENT

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 3,354,767	\$ 3,406,958	\$ 3,455,440
14 OVERTIME	427,285	527,000	542,000
21 FICA MATCHING	276,178	275,285	281,184
22 RETIREMENT	372,230	429,078	475,187
23 INSURANCE	793,399	807,301	836,240
31 PROFESSIONAL SERVICES	100,621	168,000	160,000
34 OTHER CONTRACTUAL SVC	498,341	922,000	920,000
40 TRAVEL	3,278	19,750	16,250
41 COMMUNICATIONS	394	650	650
43 UTILITIES	3,344,608	4,208,150	4,193,650
44 RENTALS & LEASES	7,549	12,000	13,000
46 REPAIRS & MAINTENANCE	278,053	421,300	411,800
49 OTHER CURRENT CHARGES	114,325	144,750	143,250
55 PROFESSIONAL DEVELOPMENT	6,397	16,900	14,900
42 TRANSPORTATION (POSTAGE)	6,432	1,500	1,500
47 PRINTING	126	300	300
51 OFFICE SUPPLIES	4,295	5,800	5,800
52 OPERATING SUPPLIES	1,638,382	2,026,100	2,065,700
54 SUBSCR/MEMBERSHIPS	9,639	14,950	15,150
64 MACHINERY & EQUIPMENT	205,450	5,000	93,000
TOTAL	<u>\$ 11,441,748</u>	<u>\$ 13,412,772</u>	<u>\$ 13,645,001</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 5,223,858	\$ 5,445,622	\$ 5,590,051
SUPPORT SERVICES	4,353,567	5,913,500	5,873,500
MATERIALS & SUPPLIES	1,658,873	2,048,650	2,088,450
CAPITAL OUTLAY	205,450	5,000	93,000
TOTAL	<u>\$ 11,441,748</u>	<u>\$ 13,412,772</u>	<u>\$ 13,645,001</u>

EMERALD COAST UTILITIES AUTHORITY**GOALS AND WORK PLAN****DEPARTMENT:**

Water Reclamation

DIVISIONS:

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

ACTIVITY DESCRIPTION:

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

GOALS:

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

OBJECTIVES:

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

2022 TARGETED ACCOMPLISHMENTS:

1. Exceed 99.9% FDEP operating permit compliance
2. Ensure compliance with all new Florida Statutes and Florida Administrative Codes
3. Receive no marginal or non-compliance comments on inspections and/or reports at any location from the FDEP and FDOH
4. Identify and design effluent discharge alternatives for the CWRFS
Submit all required regulatory reports correctly and on time
Identify and implement at a minimum two changes that can create a more efficient treatment process or cost-savings for the ECUA

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WR / ADMINISTRATION

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 98,943	\$ 99,653	\$ 115,170
21 FICA MATCHING	6,837	6,781	8,022
22 RETIREMENT	25,914	27,195	33,411
23 INSURANCE	14,394	14,430	15,155
40 TRAVEL	-	1,000	1,000
46 REPAIRS & MAINTENANCE	1,370	500	500
49 OTHER CURRENT CHARGES	142	500	500
55 PROFESSIONAL DEVELOPMENT	1,695	1,000	1,000
47 PRINTING	-	50	50
51 OFFICE SUPPLIES	160	200	200
52 OPERATING SUPPLIES	1,574	2,000	1,600
54 SUBSCR/MEMBERSHIPS	6,039	7,700	7,900
TOTAL	<u>\$ 157,069</u>	<u>\$ 161,009</u>	<u>\$ 184,508</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 146,088	\$ 148,059	\$ 171,758
SUPPORT SERVICES	3,207	3,000	3,000
MATERIALS & SUPPLIES	7,774	9,950	9,750
TOTAL	<u>\$ 157,069</u>	<u>\$ 161,009</u>	<u>\$ 184,508</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 641,846	\$ 642,005	\$ 691,340
14 OVERTIME	53,151	75,000	76,000
21 FICA MATCHING	50,615	51,979	55,827
22 RETIREMENT	65,530	75,369	87,066
23 INSURANCE	152,835	145,972	170,554
34 OTHER CONTRACTUAL SVC	15,460	21,000	19,000
40 TRAVEL	297	2,000	1,000
43 UTILITIES	428,293	577,500	560,000
44 RENTALS & LEASES	2,311	5,000	4,000
46 REPAIRS & MAINTENANCE	71,996	90,000	87,000
49 OTHER CURRENT CHARGES	24,938	25,000	28,000
55 PROFESSIONAL DEVELOPMENT	787	1,000	1,000
52 OPERATING SUPPLIES	471,416	594,600	588,100
54 SUBSCR/MEMBERSHIPS	676	1,250	1,250
64 MACHINERY & EQUIPMENT	12,093	-	57,000
TOTAL	<u>\$ 1,992,246</u>	<u>\$ 2,307,675</u>	<u>\$ 2,427,137</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 963,977	\$ 990,325	\$ 1,080,787
SUPPORT SERVICES	544,083	721,500	700,000
MATERIALS & SUPPLIES	472,093	595,850	589,350
CAPITAL OUTLAY	12,093	-	57,000
TOTAL	<u>\$ 1,992,246</u>	<u>\$ 2,307,675</u>	<u>\$ 2,427,137</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 455,401	\$ 464,395	\$ 462,959
14 OVERTIME	61,353	75,000	88,000
21 FICA MATCHING	37,777	39,410	40,236
22 RETIREMENT	45,937	53,940	64,819
23 INSURANCE	126,980	130,107	132,604
31 PROFESSIONAL SERVICES	3,613	-	-
34 OTHER CONTRACTUAL SVC	4,500	250,000	250,000
40 TRAVEL	-	750	250
43 UTILITIES	138,806	213,150	213,150
44 RENTALS & LEASES	-	1,000	1,000
46 REPAIRS & MAINTENANCE	24,972	38,300	38,300
49 OTHER CURRENT CHARGES	10,783	19,750	17,250
55 PROFESSIONAL DEVELOPMENT	1,069	900	900
51 OFFICE SUPPLIES	465	600	600
52 OPERATING SUPPLIES	118,799	162,300	162,300
54 SUBSCR/MEMBERSHIPS	150	500	500
TOTAL	<u>\$ 1,030,606</u>	<u>\$ 1,450,102</u>	<u>\$ 1,472,868</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 727,448	\$ 762,852	\$ 788,618
SUPPORT SERVICES	183,744	523,850	520,850
MATERIALS & SUPPLIES	119,415	163,400	163,400
TOTAL	<u>\$ 1,030,606</u>	<u>\$ 1,450,102</u>	<u>\$ 1,472,868</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401
WR / CENTRAL WRF

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 1,580,717	\$ 1,583,437	\$ 1,553,836
14 OVERTIME	284,816	335,000	336,000
21 FICA MATCHING	135,600	127,759	126,879
22 RETIREMENT	177,080	202,622	212,539
23 INSURANCE	391,314	401,501	392,993
31 PROFESSIONAL SERVICES	60,793	118,000	115,000
34 OTHER CONTRACTUAL SVC	467,328	608,000	610,000
40 TRAVEL	627	4,000	2,000
43 UTILITIES	2,715,769	3,344,500	3,347,500
44 RENTALS & LEASES	3,271	3,000	3,000
46 REPAIRS & MAINTENANCE	167,340	260,000	256,000
49 OTHER CURRENT CHARGES	74,290	86,500	86,500
55 PROFESSIONAL DEVELOPMENT	1,729	7,000	5,000
52 OPERATING SUPPLIES	931,947	1,127,500	1,168,000
54 SUBSCR/MEMBERSHIPS	840	2,000	2,000
64 MACHINERY & EQUIPMENT	1,239	-	16,000
TOTAL	<u>\$ 6,994,701</u>	<u>\$ 8,210,819</u>	<u>\$ 8,233,247</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,569,528	\$ 2,650,319	\$ 2,622,247
SUPPORT SERVICES	3,491,147	4,431,000	4,425,000
MATERIALS & SUPPLIES	932,787	1,129,500	1,170,000
CAPITAL OUTLAY	1,239	-	16,000
TOTAL	<u>\$ 6,994,701</u>	<u>\$ 8,210,819</u>	<u>\$ 8,233,247</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 577,859	\$ 617,468	\$ 632,135
14 OVERTIME	27,965	42,000	42,000
21 FICA MATCHING	45,348	49,356	50,220
22 RETIREMENT	57,769	69,952	77,352
23 INSURANCE	107,875	115,291	124,934
31 PROFESSIONAL SERVICES	36,216	50,000	45,000
34 OTHER CONTRACTUAL SVC	11,053	43,000	41,000
40 TRAVEL	2,354	12,000	12,000
41 COMMUNICATIONS	394	650	650
43 UTILITIES	61,740	73,000	73,000
44 RENTALS & LEASES	1,967	3,000	5,000
46 REPAIRS & MAINTENANCE	12,373	32,500	30,000
49 OTHER CURRENT CHARGES	4,172	13,000	11,000
55 PROFESSIONAL DEVELOPMENT	1,117	7,000	7,000
42 TRANSPORTATION (POSTAGE)	6,432	1,500	1,500
47 PRINTING	126	250	250
51 OFFICE SUPPLIES	3,669	5,000	5,000
52 OPERATING SUPPLIES	114,645	139,700	145,700
54 SUBSCR/MEMBERSHIPS	1,933	3,500	3,500
64 MACHINERY & EQUIPMENT	192,118	5,000	20,000
TOTAL	<u>\$ 1,267,126</u>	<u>\$ 1,283,167</u>	<u>\$ 1,327,241</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 816,817	\$ 894,067	\$ 926,641
SUPPORT SERVICES	131,386	234,150	224,650
MATERIALS & SUPPLIES	126,804	149,950	155,950
CAPITAL OUTLAY	192,118	5,000	20,000
TOTAL	<u>\$ 1,267,126</u>	<u>\$ 1,283,167</u>	<u>\$ 1,327,241</u>

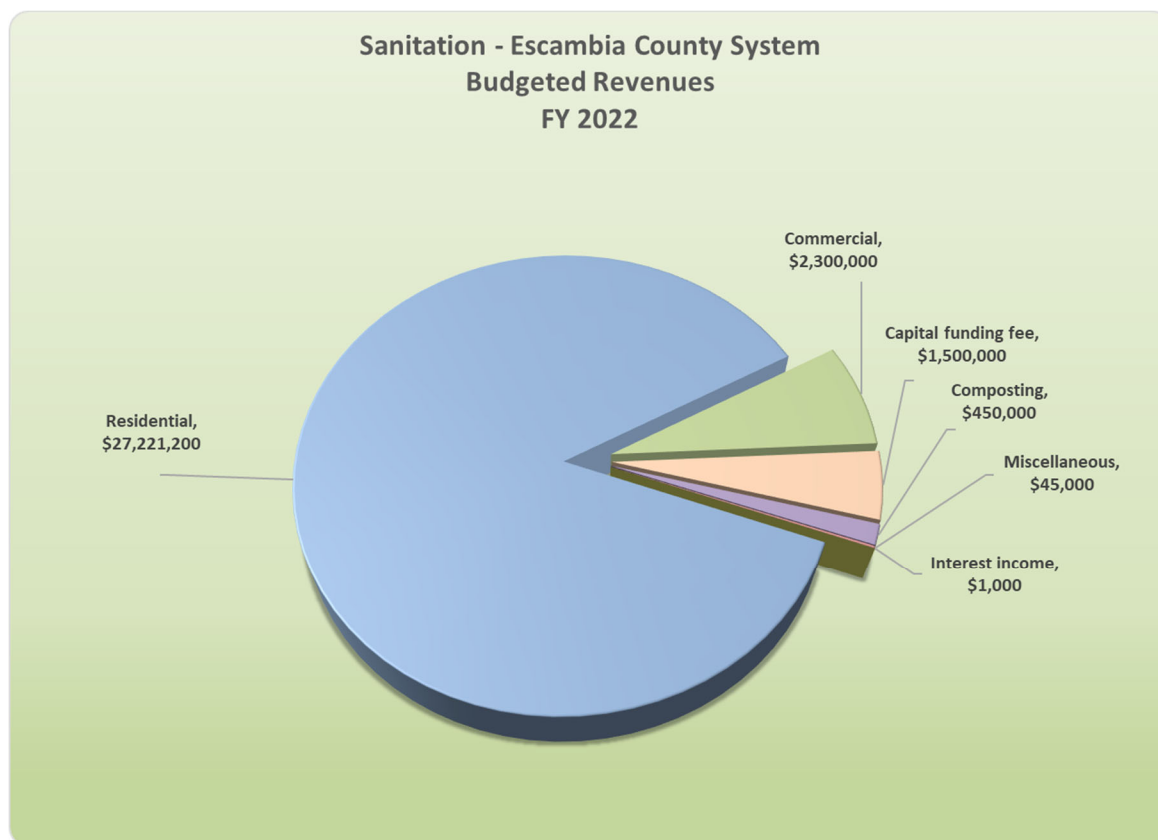
EMERALD COAST UTILITIES AUTHORITY
SANITATION SYSTEMS AND MATERIALS RECYCLING FACILITY
 SOURCES AND USES STATEMENTS
 9/30/2018 - 9/30/2022

	ACTUAL FY 2018	ACTUAL FY 2019	ACTUAL FY 2020	PROJECTED ACTUAL FY 2021	APPROVED BUDGET FY 2022
SOURCES :					
Beginning balances:					
Unrestricted Reserves	\$ (677,065)	\$ (2,205,763)	\$ -	\$ -	\$ 28,503
Total beginning balance	<u>(677,065)</u>	<u>(2,205,763)</u>	<u>-</u>	<u>-</u>	<u>28,503</u>
Operating revenues:					
Sanitation - Residential	21,374,213	22,263,522	23,506,845	24,383,242	27,221,200
Sanitation - Commercial	1,924,951	2,129,945	2,249,690	2,638,319	2,300,000
Sanitation - Santa Rosa	5,745,628	6,257,250	4,886,814	1,748,815	-
Capital funding fee	-	1,361,337	1,498,388	1,527,061	1,500,000
Recyclable commodities	1,329,554	1,680,112	1,666,817	1,857,284	2,170,000
Recycle tipping fees	149,267	694,974	846,701	441,787	600,000
Composting	372,505	411,019	427,591	420,141	450,000
Miscellaneous revenues	<u>110,463</u>	<u>39,384</u>	<u>524,179</u>	<u>1,053,081</u>	<u>45,000</u>
Total operating income	<u>31,006,581</u>	<u>34,837,543</u>	<u>35,607,025</u>	<u>34,069,730</u>	<u>34,286,200</u>
Other income:					
Interest income	16,558	48,133	15,977	1,258	1,000
Lease purchase funds	1,505,040	2,749,040	3,208,626	461,501	2,808,000
Total other	<u>1,521,598</u>	<u>2,797,173</u>	<u>3,224,603</u>	<u>462,759</u>	<u>2,809,000</u>
Total Sources	<u>\$ 31,851,114</u>	<u>\$ 35,428,953</u>	<u>\$ 38,831,628</u>	<u>\$ 34,532,489</u>	<u>\$ 37,123,703</u>
USES:					
Operating expenses:					
Personal services	10,660,868	11,535,609	12,283,465	11,841,707	12,097,784
Support services	12,989,067	14,492,968	14,705,823	13,550,182	11,601,951
Materials & supplies	<u>1,918,520</u>	<u>1,974,454</u>	<u>1,540,105</u>	<u>1,659,063</u>	<u>1,581,600</u>
Total operating expenses	<u>25,568,455</u>	<u>28,003,031</u>	<u>28,529,393</u>	<u>27,050,952</u>	<u>25,281,335</u>
Debt service:					
Bonds, loans, and leases	<u>5,090,472</u>	<u>5,847,484</u>	<u>4,278,566</u>	<u>5,176,323</u>	<u>5,672,174</u>
Total debt service	<u>5,090,472</u>	<u>5,847,484</u>	<u>4,278,566</u>	<u>5,176,323</u>	<u>5,672,174</u>
Capital improvements:					
CIP Projects	379,617	313,850	577,693	151,062	3,908,000
R & R Projects	646,644	394,230	3,624,005	1,664,148	1,375,000
Equipment Replacement Fund	<u>1,505,040</u>	<u>2,749,040</u>	<u>3,208,626</u>	<u>461,501</u>	<u>-</u>
Total capital improvements	<u>2,531,301</u>	<u>3,457,120</u>	<u>7,410,324</u>	<u>2,276,711</u>	<u>5,283,000</u>
Total uses	<u>33,190,228</u>	<u>37,307,635</u>	<u>40,218,283</u>	<u>34,503,986</u>	<u>36,236,509</u>
Ending balances:					
Unrestricted Reserves	<u>(1,339,114)</u>	<u>(1,878,682)</u>	<u>(1,386,655)</u>	<u>28,503</u>	<u>887,194</u>
Total Uses & Reserves	<u>\$ 31,851,114</u>	<u>\$ 35,428,953</u>	<u>\$ 38,831,628</u>	<u>\$ 34,532,489</u>	<u>\$ 37,123,703</u>

SANITATION SYSTEM

Revenues

In fiscal year 2022, ECUA Sanitation in Escambia County expects to generate 86.37% of its operating revenues from residential rates charged to customers, 7.30% from commercial customers, 4.76% from the capital funding fee, 1.61% from compost sales, and 0.15% from interest income and miscellaneous revenues. Miscellaneous revenue consists of roll-off and delivery charges.

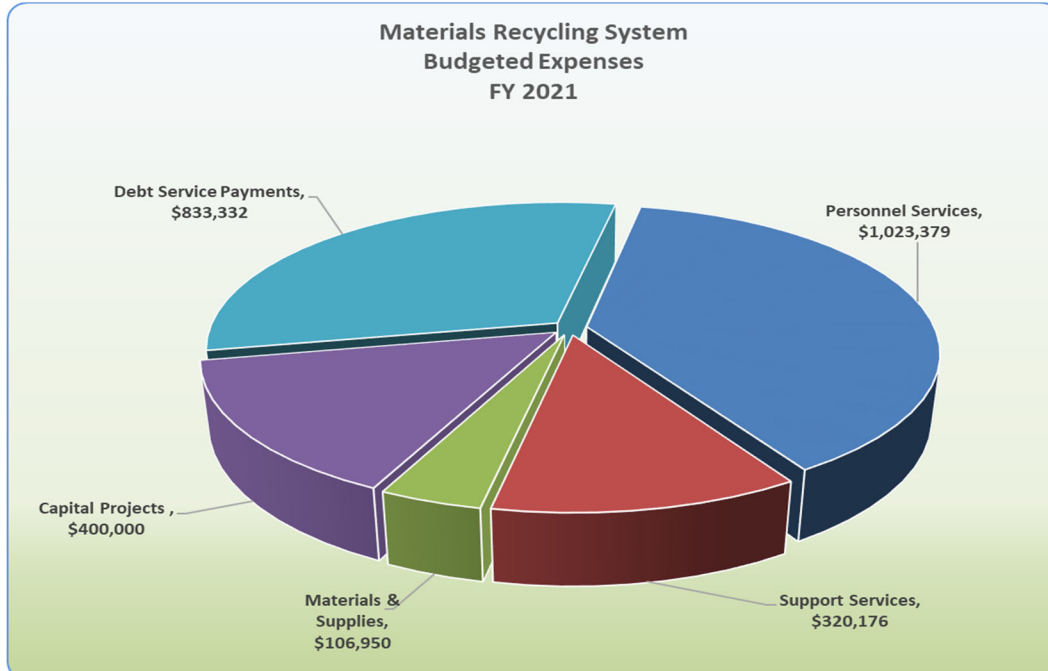
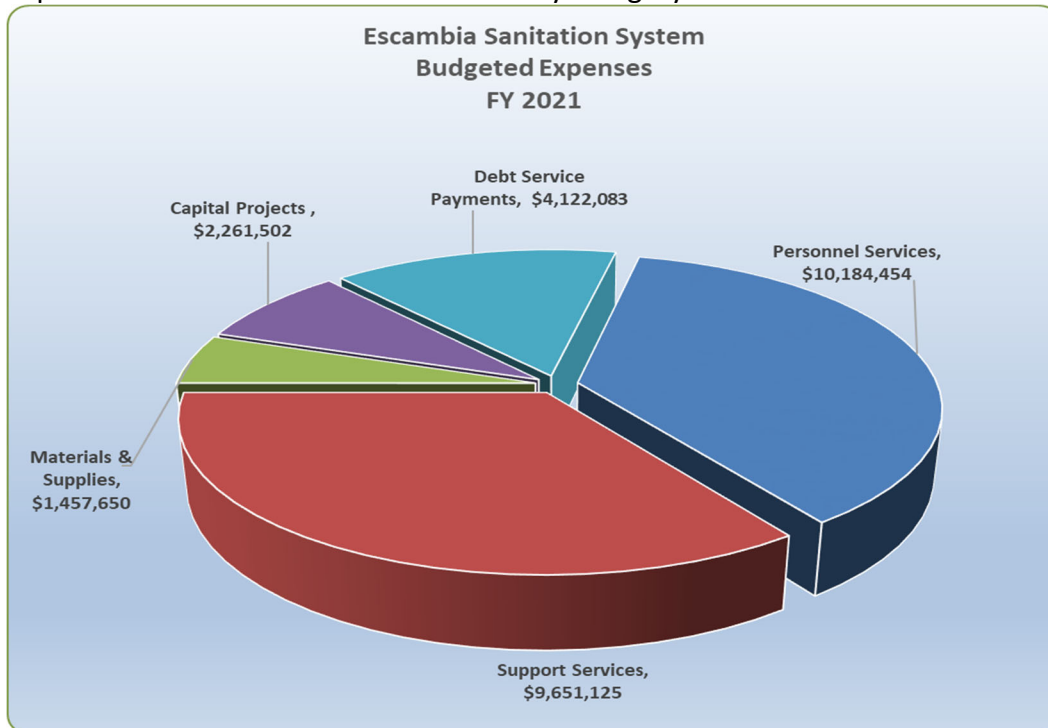


In fiscal year 2022, the MRF expects to generate 78% of its operating revenues from the sale of recyclable commodities and 22% from recycling tipping fees charged to third party entities utilizing the recycling facility. No rate setting is involved with the MRF since the sale of the recyclable commodities is based on the market value of the commodities throughout the year.



Expenses:

Expenses are shown in the charts below by category:

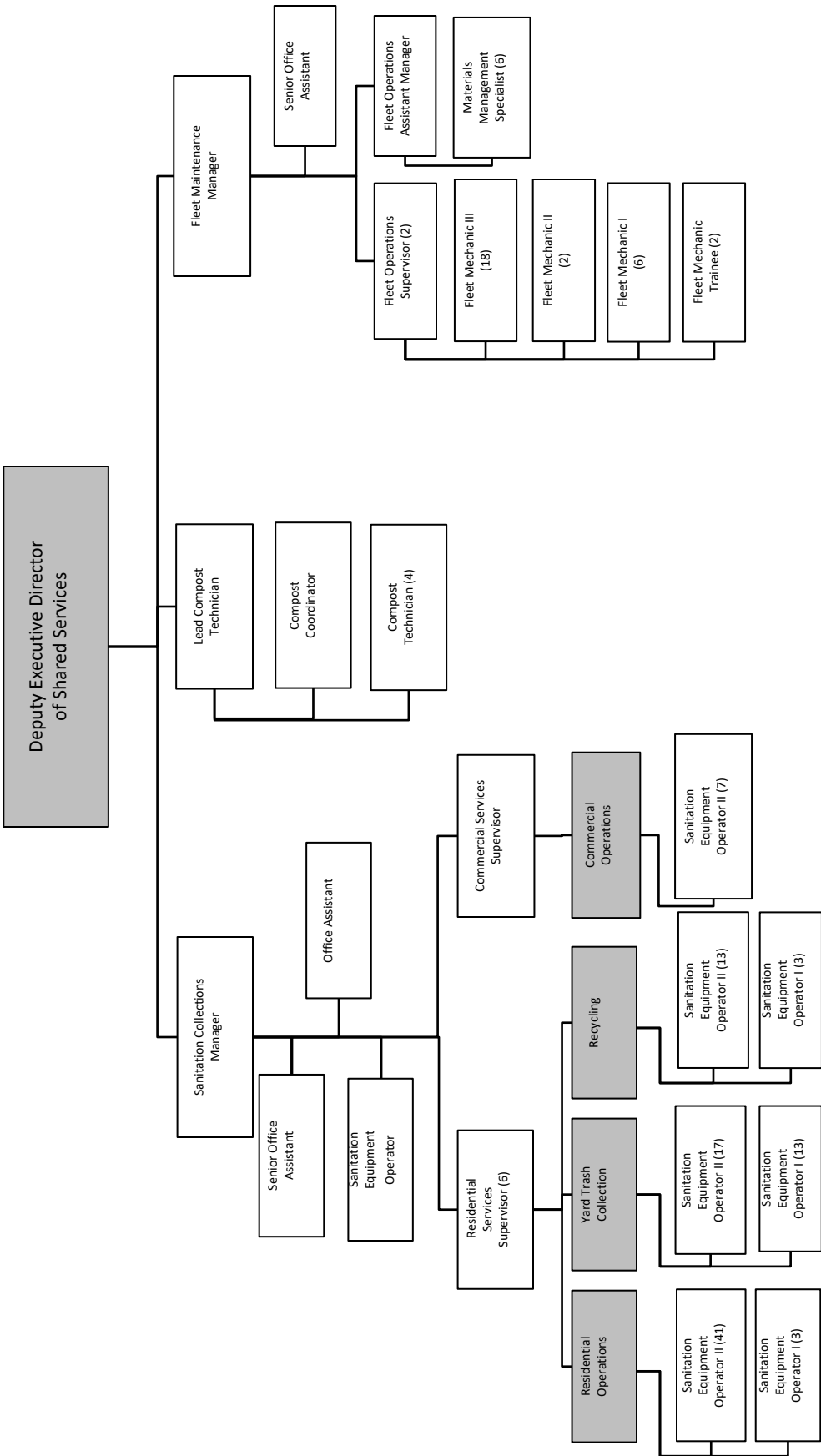


Departmental expenditure summaries detailing planned operating expenditures by line item are presented within each departmental tab that follows.



EMERALD COAST UTILITIES AUTHORITY

SANITATION ESCAMBIA



EMERALD COAST UTILITIES AUTHORITY
 ESCAMBIA SANITATION AND MATERIAL RECYCLING FACILITY
 ADOPTED SOURCES & USES
 FISCAL YEAR 2022

<u>SOURCES</u>	ESCAMBIA SYSTEM	MATERIALS RECYCLING	TOTAL
Beginning balances:			
Unrestricted reserves	\$ -	\$ 28,503	\$ 28,503
Total beginning balances	-	28,503	28,503
Operating revenues:			
Residential services	27,221,200	-	27,221,200
Commercial services	2,300,000	-	2,300,000
Capital funding fee	1,500,000	-	1,500,000
Recyclable commodities		2,170,000	2,170,000
Recyclable tipping fees		600,000	600,000
Yard waste tipping fees	50,000	-	50,000
Compost sales	50,000	-	50,000
Sludge processing fee	350,000	-	350,000
Miscellaneous	45,000	-	45,000
Total operating revenues	31,516,200	2,770,000	34,286,200
Other income:			
Interest income	1,000	-	1,000
Lease purchase funds	-	2,808,000	2,808,000
Total other income	1,000	2,808,000	2,809,000
Total sources	<u>\$ 31,517,200</u>	<u>\$ 5,606,503</u>	<u>\$ 37,123,703</u>
<u>USES</u>			
Operating expenses:			
Personal services	\$ 11,053,676	\$ 1,044,108	\$ 12,097,784
Support services	10,465,475	962,100	11,427,575
Materials & supplies	1,474,150	107,450	1,581,600
Operating contingency	102,500	20,000	122,500
Overhead allocation	1,048,800	(996,924)	51,876
Total operating expenses	24,144,601	1,136,734	25,281,335
Debt service:			
Debt service bonds & loans	992,461	333,333	1,325,794
Equipment lease payments	3,185,588	-	3,185,588
CNG fueling station	235,800	-	235,800
Interfund Loan Payment	-	500,000	500,000
New debt service	-	424,992	424,992
Total debt service	4,413,849	1,258,325	5,672,174
Capital improvements:			
CIP projects	800,000	3,108,000	3,908,000
R&R projects	1,275,000	100,000	1,375,000
Equipment replacement fund	-	-	-
Total capital improvements	2,075,000	3,208,000	5,283,000
Ending balances:			
Unrestricted reserves	883,750	3,444	887,194
Total uses	<u>\$ 31,517,200</u>	<u>\$ 5,606,503</u>	<u>\$ 37,123,703</u>

EMERALD COAST UTILITIES AUTHORITY**GOALS AND WORK PLAN****DEPARTMENT:**

Sanitation

DIVISIONS:

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

ACTIVITY DESCRIPTION:

The seven divisions within the Sanitation Department work together to provide Escambia 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.

2022 TARGETED ACCOMPLISHMENTS:

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

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 7,027,712	\$ 6,666,964	\$ 6,624,233
14 OVERTIME	1,660,309	894,120	1,060,000
21 FICA MATCHING	629,011	534,412	550,721
22 RETIREMENT	760,728	781,982	841,041
23 INSURANCE	1,966,557	2,047,648	2,194,208
24 WORKERS COMPENSATION	82,733	508,000	500,000
26 OTHER	64,138	285,500	271,500
31 PROFESSIONAL SERVICES	4,438	12,500	12,500
34 OTHER CONTRACTUAL SVC	1,994,230	1,406,500	1,309,000
40 TRAVEL	2,035	5,550	4,700
41 COMMUNICATIONS	33,064	32,100	31,850
43 UTILITIES	171,699	171,000	171,000
44 RENTALS & LEASES	340,215	289,500	526,000
45 INSURANCE	342,879	260,350	249,625
46 REPAIRS & MAINTENANCE	3,956,949	2,592,000	3,047,000
48 PROMOTIONAL	15,233	25,000	25,000
49 OTHER CURRENT CHARGES	7,786,257	5,492,900	6,042,400
55 PROFESSIONAL DEVELOPMENT	3,799	9,000	9,000
58 OVERHEAD ALLOCATION	182,856	84,621	51,876
98 CONTINGENCY	-	122,500	122,500
42 TRANSPORTATION (POSTAGE)	40,391	7,500	-
47 PRINTING	95	2,400	2,400
51 OFFICE SUPPLIES	6,770	4,950	5,200
52 OPERATING SUPPLIES	1,530,984	1,606,850	1,568,600
54 SUBSCR/MEMBERSHIPS	1,828	4,900	4,900
64 MACHINERY & EQUIPMENT	16,350	-	-
TOTAL	<u>\$ 28,621,259</u>	<u>\$ 23,848,747</u>	<u>\$ 25,225,254</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 12,191,188	\$ 11,718,626	\$ 12,041,703
SUPPORT SERVICES	14,833,653	10,503,521	11,602,451
MATERIALS & SUPPLIES	1,580,068	1,626,600	1,581,100
CAPITAL OUTLAY	16,350	-	-
TOTAL	<u>\$ 28,621,259</u>	<u>\$ 23,848,747</u>	<u>\$ 25,225,254</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION - ESCAMBIA COUNTY

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 5,435,793	\$ 5,778,238	\$ 6,001,565
14 OVERTIME	1,216,354	716,620	935,000
21 FICA MATCHING	481,206	461,022	494,881
22 RETIREMENT	589,092	675,359	766,272
23 INSURANCE	1,498,280	1,781,965	2,028,377
24 WORKERS COMPENSATION	82,733	499,750	500,000
26 OTHER	58,025	271,500	271,500
31 PROFESSIONAL SERVICES	250	2,500	2,500
34 OTHER CONTRACTUAL SVC	1,197,481	749,000	1,004,000
40 TRAVEL	2,035	4,050	3,200
41 COMMUNICATIONS	26,564	22,600	22,600
43 UTILITIES	60,619	79,000	79,000
44 RENTALS & LEASES	238,181	212,000	436,000
45 INSURANCE	316,847	249,275	249,275
46 REPAIRS & MAINTENANCE	2,597,423	2,005,500	2,643,000
48 PROMOTIONAL	15,233	25,000	25,000
49 OTHER CURRENT CHARGES	6,006,723	5,142,400	5,992,400
55 PROFESSIONAL DEVELOPMENT	3,799	8,500	8,500
58 OVERHEAD ALLOCATION	714,939	1,048,800	1,048,800
98 CONTINGENCY	-	102,500	102,500
47 PRINTING	95	2,400	2,400
51 OFFICE SUPPLIES	5,583	4,700	4,700
52 OPERATING SUPPLIES	1,197,240	1,448,150	1,464,650
54 SUBSCR/MEMBERSHIPS	1,778	2,400	2,400
TOTAL	<u>\$ 21,746,271</u>	<u>\$ 21,293,229</u>	<u>\$ 24,088,520</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 9,361,482	\$ 10,184,454	\$ 10,997,595
SUPPORT SERVICES	11,180,093	9,651,125	11,616,775
MATERIALS & SUPPLIES	1,204,696	1,457,650	1,474,150
TOTAL	<u>\$ 21,746,271</u>	<u>\$ 21,293,229</u>	<u>\$ 24,088,520</u>

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
23 INSURANCE	\$ -	\$ 125,000	\$ 125,000
24 WORKERS COMPENSATION	82,733	499,750	500,000
26 OTHER	58,025	271,500	271,500
31 PROFESSIONAL SERVICES	250	2,500	2,500
45 INSURANCE	316,847	249,275	249,275
46 REPAIRS & MAINTENANCE	-	5,000	5,000
49 OTHER CURRENT CHARGES	170,546	165,000	165,000
58 OVERHEAD ALLOCATION	714,939	1,048,800	1,048,800
98 CONTINGENCY	-	102,500	102,500
TOTAL	<u>\$ 1,343,339</u>	<u>\$ 2,469,325</u>	<u>\$ 2,469,575</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 140,758	\$ 896,250	\$ 896,500
SUPPORT SERVICES	1,202,582	1,573,075	1,573,075
TOTAL	<u>\$ 1,343,339</u>	<u>\$ 2,469,325</u>	<u>\$ 2,469,575</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / ADMINISTRATION

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 95,538	\$ 103,418	\$ 173,887
14 OVERTIME	145	-	-
21 FICA MATCHING	6,666	7,243	12,645
22 RETIREMENT	8,553	10,342	18,828
23 INSURANCE	28,158	22,354	62,843
34 OTHER CONTRACTUAL SVC	225,135	35,000	35,000
40 TRAVEL	480	700	700
41 COMMUNICATIONS	26,564	22,600	22,600
43 UTILITIES	57,915	75,000	75,000
44 RENTALS & LEASES	36,372	40,000	264,000
46 REPAIRS & MAINTENANCE	33,865	81,000	81,000
49 OTHER CURRENT CHARGES	(3,523)	15,500	15,500
55 PROFESSIONAL DEVELOPMENT	-	700	700
47 PRINTING	32	500	500
51 OFFICE SUPPLIES	1,285	1,000	1,000
52 OPERATING SUPPLIES	15,499	16,000	16,500
54 SUBSCR/MEMBERSHIPS	713	1,000	1,000
TOTAL	<u>\$ 533,398</u>	<u>\$ 432,357</u>	<u>\$ 781,703</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 139,061	\$ 143,357	\$ 268,203
SUPPORT SERVICES	376,809	270,500	494,500
MATERIALS & SUPPLIES	17,529	18,500	19,000
TOTAL	<u>\$ 533,398</u>	<u>\$ 432,357</u>	<u>\$ 781,703</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / RESIDENTIAL OPERATIONS

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 1,605,665	\$ 1,955,736	\$ 1,885,334
14 OVERTIME	342,370	250,000	300,000
21 FICA MATCHING	137,844	149,955	151,125
22 RETIREMENT	172,037	229,541	238,396
23 INSURANCE	490,648	627,291	633,009
46 REPAIRS & MAINTENANCE	1,121,417	850,000	1,300,000
49 OTHER CURRENT CHARGES	5,072,672	4,250,500	5,000,500
52 OPERATING SUPPLIES	562,495	816,750	826,750
TOTAL	<u>\$ 9,505,147</u>	<u>\$ 9,129,773</u>	<u>\$ 10,335,114</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,748,563	\$ 3,212,523	\$ 3,207,864
SUPPORT SERVICES	6,194,089	5,100,500	6,300,500
MATERIALS & SUPPLIES	562,495	816,750	826,750
TOTAL	<u>\$ 9,505,147</u>	<u>\$ 9,129,773</u>	<u>\$ 10,335,114</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / GARAGE

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 1,500,487	\$ 1,575,122	\$ 1,803,520
14 OVERTIME	254,128	170,000	170,000
21 FICA MATCHING	128,385	127,418	145,461
22 RETIREMENT	165,466	187,491	219,819
23 INSURANCE	358,701	359,765	464,903
40 TRAVEL	-	2,500	2,500
43 UTILITIES	2,704	4,000	4,000
44 RENTALS & LEASES	93,283	37,000	37,000
46 REPAIRS & MAINTENANCE	339,114	152,000	182,000
49 OTHER CURRENT CHARGES	73,919	8,000	8,000
55 PROFESSIONAL DEVELOPMENT	2,977	4,300	4,300
47 PRINTING	32	-	-
51 OFFICE SUPPLIES	4,298	3,700	3,700
52 OPERATING SUPPLIES	411,792	349,600	354,600
TOTAL	<u>\$ 3,335,286</u>	<u>\$ 2,980,896</u>	<u>\$ 3,399,803</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 2,407,167	\$ 2,419,796	\$ 2,803,703
SUPPORT SERVICES	511,997	207,800	237,800
MATERIALS & SUPPLIES	416,121	353,300	358,300
TOTAL	<u>\$ 3,335,286</u>	<u>\$ 2,980,896</u>	<u>\$ 3,399,803</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / COMMERCIAL OPERATIONS

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 360,819	\$ 321,237	\$ 330,411
14 OVERTIME	148,668	60,000	85,000
21 FICA MATCHING	37,674	27,779	30,378
22 RETIREMENT	48,339	42,050	55,645
23 INSURANCE	84,614	78,149	86,935
34 OTHER CONTRACTUAL SVC	1,264	4,000	4,000
46 REPAIRS & MAINTENANCE	319,804	250,000	300,000
49 OTHER CURRENT CHARGES	691,585	701,200	801,200
52 OPERATING SUPPLIES	50,704	50,800	50,800
TOTAL	<u>\$ 1,743,470</u>	<u>\$ 1,535,215</u>	<u>\$ 1,744,369</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 680,113	\$ 529,215	\$ 588,369
SUPPORT SERVICES	1,012,653	955,200	1,105,200
MATERIALS & SUPPLIES	50,704	50,800	50,800
TOTAL	<u>\$ 1,743,470</u>	<u>\$ 1,535,215</u>	<u>\$ 1,744,369</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / YARD TRASH

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
	<u> </u>	<u> </u>	<u> </u>
12 REGULAR SALARIES	\$ 1,017,264	\$ 1,027,936	\$ 1,027,998
14 OVERTIME	273,305	135,000	205,000
21 FICA MATCHING	93,773	84,250	87,127
22 RETIREMENT	108,069	116,294	130,208
23 INSURANCE	281,398	312,854	362,938
34 OTHER CONTRACTUAL SVC	955,113	700,000	950,000
46 REPAIRS & MAINTENANCE	356,532	250,000	275,000
49 OTHER CURRENT CHARGES	1,044	1,700	1,700
52 OPERATING SUPPLIES	64,732	71,500	72,500
TOTAL	<u>\$ 3,151,228</u>	<u>\$ 2,699,534</u>	<u>\$ 3,112,471</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 1,773,808	\$ 1,676,334	\$ 1,813,271
SUPPORT SERVICES	1,312,688	951,700	1,226,700
MATERIALS & SUPPLIES	64,732	71,500	72,500
TOTAL	<u>\$ 3,151,228</u>	<u>\$ 2,699,534</u>	<u>\$ 3,112,471</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / RECYCLING

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 603,480	\$ 551,741	\$ 537,346
14 OVERTIME	159,007	60,000	130,000
21 FICA MATCHING	55,469	43,601	47,336
22 RETIREMENT	62,663	61,174	72,207
23 INSURANCE	197,378	196,432	221,573
46 REPAIRS & MAINTENANCE	104,641	200,000	200,000
48 PROMOTIONAL	15,233	25,000	25,000
49 OTHER CURRENT CHARGES	187	500	500
55 PROFESSIONAL DEVELOPMENT	297	-	-
47 PRINTING	-	1,900	1,900
52 OPERATING SUPPLIES	10,090	47,000	47,000
TOTAL	<u>\$ 1,208,445</u>	<u>\$ 1,187,348</u>	<u>\$ 1,282,862</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 1,077,997	\$ 912,948	\$ 1,008,462
SUPPORT SERVICES	120,358	225,500	225,500
MATERIALS & SUPPLIES	10,090	48,900	48,900
TOTAL	<u>\$ 1,208,445</u>	<u>\$ 1,187,348</u>	<u>\$ 1,282,862</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441
SANITATION / COMPOSTING

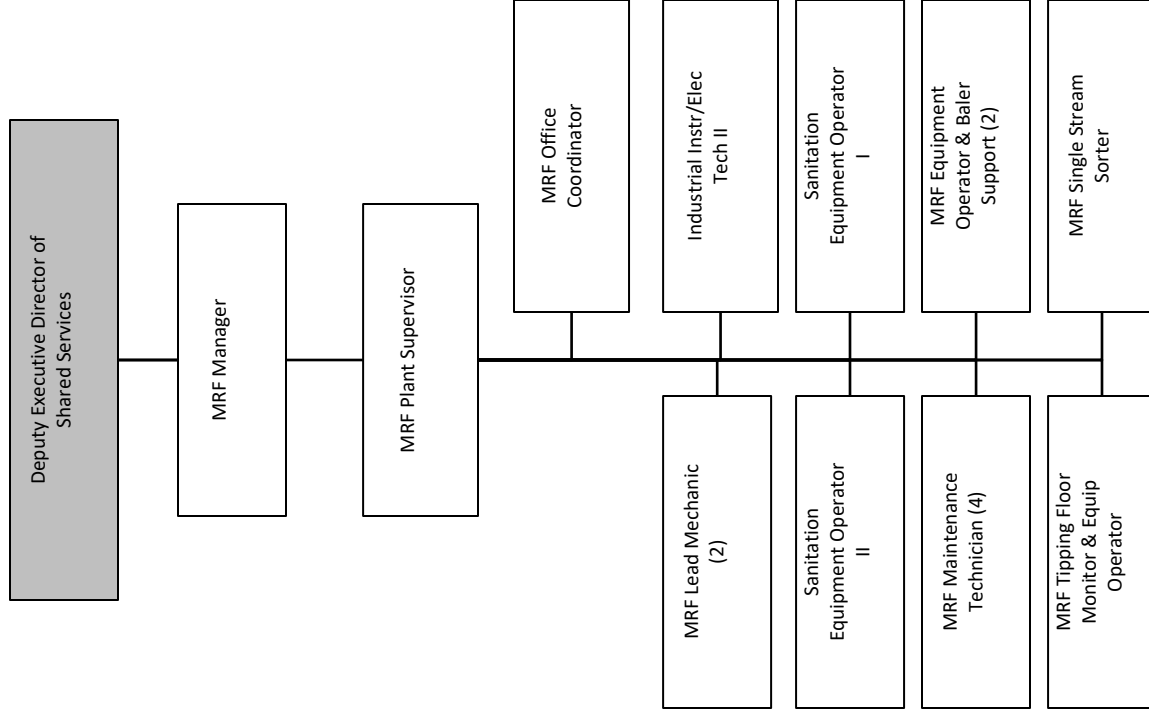
	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 252,540	\$ 243,048	\$ 243,069
14 OVERTIME	38,731	41,620	45,000
21 FICA MATCHING	21,395	20,776	20,809
22 RETIREMENT	23,965	28,467	31,169
23 INSURANCE	57,385	60,120	71,176
34 OTHER CONTRACTUAL SVC	15,969	10,000	15,000
40 TRAVEL	1,555	850	-
44 RENTALS & LEASES	108,526	135,000	135,000
46 REPAIRS & MAINTENANCE	322,050	217,500	300,000
49 OTHER CURRENT CHARGES	292	-	-
55 PROFESSIONAL DEVELOPMENT	525	3,500	3,500
47 PRINTING	32	-	-
52 OPERATING SUPPLIES	81,928	96,500	96,500
54 SUBSCR/MEMBERSHIPS	1,065	1,400	1,400
TOTAL	<u>\$ 925,957</u>	<u>\$ 858,781</u>	<u>\$ 962,623</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 394,016	\$ 394,031	\$ 411,223
SUPPORT SERVICES	448,917	366,850	453,500
MATERIALS & SUPPLIES	83,025	97,900	97,900
TOTAL	<u>\$ 925,957</u>	<u>\$ 858,781</u>	<u>\$ 962,623</u>



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EMERALD COAST UTILITIES AUTHORITY MATERIALS RECYCLING SYSTEM



EMERALD COAST UTILITIES AUTHORITY**GOALS AND WORK PLAN****DEPARTMENT:**

Materials Recycling Facility (MRF)

DIVISIONS:

MRF Operations

ACTIVITY DESCRIPTION:

The ECUA has taken over all operations at the MRF and will now staff, operate and maintain the sorting equipment at the facility. The ECUA also retains the responsibilities for hauling of residue, maintenance of the building and rolling stock and utilities such as electricity and water.

GOALS:

To ensure that ECUA MRF is operated in a safe and cost effective manner for its ratepayers and all its recycling partners.

OBJECTIVES:

1. To maintain a safe work environment for all ECUA employees and customers of the MRF.
2. To provide superior customer service, to both internal ECUA customers and our recycling partners.
3. To achieve and maintain the highest level of productivity with minimal downtime.
4. To effectively control operating costs and work within the annual budget.
5. To effectively manage employees and equipment to achieve departmental goals.

2022 TARGETED ACCOMPLISHMENTS:

1. To prevent downtime due to equipment maintenance issues to less than 5%.
2. To process an average of 150 tons per day on an annual basis.
3. To assist in public education efforts to reduce contamination in recyclables stream to an acceptable 18%.
4. To operate the facility so the operating and capital improvement costs do not exceed the generated revenues.

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

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 406,170	\$ 593,840	\$ 622,668
14 OVERTIME	110,694	125,000	125,000
21 FICA MATCHING	37,950	52,995	55,840
22 RETIREMENT	45,328	71,884	74,769
23 INSURANCE	96,632	179,660	165,831
26 OTHER	6,113	-	-
31 PROFESSIONAL SERVICES	4,188	10,000	10,000
34 OTHER CONTRACTUAL SVC	787,974	655,000	305,000
40 TRAVEL	-	1,500	1,500
41 COMMUNICATIONS	5,280	9,250	9,250
43 UTILITIES	111,080	92,000	92,000
44 RENTALS & LEASES	93,539	75,000	90,000
45 INSURANCE	350	350	350
46 REPAIRS & MAINTENANCE	347,433	404,000	404,000
49 OTHER CURRENT CHARGES	74,943	50,000	50,000
55 PROFESSIONAL DEVELOPMENT	-	500	500
58 OVERHEAD ALLOCATION	(663,063)	(996,924)	(996,924)
98 CONTINGENCY	-	20,000	20,000
51 OFFICE SUPPLIES	690	-	500
52 OPERATING SUPPLIES	58,666	103,950	103,950
54 SUBSCR/MEMBERSHIPS	50	2,500	2,500
64 MACHINERY & EQUIPMENT	16,350	-	-
TOTAL	<u>\$ 1,540,367</u>	<u>\$ 1,450,505</u>	<u>\$ 1,136,734</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 702,887	\$ 1,023,379	\$ 1,044,108
SUPPORT SERVICES	761,723	320,676	(14,324)
MATERIALS & SUPPLIES	59,407	106,450	106,950
CAPITAL OUTLAY	16,350	-	-
TOTAL	<u>\$ 1,540,367</u>	<u>\$ 1,450,505</u>	<u>\$ 1,136,734</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 451
MRF/OPERATIONS

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
12 REGULAR SALARIES	\$ 406,170	\$ 593,840	\$ 622,668
14 OVERTIME	106,403	125,000	125,000
21 FICA MATCHING	37,630	52,995	55,840
22 RETIREMENT	44,899	71,884	74,769
23 INSURANCE	96,632	179,660	165,831
31 PROFESSIONAL SERVICES	4,188	10,000	10,000
34 OTHER CONTRACTUAL SVC	787,254	655,000	305,000
40 TRAVEL	-	1,500	1,500
41 COMMUNICATIONS	5,280	9,250	9,250
43 UTILITIES	111,080	92,000	92,000
44 RENTALS & LEASES	93,539	75,000	90,000
45 INSURANCE	350	350	350
46 REPAIRS & MAINTENANCE	344,568	404,000	404,000
49 OTHER CURRENT CHARGES	74,943	50,000	50,000
55 MRF TRAINING/DEVELOPMENT	-	500	500
51 OFFICE SUPPLIES	690		500
52 OPERATING SUPPLIES	58,666	103,950	103,950
54 SUBSCR/MEMBERSHIPS	50	2,500	2,500
64 MACHINERY & EQUIPMENT	16,350	-	-
TOTAL	<u>\$ 2,188,692</u>	<u>\$ 2,427,429</u>	<u>\$ 2,113,658</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 691,734	\$ 1,023,379	\$ 1,044,108
SUPPORT SERVICES	1,421,201	1,297,600	962,600
MATERIALS & SUPPLIES	59,407	106,450	106,950
CAPITAL OUTLAY	16,350	-	-
TOTAL	<u>\$ 2,188,692</u>	<u>\$ 2,427,429</u>	<u>\$ 2,113,658</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 451
OTHER EXPENDITURES / NON-DEPARTMENTAL

	ACTUAL 2020	APPROVED 2021	APPROVED 2022
14 OVERTIME	\$ 4,291	\$ -	\$ -
21 FICA MATCHING	321	-	-
22 RETIREMENT	429	-	-
26 OTHER	6,113	-	-
34 OTHER CONTRACTUAL SVC	720	-	-
46 REPAIRS & MAINTENANCE	2,865	-	-
58 OVERHEAD ALLOCATION	(663,063)	(996,924)	(996,924)
98 CONTINGENCY	-	20,000	20,000
TOTAL	<u>\$ (648,325)</u>	<u>\$ (976,924)</u>	<u>\$ (976,924)</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 11,153.17	\$ -	\$ -
SUPPORT SERVICES	3,585	(976,924)	(976,924)
TOTAL	<u>\$ 14,738</u>	<u>\$ (976,924)</u>	<u>\$ (976,924)</u>