

EMERALD COAST UTILITIES AUTHORITY

# OPERATING BUDGET

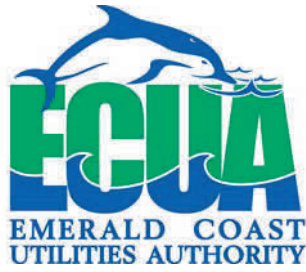
FISCAL YEAR 2023



Quality drinking water is  
our #1 Priority



For the Fiscal Year Ending 9/30/2023



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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, 2023**

As Approved by the ECUA Board  
09/27/2022

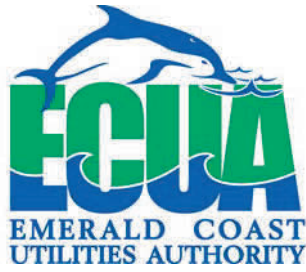
Prepared by  
The Finance Department

Justin Smith, CPA  
Director of Finance

Budget Office Staff

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Accountant II

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Confidential Assistant



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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 100,000 customers. The wastewater system serves nearly 80,000 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. The Authority currently serves over 95,000 sanitation customers in Escambia County. 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 2023

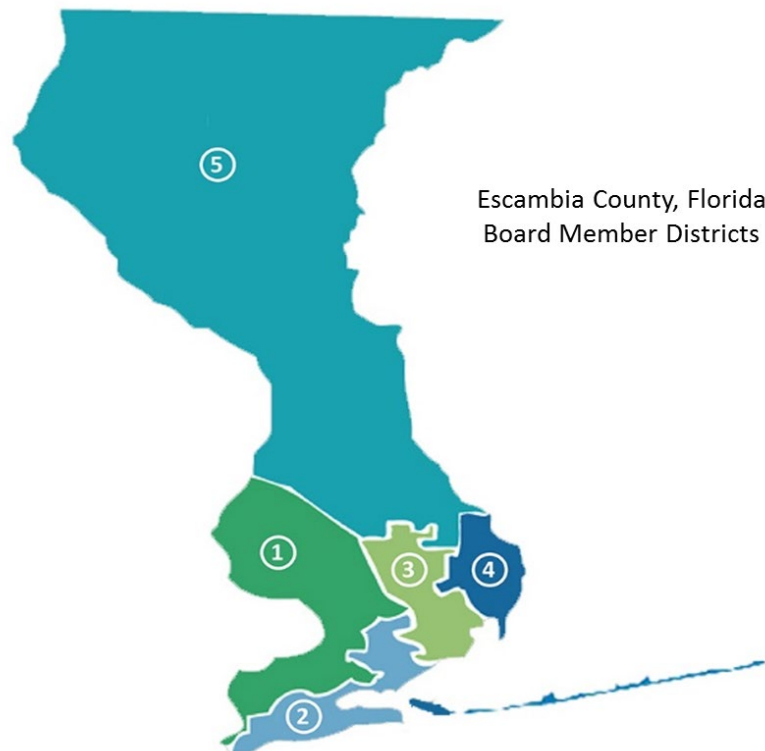
Vicki Campbell, District 1

Lois Benson, District 2, Chair

Larry Williams, District 3

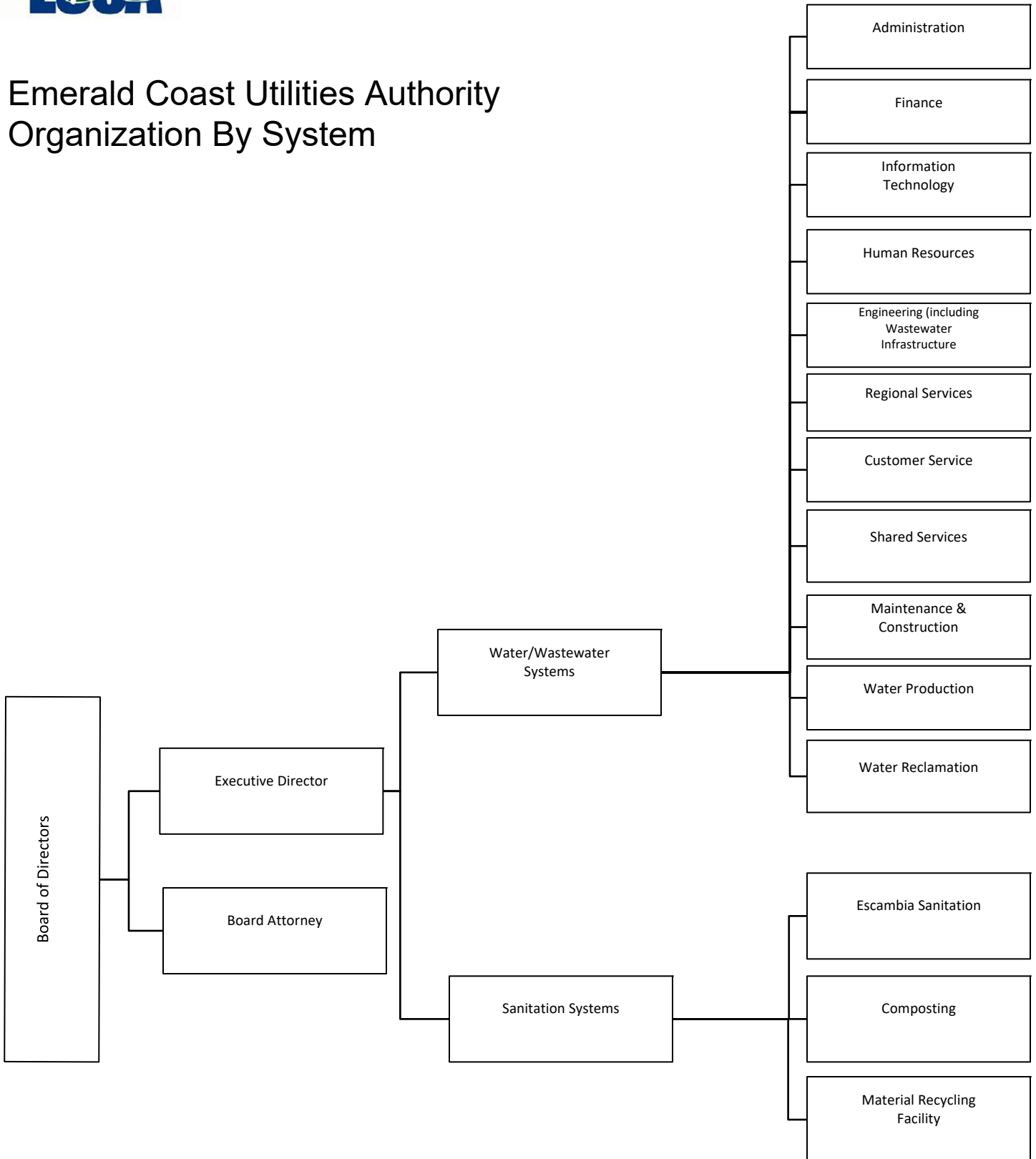
Dale Perkins, District 4

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 – Vacant

Maintenance & Construction – Gerry Piscopo

Engineering & Environmental Services – Don Palmer

**DEPARTMENT DIRECTORS**

Finance – Justin Smith

Information Technology – Susan Ragland (Interim)

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

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Fiscal Year 2022 (FY 2022) has brought many challenges to the Emerald Coast Utilities Authority (ECUA) as we are facing record-setting inflation levels. The Consumer Price Index for All Urban Consumers (CPI-U) for the South Region increased an additional 1.5% in June 2022 bringing the 12-month increase to 9.8%. The energy index continues to see the largest price increases at 41.8% over June 2021 prices.

Looking ahead to Fiscal Year 2023 (FY 2023) we continue to be mindful of providing financially efficient and conservative services to our ratepayers. The budget for FY 2023 includes a 5% rate increase for water and wastewater services. For sanitation services, an increase of 6% was approved for services in Escambia County to cover increases in operating expenses due to growth in the service area and the number of customers and a monthly fee of \$1 per customer to fund the construction of new sanitation facilities. 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 2023. 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 2023 Water/Wastewater budget presented is showing projected revenues that include a 5% rate increase. The FY 2023 budget also includes additional revenue from growth at 1.75%. The Capital Improvement Fee (CIF) established in FY 2018 is generating approximately \$9 million in order to help pay for capital improvements. ECUA was recently awarded \$11.7 million in sewer expansion grants from the Florida Department of Environmental Protection (FDEP). These grants require a 50% match by ECUA which will come from the issuance of new bonds and/or a bank loan.

Departmental budget requests for FY 2023 increased 9.34%, due to following anticipated increases: Regular Salaries & Overtime \$320,000; Benefits (FICA taxes, FRS contributions, Health Insurance) \$515,000; CDL Driver Pay Increase \$786,000; Compensation Study Pay Increases \$1,860,000; Electric Utilities Increase \$1,095,650; Repairs and Maintenance \$633,000; Chemical Supplies \$825,000. These projected increases are a direct result of the inflationary pressures in our local, national, and global economies.

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 2023. 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. 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 2023's projected carryforward reserves is \$10.2 million.

The illustrated FY 2023 budget for Water/Wastewater includes a Capital Improvement Program (CIP) in the sum of \$66.9 million. The FY 2023 CIP budget includes \$23.4 million in sewer expansion projects that is projected to be funded 50% (\$11.7 million) in grants from FDEP and 50% through the issuance of debt. Of the remaining \$43.5 million in the CIP budget, \$33.1 million will be funded by a combination of prior year carryforwards, FY 2023 impact fees, and FY 2023 rate revenues and the remaining \$10.4 million will be funded by reprioritizing previously budgeted projects.

As always, the staff spent many hours discussing and prioritizing the recommended list of system needs. The FY 2023 CIP budget includes \$9 million in funding for Inflow & Infiltration (I&I) in response to the FDEP consent order. Other recommended projects include general

utility relocations, elevated tank maintenance, meter register replacements, Carpenter's Creek sewer rehabilitation, Lincoln Park force main replacement, GAC filters, fleet vehicle replacements, Davis Highway water treatment facility replacement, West Well and Tank improvements, and sewer expansion.

We anticipate the annual carryforward amount to be approximately \$20 million at the end of FY 2022 and this should provide an adequate rollover amount to start out with in FY 2023. 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 for the matching portion of our FDEP grant funded sewer expansion projects.

We are required by bond covenants to maintain a minimum coverage of 1.25% for parity debt (bonds & bank loans) and 1.15% for "all-in" debt (which includes the SRF loans). Under this budget proposal, the debt service coverage requirement remains acceptable, at 1.42%.

### **SANITATION and MATERIAL RECYCLING (MRF)**

The Sanitation System overall has a 13.42% increase in operating expenses in the FY 2023 budget. The increase to salaries and benefits is the primary factor for the increase to the Sanitation Systems' operating budget. The ECUA Board has already taken action in support of increased pay for our CDL drivers as an attempt to retain our valued employees, as well as hire new employees in this competitive labor market. In addition to personnel costs, the Sanitation and MRF budgets are also facing increases in repairs and maintenance, fuel and lubricants, and tipping fees at the Escambia County landfill.

The Escambia County Sanitation System (ECSS) is growing, with an expected increase in residential customers of approximately 1.75%. With growth comes increased operating costs in maintenance, labor, and equipment. The total increase in operating expenses when compared to FY 2022's original budget is \$3.2 million (13%) for the ECSS. We are anticipating an \$85,000 increase in the cost of day laborers in our yard trash division to due increased hourly rates, \$254,000 increase in repair and maintenance costs on our aging vehicles, \$500,000 increase in tipping fees due to our growing customer base, and a \$500,000 increase in fuel, oil and lubricants.

The largest increase to the ECSS operating budget is related to personnel costs. Effective October 1, 2021 the Sanitation Equipment Operator (SEO) positions were upgraded to a higher paygrade, the attendance incentive was increased by \$0.25 per hour, and the annual safety incentive was increased by \$1,000 annually. Because the safety incentive is only paid out in November, the financial impact (\$126,000) of this increase will not be realized until FY 2023.



On April 26, 2022 the Board approved General Resolution 22-59 which increased the pay for all positions requiring a CDL by \$2.00 per hour at an annual cost of \$707,000. Additional increases to personnel costs for FY 2023 include \$240,000 for Overtime Pay, \$142,000 for FRS contributions, and \$500,000 as a result of the Compensation Study.

The Sanitation CIP Budget for FY 2023 includes \$15,000,000 for the construction of a new Sanitation Transfer Station and Sanitation Facilities. This project would construct a new sanitation transfer station, replace the existing parts storage building at the Godwin Lane facility, and build a small office structure with restrooms at our compost facility. The construction of these new facilities will have to be financed through a bond or bank loan, which will be discussed in more detail in the following paragraph. We are also in need of residential collection vehicles. The oldest part of our fleet are 47 residential side-loaders that were originally purchased in 2012 and have reached the end of their programmed life. The staff recommendation is to fund \$10 million in FY 2023 to purchase as many as 21 replacement vehicles and we would need to replace the remaining vehicles in FY 2024. These purchases would be financed through a 7 year equipment lease-purchase under our existing Master Lease Agreement. The CIP budget also includes funding for additional containers for our growing customer base and composting equipment replacement.

As provided for in FY 2022, FY 2023'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 ECSS budget presented includes a 6% rate increase in addition to a monthly fee of \$1 per customer that is dedicated to funding the construction of the new transfer station. Although the ECSS operating budget has increased by 13.42%, we have recognized savings in our debt service expenditures on the bonds and equipment leases that have been paid off in FY 2022 to help offset the rising costs.

The MRF is now in its sixth full year of operations. The MRF is operated and managed solely in-house. We have been utilizing a commodities consultant to help us determine the market for selling the recycled materials. Revenues for the fund 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 2022 and the average market value for recyclable materials is now the highest it has been since we began operating the MRF. Additionally, the MRF received an insurance settlement on a loss of

revenue that occurred while the facility was shut down after the July 2021 fire, and therefore, we anticipate the MRF will have enough resources this fiscal year to meet all its operational and debt service costs.

The FY 2023 budget request takes into account all of the operating expenses as well as debt service toward the Closed Loop Loan, the FY 2022 robotic sorters equipment lease, and the interfund loan from Water/Wastewater. The proposed budget also includes capital spending of \$500,000 for site storage and processing equipment modifications.

The MRF provides a stable local processing facility for recyclables that facilitates environmentally friendly strategies previously outlined by the Board. Part of the MRF objective is to reduce pollution and environmental deterioration. This is accomplished by taking approximately 40,000 – 50,000 tons of materials from a variety of private and public entities that otherwise would be buried in the landfill 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 2023 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

EMERALD COAST UTILITIES AUTHORITY  
OPERATING BUDGET  
FISCAL YEAR 2023

	WATER & WASTEWATER	SANITATION AND MRF	TOTAL ADOPTED FY 2023
<b>SOURCES:</b>			
Operating revenues:			
Water	\$ 49,679,438	\$ -	\$ 49,679,438
Wastewater	64,636,687	-	64,636,687
Sewer Improvement Fee	6,230,000	-	6,230,000
Capital Improvement Fee	9,700,000	1,550,000	11,250,000
Transfer Station Fee	-	1,154,256	1,154,256
Sanitation - Residential	-	28,988,281	28,988,281
Sanitation-Commercial	-	2,406,776	2,406,776
Connection Charges	900,000	-	900,000
Recyclable Commodities	-	2,400,000	2,400,000
Recyclable Tipping Fees	-	600,000	600,000
Compost & Yard Waste Tipping Fees	-	400,000	400,000
Miscellaneous Revenues	1,500,000	45,000	1,545,000
Subtotal Operating Revenues	<u>132,646,125</u>	<u>37,544,313</u>	<u>170,190,438</u>
Non-operating revenues:			
Interest Income	750,000	1,000	751,000
Impact Fees	6,000,000	-	6,000,000
Grants & Other Capital Contributions	12,240,000	-	12,240,000
Capital Financing Sources	12,000,000	25,000,000	37,000,000
Unrestricted Reserves	5,500,000	-	5,500,000
Committed project funds	8,000,000	-	8,000,000
Carry-forward project funds	20,923,163	-	20,923,163
Subtotal Non-operating Revenues	<u>65,413,163</u>	<u>25,001,000</u>	<u>90,414,163</u>
<b>TOTAL SOURCES</b>	<u><u>\$ 198,059,288</u></u>	<u><u>\$ 62,545,313</u></u>	<u><u>\$ 260,604,601</u></u>
<b>USES:</b>			
Operating expenses:			
Personal Services	\$ 41,898,651	\$ 14,297,121	\$ 56,195,772
Support Services	25,801,876	12,630,276	38,432,152
Materials & Supplies	11,796,913	1,895,350	13,692,263
Subtotal operating expenses	<u>79,497,440</u>	<u>28,822,747</u>	<u>108,320,187</u>
Non-operating expenses:			
Debt Service	37,919,312	6,349,615	44,268,927
CIP, Renewal & Replacement	64,840,000	26,700,000	91,540,000
Unrestricted Reserves	5,500,000	672,951	6,172,951
Project Contingencies	10,302,536	-	10,302,536
Subtotal non-operating expenses	<u>118,561,848</u>	<u>33,722,566</u>	<u>152,284,414</u>
<b>TOTAL USES</b>	<u><u>\$ 198,059,288</u></u>	<u><u>\$ 62,545,313</u></u>	<u><u>\$ 260,604,601</u></u>



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## EMERALD COAST UTILITIES AUTHORITY PERSONNEL COMPARISON

	<u>2021 POSITIONS</u>	<u>2022 FUNDED POSITIONS</u>	<u>2023 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>13</u>	<u>13</u>	<u>13</u>
INFORMATION TECHNOLOGY TOTAL	<u>13</u>	<u>13</u>	<u>13</u>
HUMAN RESOURCES/ADMIN SERVICES DEPARTMENT			
ADMINISTRATIVE SERVICES	2	2	2
RISK MANAGEMENT	5	5	6
HUMAN RESOURCES	4	4	5
EMPLOYMENT	2	2	0
HUMAN RESOURCES/ADMIN SERVICES TOTAL	<u>13</u>	<u>13</u>	<u>13</u>
ENGINEERING DEPARTMENT			
ADMINISTRATION	30	28	28
INSPECTIONS	7	8	8
ENGINEERING TOTAL	<u>37</u>	<u>36</u>	<u>36</u>
SHARED SERVICES			
ADMINISTRATION	5	5	5
FACILITIES MAINTENANCE	9	0	0
PUBLIC INFORMATION	1	1	1
SHARED SERVICES TOTAL	<u>15</u>	<u>6</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>2021 POSITIONS</u>	<u>2022 FUNDED POSITIONS</u>	<u>2023 FUNDED POSITIONS</u>
REGIONAL SERVICES DEPARTMENT			
ADMINISTRATION	4	4	5
REGION 2 (WEST REGION)	20	20	20
REGION 3 (EAST REGION)	23	23	23
REGION 4 (SOUTH REGION)	19	19	19
SEWER MAINTENANCE SERVICES	23	24	24
FIRE HYDRANT INSTALL/MAINT.	8	8	7
PATCH SERVICES	4	4	4
AIR RELEASE VALVES	8	8	8
FATS, OILS, & GREASE	3	3	3
METER MAINTENANCE	0	2	2
REGIONAL SERVICES TOTAL	<u>112</u>	<u>115</u>	<u>115</u>
FIELD & CUSTOMER SERVICES GROUP TOTAL	<u>177</u>	<u>171</u>	<u>171</u>
MAINTENANCE AND CONSTRUCTION			
ADMINISTRATION	6	6	8
LIFTSTATIONS	24	26	26
INFO SYSTEMS/WAREHOUSE	2	2	0
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	9	9
MAINTENANCE AND CONSTRUCTION TOTAL	<u>64</u>	<u>75</u>	<u>75</u>
WATER PRODUCTION			
WATER OPERATIONS	22	22	22
WELL MECHANICAL MAINTENANCE	7	7	7
COMMUNICATIONS CENTER	11	12	12
CROSS CONNECTION CONTROLS	5	5	5
WATER PRODUCTION TOTAL	<u>45</u>	<u>46</u>	<u>46</u>
WATER RECLAMATION			
ADMINISTRATION	1	1	1
BAYOU MARCUS WRF	14	15	14
PENSACOLA BEACH WWTP	11	11	11
CENTRAL WRF	35	34	35
WATER QUALITY/LAB	13	13	13
WATER RECLAMATION TOTAL	<u>74</u>	<u>74</u>	<u>74</u>
WATER & WASTEWATER TOTAL	<u>461</u>	<u>466</u>	<u>466</u>

# EMERALD COAST UTILITIES AUTHORITY PERSONNEL COMPARISON

	<u>2021 POSITIONS</u>	<u>2022 FUNDED POSITIONS</u>	<u>2023 FUNDED POSITIONS</u>
SANITATION DEPARTMENT			
ADMINISTRATION	2	4	3
RESIDENTIAL OPERATIONS	48	50	45
GARAGE	33	39	39
COMMERCIAL OPERATIONS	8	8	8
YARD TRASH COLLECTION	31	30	40
RECYCLING	16	15	11
COMPOSTING	6	6	6
SANITATION TOTAL	<u>144</u>	<u>152</u>	<u>152</u>
SANTA ROSA			
RESIDENTIAL OPERATIONS	32	0	0
GARAGE	2	0	0
SANTA ROSA TOTAL	<u>34</u>	<u>0</u>	<u>0</u>
SANITATION TOTAL	<u>178</u>	<u>152</u>	<u>152</u>
MATERIALS RECYCLING SYSTEM			
MATERIALS RECYCLING FACILITY OPERATIONS	<u>16</u>	<u>16</u>	<u>16</u>
GRAND TOTAL	<u><u>655</u></u>	<u><u>634</u></u>	<u><u>634</u></u>



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## **Financial Health**

ECUA received an unqualified opinion for the FY 2021 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. Debt service coverage for FY 2022 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 2022. The Authority's Materials Recycling Facility entered into a capital lease agreement during fiscal year 2022 in the par amount of \$2,309,000 for eight robotic sorters to be used in the facility.

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, 2022, the outstanding balance is \$39,781,411.
- ❖ \$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, 2022, the outstanding balance is \$73,900,000.
- ❖ \$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, 2022, the outstanding balance is \$23,176,000.
- ❖ \$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, 2022, the outstanding balance is \$983,000.
- ❖ \$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, 2022, the outstanding balance is \$10,375,000.
- ❖ \$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, 2022, the outstanding balance is \$4,850,000.

- ❖ \$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, 2022, the outstanding balance is \$40,070,000.
- ❖ \$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, 2022, the outstanding balance is \$23,218,000.
- ❖ \$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, 2022, the outstanding balance is \$33,696,000.
- ❖ \$15,500,000 capital lease, interest at 4.41%, payments due annually through September 2027. As of September 30, 2022, the outstanding balance is \$5,119,037.
- ❖ \$965,655 capital lease, interest at 2.09%, payments due monthly through February 2024. As of September 30, 2022, the outstanding balance is \$183,940.

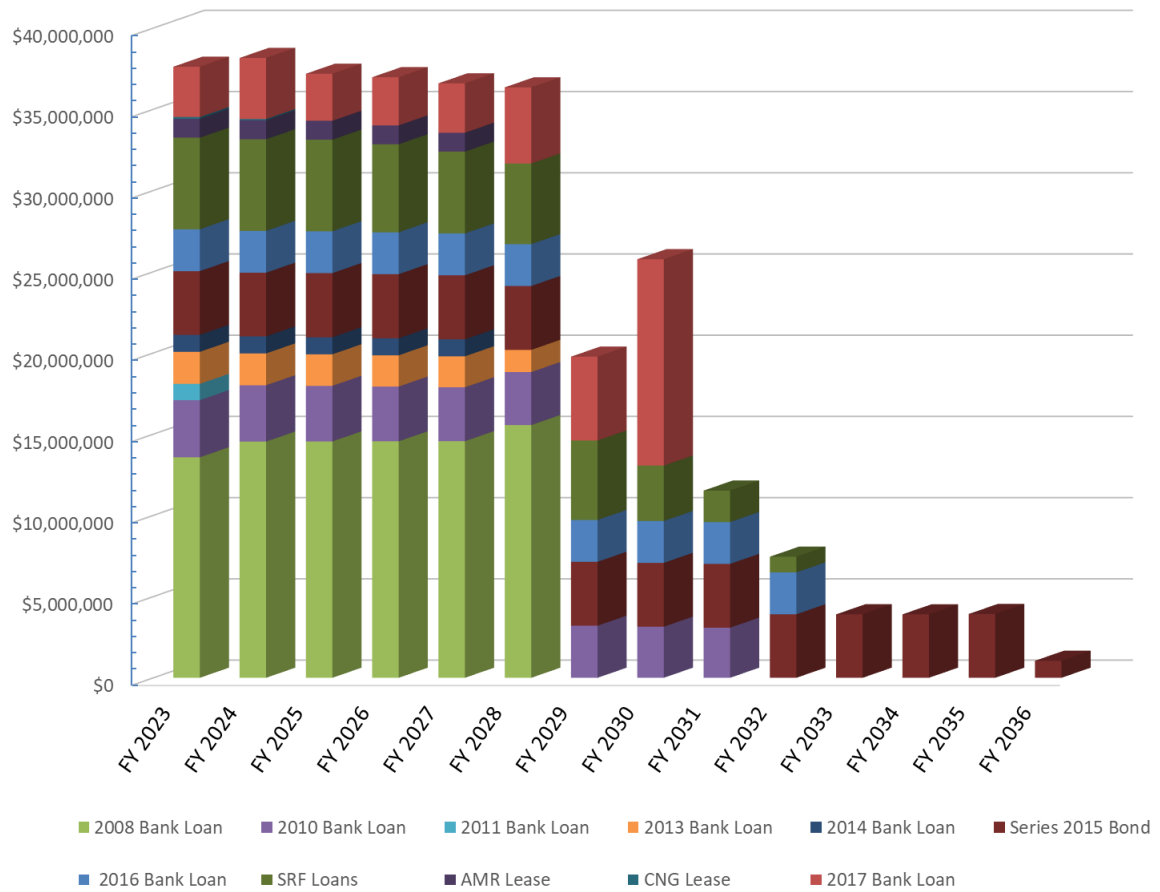
Sanitation and MRF:

- ❖ \$11,068,116 capital lease, interest at 2.48%, payments due semi-annually through February 2023. As of September 30, 2022, the outstanding balance is \$756,020.
- ❖ \$661,163.28 capital lease, interest at 2.59%, payments annually through April 2024. As of September 30, 2022, the outstanding balance is \$200,378.
- ❖ \$2,749,040 capital lease, interest at 3.307%, payments annually through December 2024. As of September 30, 2022, the outstanding balance is \$1,249,863.
- ❖ \$3,396,609 capital lease, interest at 3.26%, payments semi-annually through January 2026. As of September 30, 2022, the outstanding balance is \$1,794,368.
- ❖ \$3,208,626 capital lease, interest at 1.815%, payments semi-annually through January 2027. As of September 30, 2022, the outstanding balance is \$2,332,900.
- ❖ \$461,501 capital lease, interest at 1.65%, payments quarterly through June 2028. As of September 30, 2021, the outstanding balance is \$383,046.
- ❖ \$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, 2022, the outstanding balance is \$1,083,333.
- ❖ \$2,309,000 capital lease, interest at 1.499%, payments quarterly through October 2028. As of September 30, 2022, the outstanding balance is \$2,073,015.

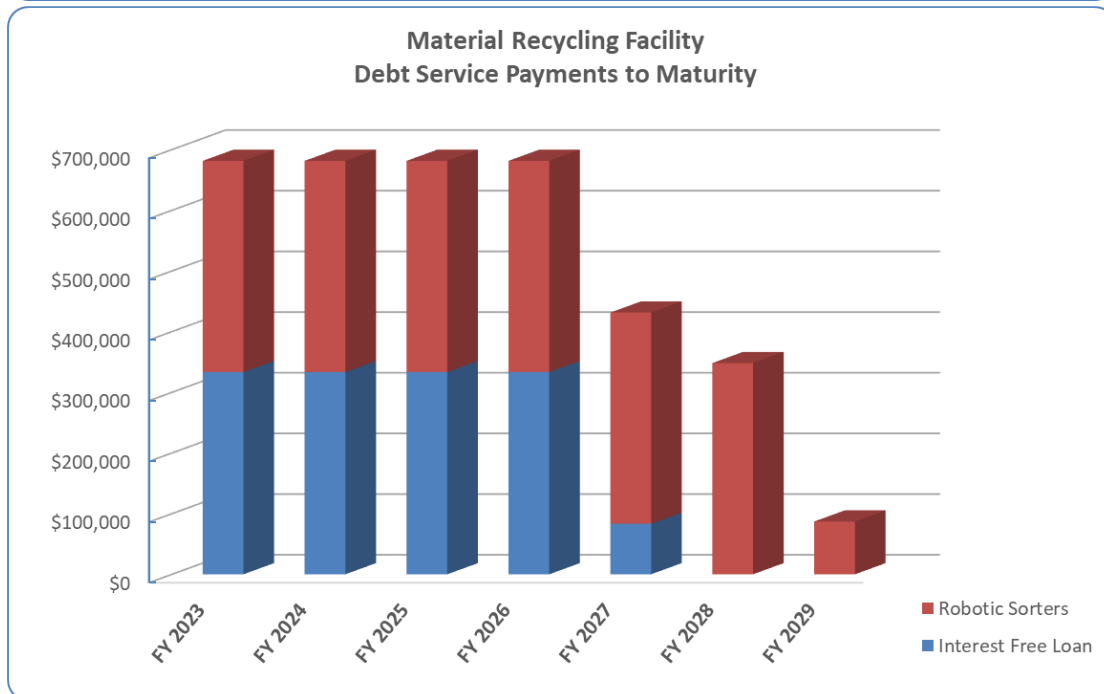
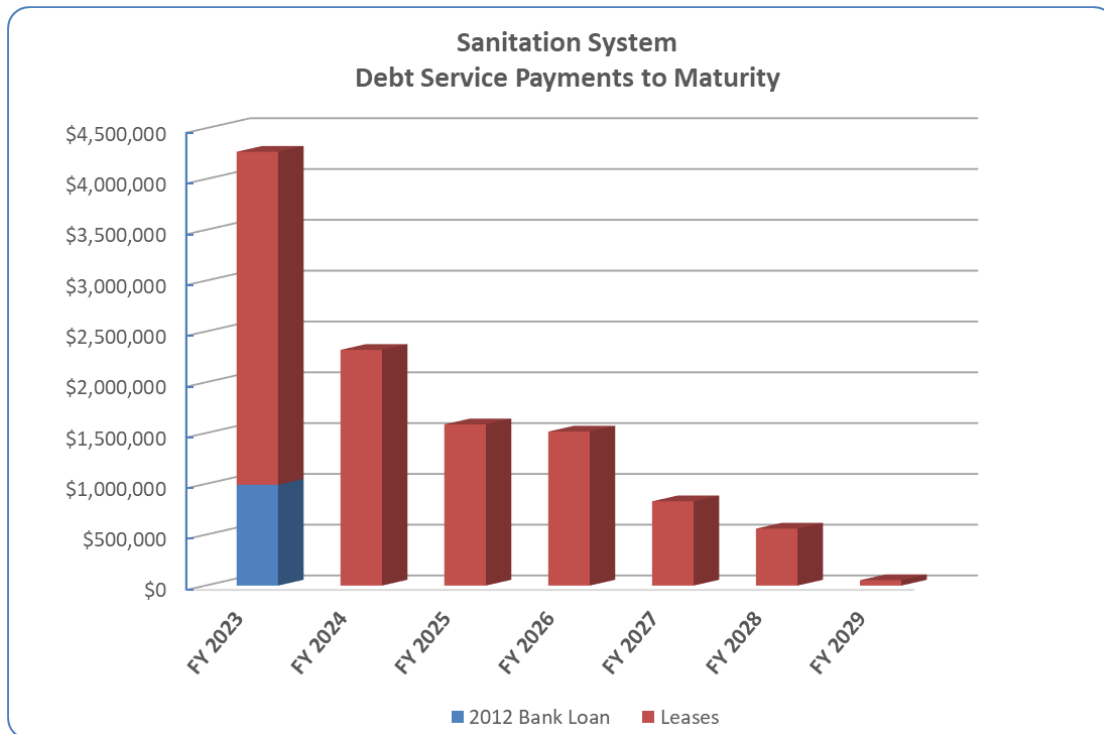
Aggregate Debt Service through maturity is as follows:

Water/Wastewater System:

### Water/Wastewater System Debt Service Payments to Maturity



## Sanitation System and MRF:



## STRATEGIC PLANNING

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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

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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.

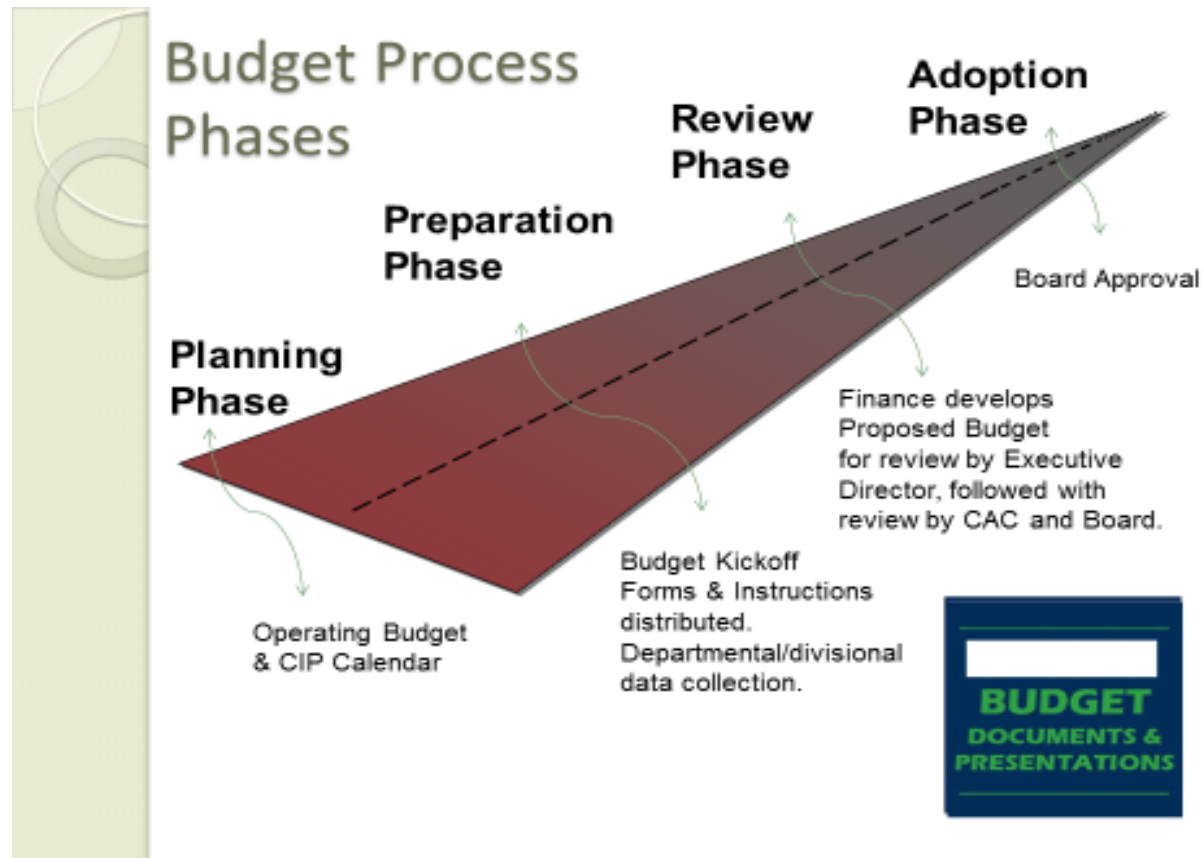
The Board approves the total budget appropriations. The Executive Director is authorized to transfer budget amounts between departments and object codes. Any changes that alter the total appropriations must be approved by the Board. Therefore, the legal level of budgetary responsibility is by total appropriations;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

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- ❖ 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

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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.

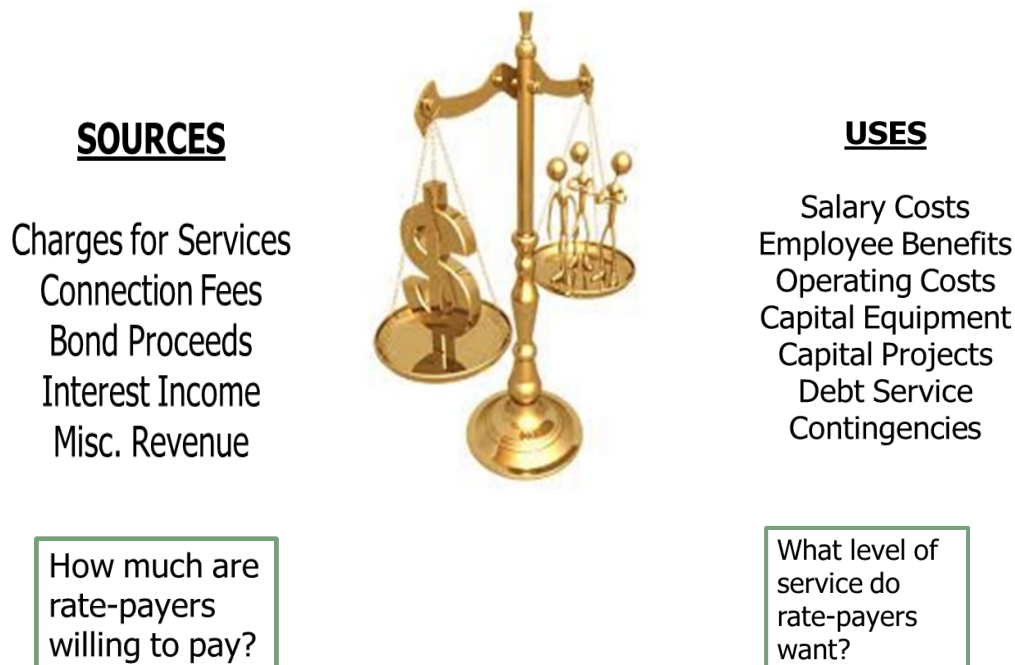
Typical uses in the budget are the salary costs, employee benefits, capital equipment, payments on the outstanding bonds and bank loans, and the operating costs which include items such as utilities, phone costs, materials and supplies, chemicals, engineering fees, and so forth.

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.



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## 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 2023 – 2027.

COMBINED SUMMARY BY SYSTEM  
FY 2023 - 2027  
(In 000's)

SYSTEM	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FUND TOTAL
Water & Wastewater Systems Programs	\$66,913	\$85,717	\$93,336	\$55,596	\$48,126	\$349,688
Sanitation System Programs	26,200	5,700	5,600	5,300	5,300	48,100
Materials Recycling Facility Programs	500	650	650	650	650	3,100
TOTAL	<u>\$93,613</u>	<u>\$92,067</u>	<u>\$99,586</u>	<u>\$61,546</u>	<u>\$54,076</u>	<u>\$400,888</u>

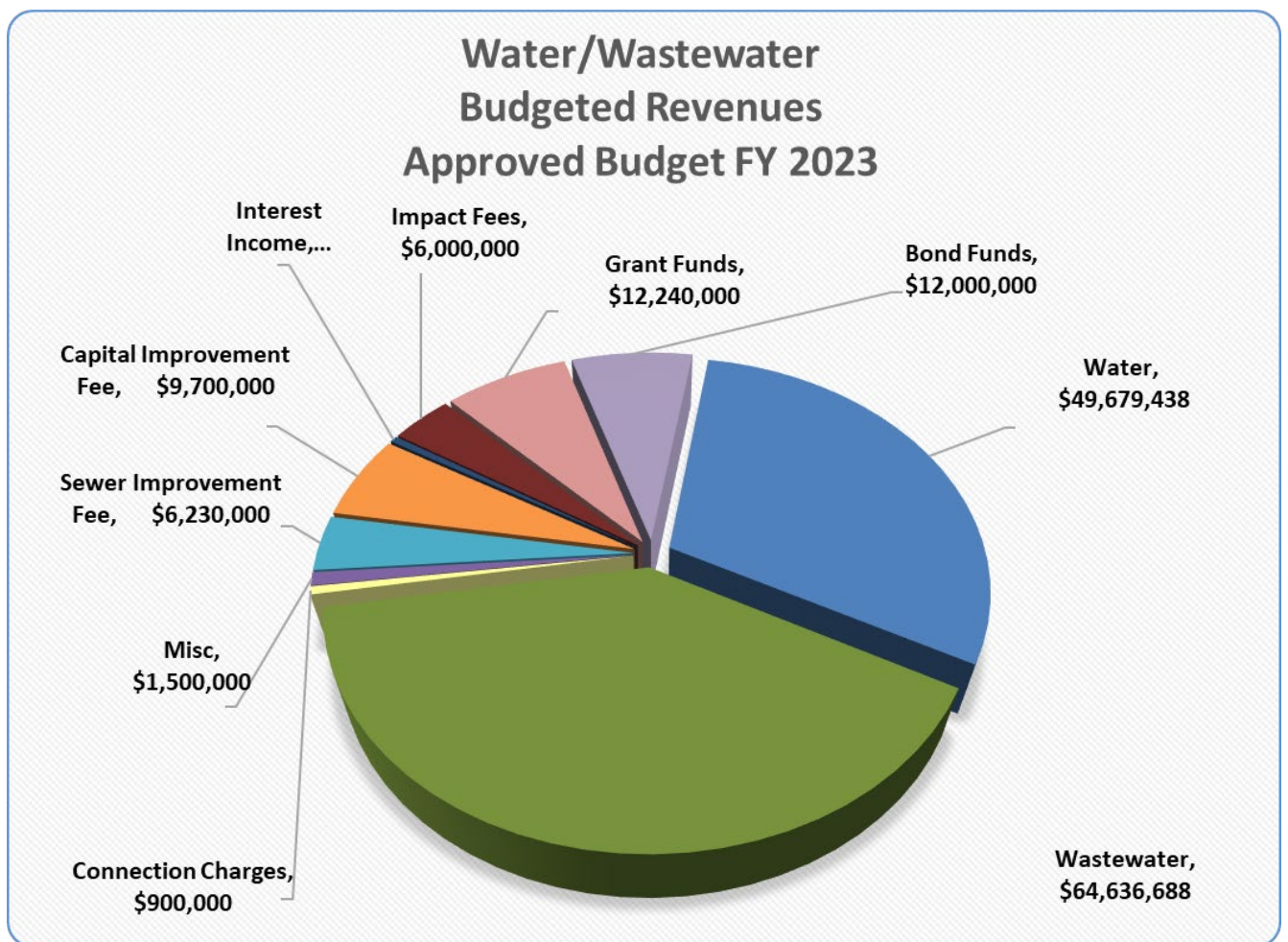
## WATER & WASTEWATER SYSTEM

### EMERALD COAST UTILITIES AUTHORITY WATER AND WASTEWATER SYSTEMS SOURCES AND USES STATEMENTS 9/30/2019 - 9/30/2023

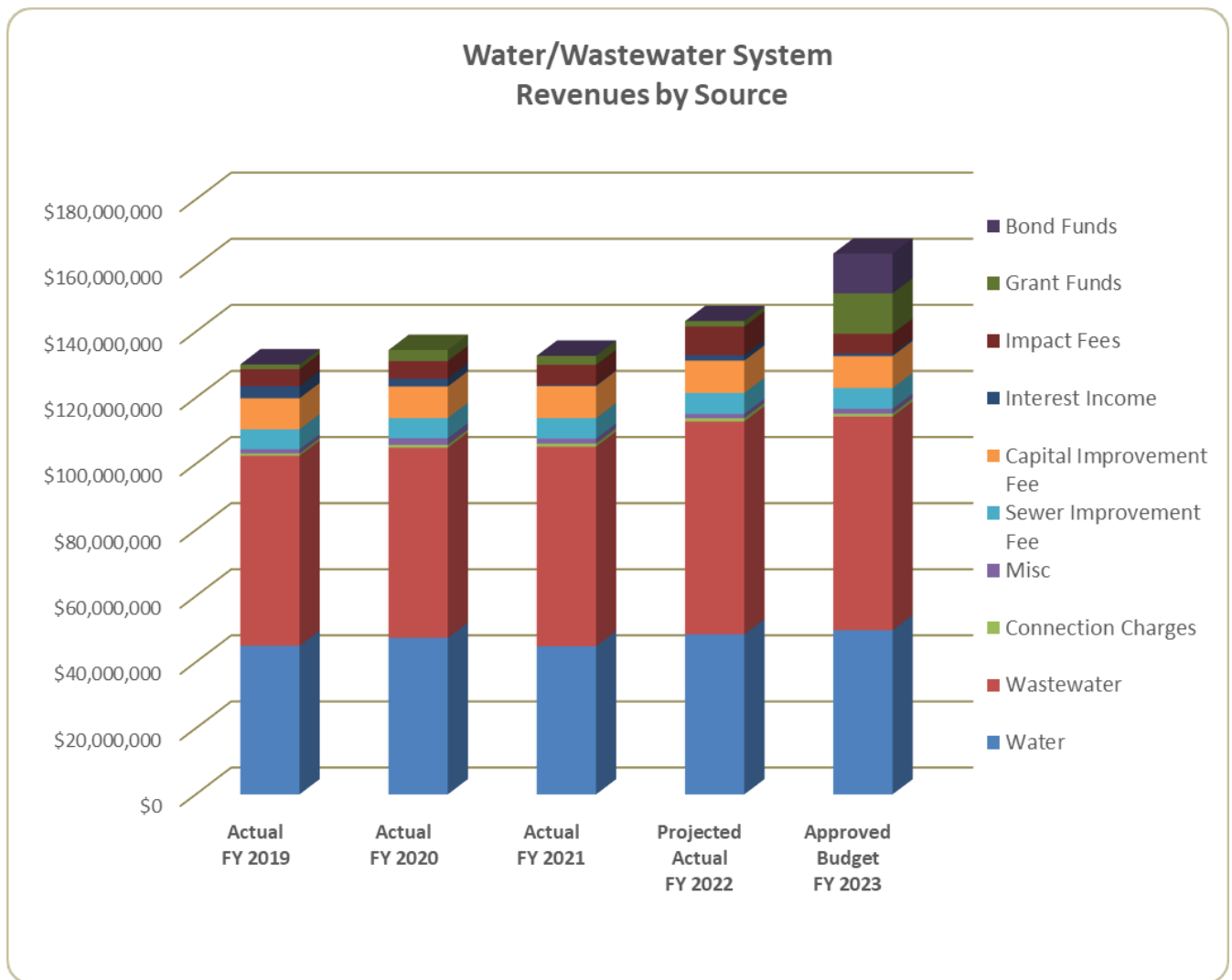
	ACTUAL FY 2019	ACTUAL FY 2020	ACTUAL FY 2021	PROJECTED ACTUALS FY 2022	APPROVED BUDGET FY 2023
<b>SOURCES:</b>					
Beginning balances:					
Unrestricted reserves	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 4,500,000	\$ 5,500,000
Committed project funds	-	-	12,200,000	10,000,000	8,000,000
Project contingencies (working capital)	18,239,987	35,081,984	32,024,623	24,574,733	20,923,163
Total beginning balance	21,739,987	38,581,984	47,724,623	39,074,733	34,423,163
Operating revenues:					
Water	43,871,623	47,387,226	45,078,090	46,846,769	49,679,437
Wastewater	57,186,950	57,502,522	60,668,955	63,597,931	64,636,688
Connection charges	695,956	880,268	938,561	1,038,485	900,000
Miscellaneous revenues	2,109,438	2,000,339	1,487,336	1,966,438	1,500,000
Capital improvement fee	9,407,845	9,530,376	9,685,319	9,808,682	9,700,000
Sewer improvement fee	6,050,158	6,131,442	6,232,522	6,318,000	6,230,000
Total operating income	119,321,970	123,432,173	124,090,783	129,576,305	132,646,125
Other income:					
Interest income	3,661,436	2,357,531	1,388,153	1,602,285	750,000
Impact fees	5,133,750	5,324,342	6,064,350	8,678,166	6,000,000
Grants and contributions	1,440,370	3,356,906	2,772,242	2,928,955	12,240,000
Bond funds	10,200,000	0	0	0	12,000,000
Total other	20,435,556	11,038,779	10,224,745	13,209,406	30,990,000
Total Sources	\$ 161,497,513	\$ 173,052,936	\$ 182,040,151	\$ 181,860,444	\$ 198,059,288
<b>USES:</b>					
Operating expenses:					
Personal services	\$ 33,400,962	35,269,922	35,581,707	34,971,690	41,898,651
Support services	17,886,118	17,148,464	19,782,979	20,299,310	25,801,876
Materials & supplies	7,355,374	7,604,743	8,130,933	9,263,138	11,796,913
Total operating expenses	58,642,454	60,023,129	63,495,619	64,534,138	79,497,440
Debt service:					
Bonds, loans, and leases	36,501,727	36,742,663	36,943,762	36,846,230	37,919,312
Capital improvements:					
CIP Projects	7,849,715	7,691,970	6,816,821	7,719,372	9,705,000
R & R Projects	9,721,633	20,870,551	23,509,216	25,006,100	23,395,000
Bond Funded Projects	-	-	-	-	12,000,000
Grant Funded Projects	10,200,000	-	-	-	11,740,000
Prior year committed projects	-	-	12,200,000	8,000,000	8,000,000
Total capital improvements	27,771,348	28,562,521	42,526,037	40,725,472	64,840,000
Total uses	122,915,529	125,328,313	142,965,418	142,105,840	182,256,752
Ending balances:					
Unrestricted reserves	3,500,000	3,500,000	4,500,000	4,500,000	5,500,000
Project contingencies	35,081,984	44,224,623	34,574,733	35,254,604	10,302,536
Total Uses & Reserves	\$ 161,497,513	\$ 173,052,936	\$ 182,040,151	\$ 181,860,444	\$ 198,059,288

**REVENUES:**

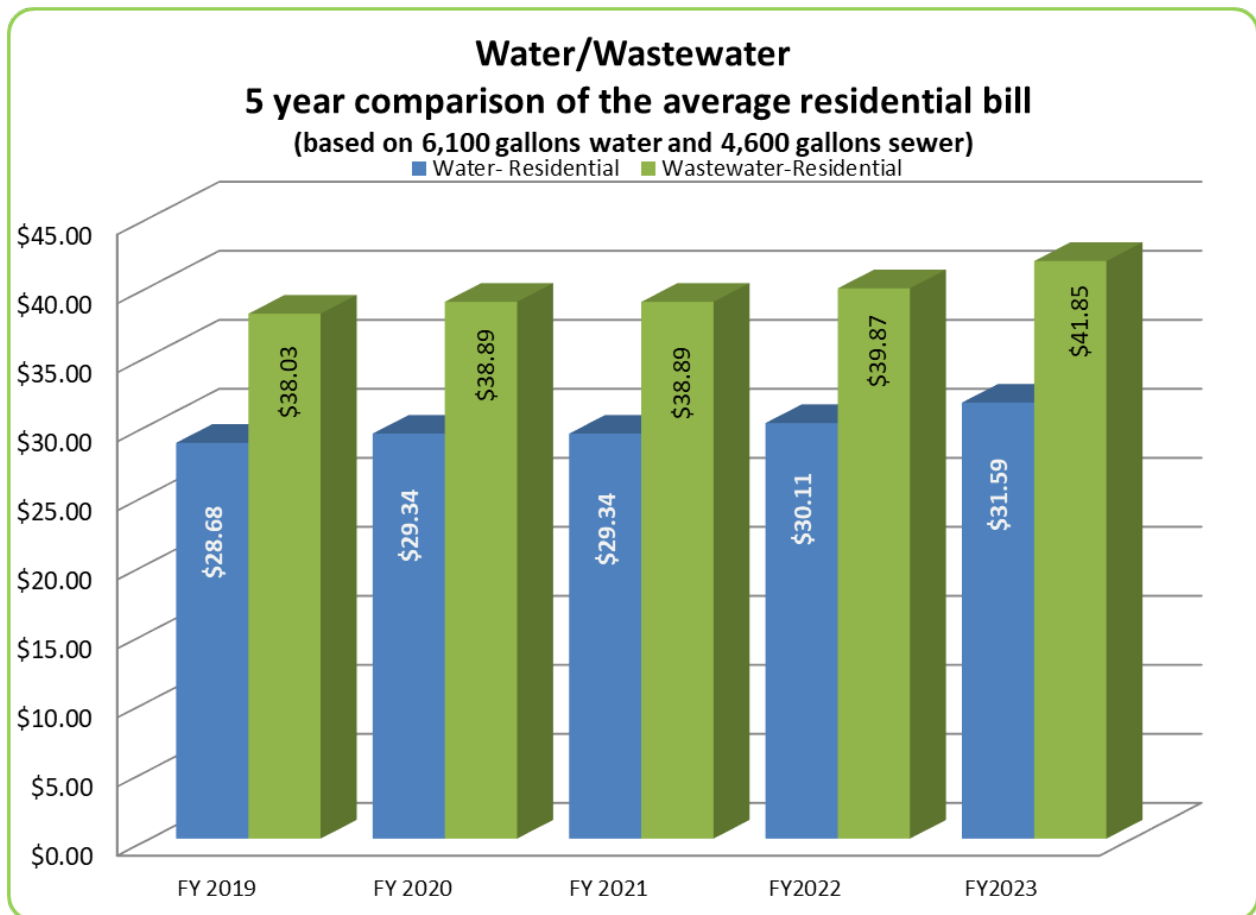
In fiscal year 2023, Water/Wastewater expects to generate 86% of its operating revenues through the rates charged to customers; 37% consists of water revenue and the remaining 49% consists of wastewater revenue. The other 14% of operating revenue comes from other revenue sources such as connection charges, 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.



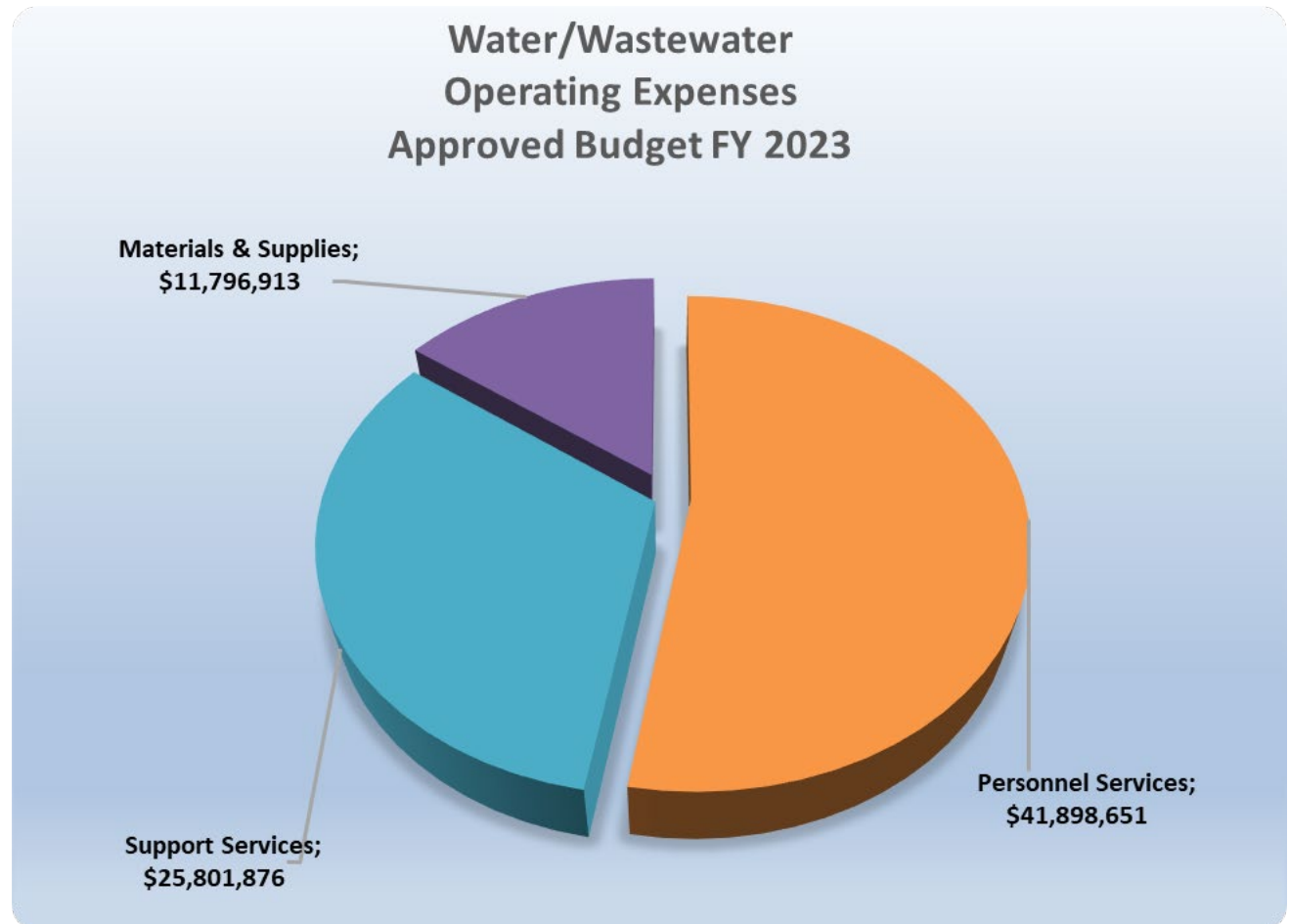
A comparison of customer rates for water/wastewater is presented in the chart below. Rate increases have been held to a minimum for the past five (5) years.



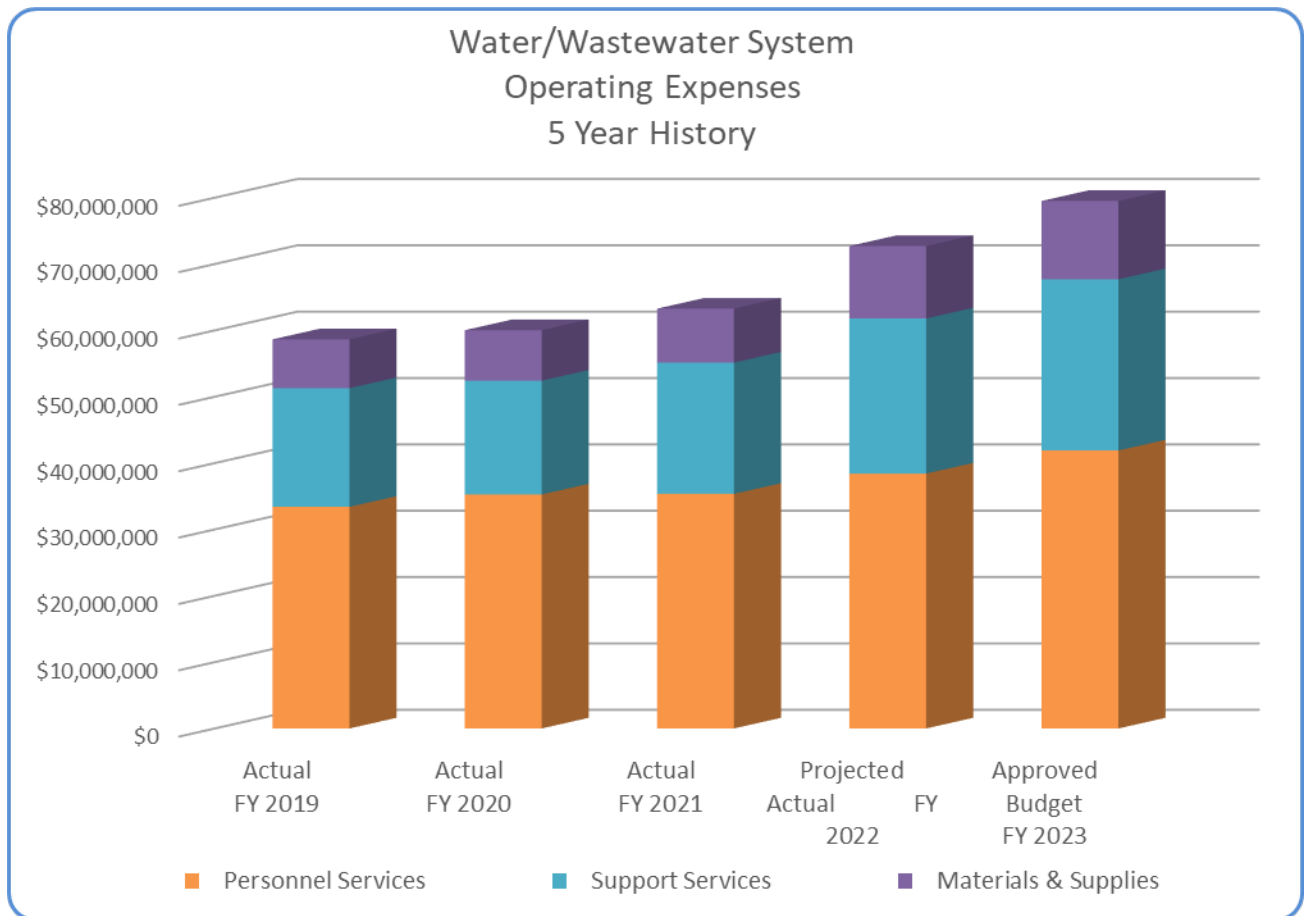


**EXPENSES:**

During FY 2023, Water/Wastewater expects to spend 45.6% of the total amount budgeted on operating expenditures. Operating expenses for FY 2023 increased 9.34%, or \$6.8 million, over the approved FY 2022 operating expense budget. This increase reflects increases in the costs of chemicals necessary in the lift stations for odor control, electricity, natural gas, costs to properly maintain the water wells, costs to provide for repair and maintenance on the buildings, and equipment and vehicles.



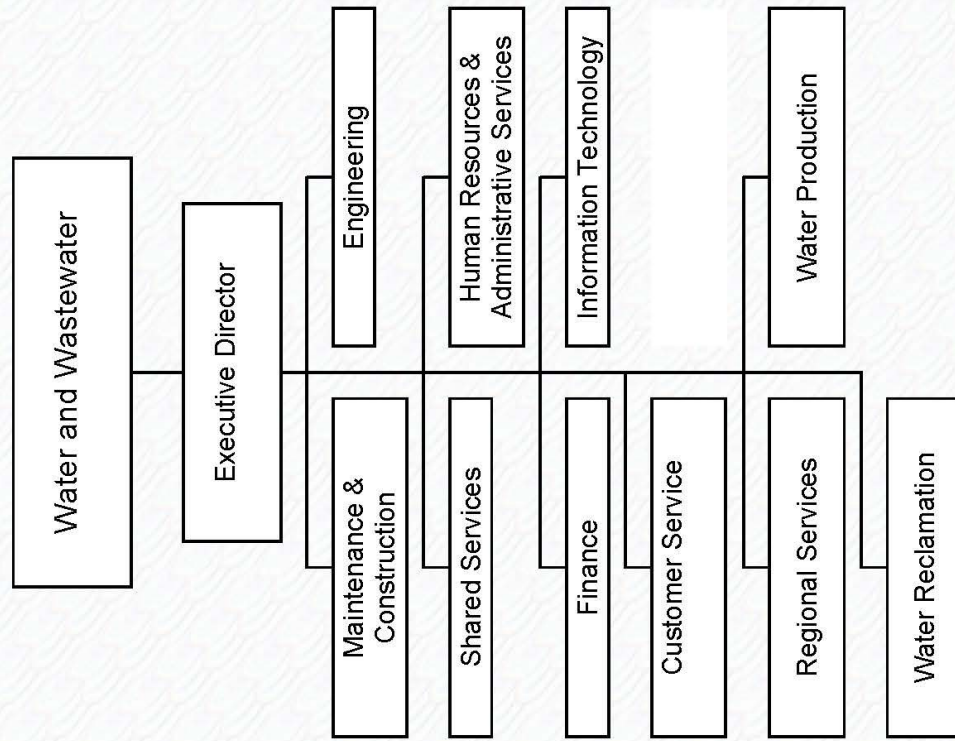
The chart below reflects the five-year history and trend of expense categories contained in the total budget.



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



# EMERALD COAST UTILITIES AUTHORITY WATER & WASTEWATER



10-01-2020



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EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WATER AND WASTEWATER

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
11 EXECUTIVE SALARIES	\$ 220,819	\$ 224,880	\$ 227,030
12 REGULAR SALARIES	22,319,728	23,808,220	23,983,442
13 OTHER SALARIES	7,671	56,402	56,403
14 OVERTIME	2,035,623	2,116,250	2,213,400
21 FICA MATCHING	1,785,285	1,887,565	1,869,735
22 RETIREMENT	2,971,753	3,341,894	3,655,970
23 INSURANCE	5,294,383	5,725,725	5,944,521
24 WORKERS COMPENSATION	360,130	287,500	287,500
25 UNEMPLOYMENT COMP	42,702	40,000	40,000
26 OTHER	317,969	928,830	3,621,000
31 PROFESSIONAL SERVICES	673,782	966,954	1,151,460
32 ACCOUNTING/AUDITING	58,750	61,500	65,500
34 OTHER CONTRACTUAL SVC	1,876,003	2,792,328	3,099,320
40 TRAVEL	6,623	124,511	129,510
41 COMMUNICATIONS	194,246	241,476	253,710
43 UTILITIES	7,343,581	7,515,350	8,611,000
44 RENTALS & LEASES	162,060	238,200	263,250
45 INSURANCE	1,573,448	1,930,000	2,130,000
46 REPAIRS & MAINTENANCE	5,130,487	6,426,623	6,903,992
48 PROMOTIONAL	368,467	400,000	406,400
49 OTHER CURRENT CHARGES	839,882	958,690	970,340
55 PROFESSIONAL DEVELOPMENT	172,109	277,060	369,270
58 OVERHEAD ALLOCATION	(84,621)	(51,876)	(51,876)
98 CONTINGENCY	-	1,500,000	1,500,000
42 TRANSPORTATION (POSTAGE)	616,904	634,000	643,700
47 PRINTING	62,642	70,700	82,300
51 OFFICE SUPPLIES	92,478	108,300	112,550
52 OPERATING SUPPLIES	7,685,523	9,546,672	10,587,990
53 ROAD MATERIALS & SUPPLIES	41,720	51,000	51,000
54 SUBSCR/MEMBERSHIPS	79,909	105,621	134,023
64 MACHINERY & EQUIPMENT	297,360	391,000	185,000
TOTAL	<u>\$ 62,547,416</u>	<u>\$ 72,705,375</u>	<u>\$ 79,497,440</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 35,356,063	\$ 38,417,266	\$ 41,899,001
SUPPORT SERVICES	18,314,817	23,380,816	25,801,876
MATERIALS & SUPPLIES	8,579,176	10,516,293	11,611,563
CAPITAL OUTLAY	297,360	391,000	185,000
TOTAL	<u>\$ 62,547,416</u>	<u>\$ 72,705,375</u>	<u>\$ 79,497,440</u>

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

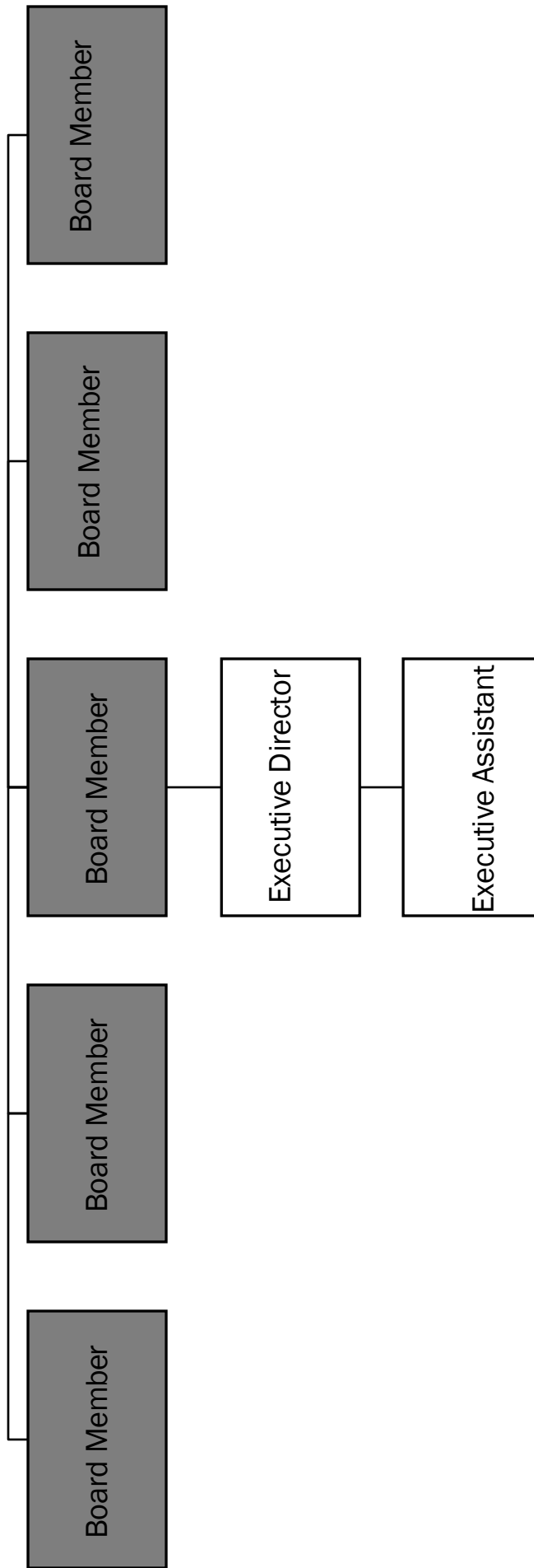
	ACTUAL 2021	APPROVED 2022	APPROVED 2023
23 INSURANCE	\$ (12,292)	\$ -	\$ -
26 OTHER	317,969	928,830	3,621,000
34 OTHER CONTRACTUAL SVC	118,000	160,000	160,000
49 OTHER CURRENT CHARGES	546,953	583,400	583,400
58 OVERHEAD ALLOCATION	(84,621)	(51,876)	(51,876)
98 CONTINGENCY	-	1,500,000	1,500,000
TOTAL	<u>\$ 886,009</u>	<u>\$ 3,120,354</u>	<u>\$ 5,812,524</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 305,677	\$ 928,830	\$ 3,621,000
SUPPORT SERVICES	580,332	2,191,524	2,191,524
TOTAL	<u>\$ 886,009</u>	<u>\$ 3,120,354</u>	<u>\$ 5,812,524</u>



# EMERALD COAST UTILITIES AUTHORITY ADMINISTRATION



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
BOARD MEMBERS

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
11 EXECUTIVE SALARIES	\$ 220,819	\$ 224,880	\$ 227,030
21 FICA MATCHING	15,217	15,952	15,441
22 RETIREMENT	99,665	109,465	122,565
23 INSURANCE	71,409	51,052	73,290
31 PROFESSIONAL SERVICES	4,575	6,000	6,000
40 TRAVEL	-	7,000	7,000
41 COMMUNICATIONS	2,164	2,550	2,550
55 PROFESSIONAL DEVELOPMENT	-	3,000	3,000
54 SUBSCR/MEMBERSHIPS	-	200	200
TOTAL	<u>\$ 413,849</u>	<u>\$ 420,099</u>	<u>\$ 457,076</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 407,110	\$ 401,349	\$ 438,326
SUPPORT SERVICES	6,739	18,550	18,550
MATERIALS & SUPPLIES	-	200	200
TOTAL	<u>\$ 413,849</u>	<u>\$ 420,099</u>	<u>\$ 457,076</u>



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
ADMINISTRATION DEPARTMENT

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
11 EXECUTIVE SALARIES	\$ 220,819	\$ 224,880	\$ 227,030
12 REGULAR SALARIES	277,581	239,637	247,541
21 FICA MATCHING	34,801	30,736	30,968
22 RETIREMENT	107,661	133,795	148,203
23 INSURANCE	97,286	74,935	96,699
31 PROFESSIONAL SERVICES	457,860	551,000	666,000
40 TRAVEL	2,490	11,000	11,500
44 RENTALS & LEASES	2,335	3,000	3,500
46 REPAIRS & MAINTENANCE	154	500	500
48 PROMOTIONAL	40,000	40,000	40,000
49 OTHER CURRENT CHARGES	5,590	2,000	2,000
55 PROFESSIONAL DEVELOPMENT	827	4,000	5,000
42 TRANSPORTATION (POSTAGE)	-	200	200
51 OFFICE SUPPLIES	3,133	2,500	3,500
52 OPERATING SUPPLIES	837	1,500	2,000
54 SUBSCR/MEMBERSHIPS	14,250	17,700	14,400
TOTAL	<u>\$ 1,267,789</u>	<u>\$ 1,339,933</u>	<u>\$ 1,501,591</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 738,148	\$ 703,983	\$ 750,441
SUPPORT SERVICES	511,420	614,050	731,050
MATERIALS & SUPPLIES	18,220	21,900	20,100
TOTAL	<u>\$ 1,267,789</u>	<u>\$ 1,339,933</u>	<u>\$ 1,501,591</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, program and capital budget recommendations, regulatory compliance, customer service 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.

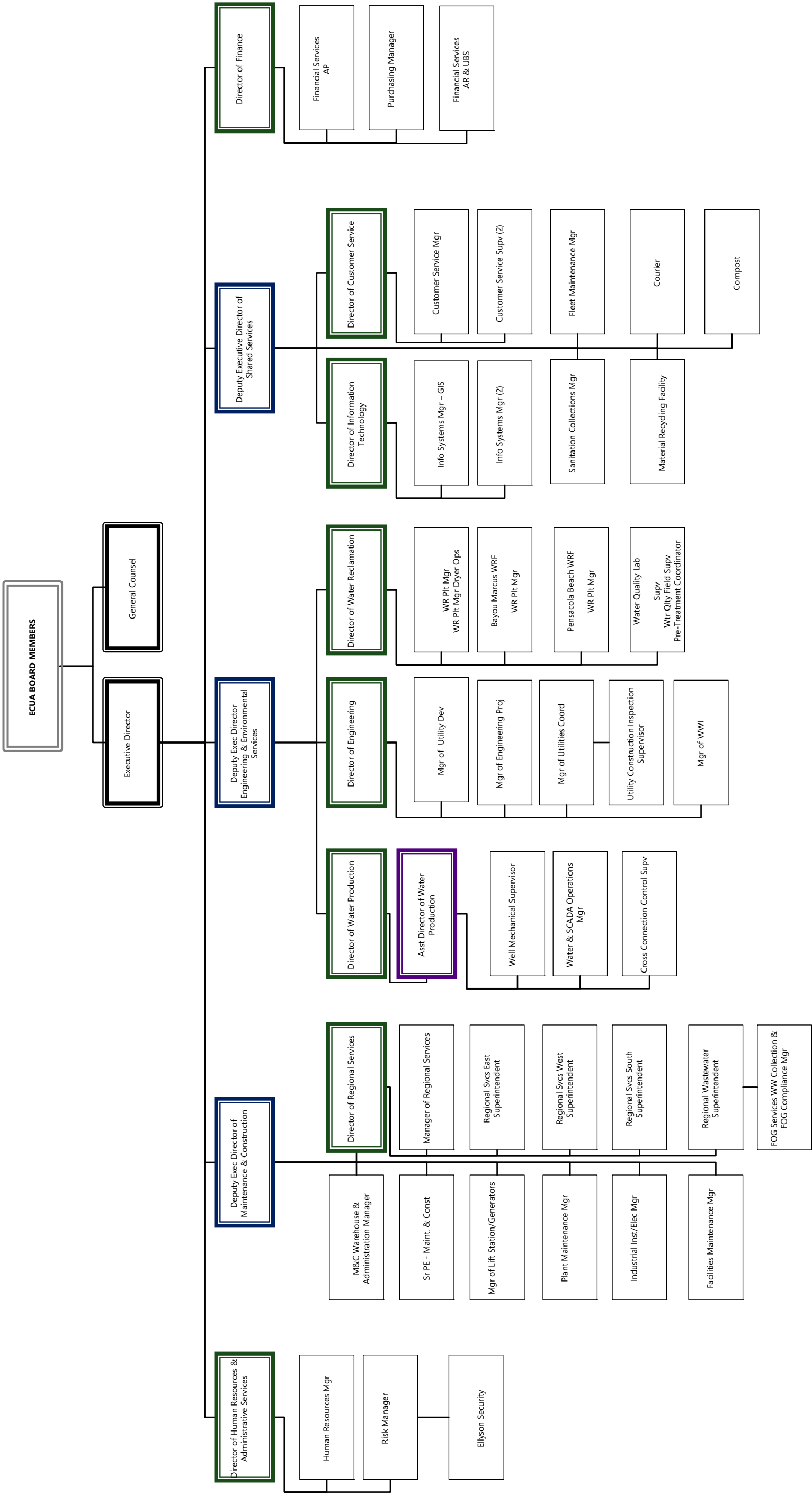
**2022 TARGETED GOALS:**

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 the public regarding services.
4. Analyze the quarterly metrics for each ECUA department and implement management changes to provide efficient utility operations.

5. Use information driven from the 2022 ECUA Customer Service Survey to promote ECUA's good work and implement policies or operational changes to address opportunities for further improvement.
6. Assess recommendations from the 2018 management audit with respect to ECUA policies, and implement recommendations as appropriate.
7. Conform with the Florida Department of Environmental Protection (FDEP) Consent Order for Inflow & Infiltration (I&I) reduction.
8. Manage the Material Recycling Facility (MRF) with the goal of it becoming a self supportive enterprise operation.



# EMERALD COAST UTILITIES AUTHORITY BOARD – EXECUTIVE DIRECTOR - DEPARTMENTS



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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$277,581	\$239,637	\$247,541
21 FICA MATCHING	19,584	14,784	15,527
22 RETIREMENT	7,996	24,330	25,638
23 INSURANCE	25,877	23,883	23,409
31 PROFESSIONAL SERVICES	453,285	545,000	660,000
34 OTHER CONTRACTUAL SVC			
40 TRAVEL	2,490	4,000	4,500
44 RENTALS & LEASES	2,335	3,000	3,500
46 REPAIRS & MAINTENANCE	154	500	500
48 PROMOTIONAL	40,000	40,000	40,000
49 OTHER CURRENT CHARGES	5,590	2,000	2,000
55 PROFESSIONAL DEVELOPMENT	827	1,000	2,000
42 TRANSPORTATION (POSTAGE)	-	200	200
51 OFFICE SUPPLIES	3,133	2,500	3,500
52 OPERATING SUPPLIES	837	1,500	2,000
54 SUBSCR/MEMBERSHIPS	14,250	17,500	14,200
TOTAL	<u>\$ 853,940</u>	<u>\$ 919,834</u>	<u>1,044,515</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 331,038	\$ 302,634	\$ 312,115
SUPPORT SERVICES	504,681	595,500	712,500
MATERIALS & SUPPLIES	18,220	21,700	19,900
TOTAL	<u>\$ 853,940</u>	<u>\$ 919,834</u>	<u>\$ 1,044,515</u>

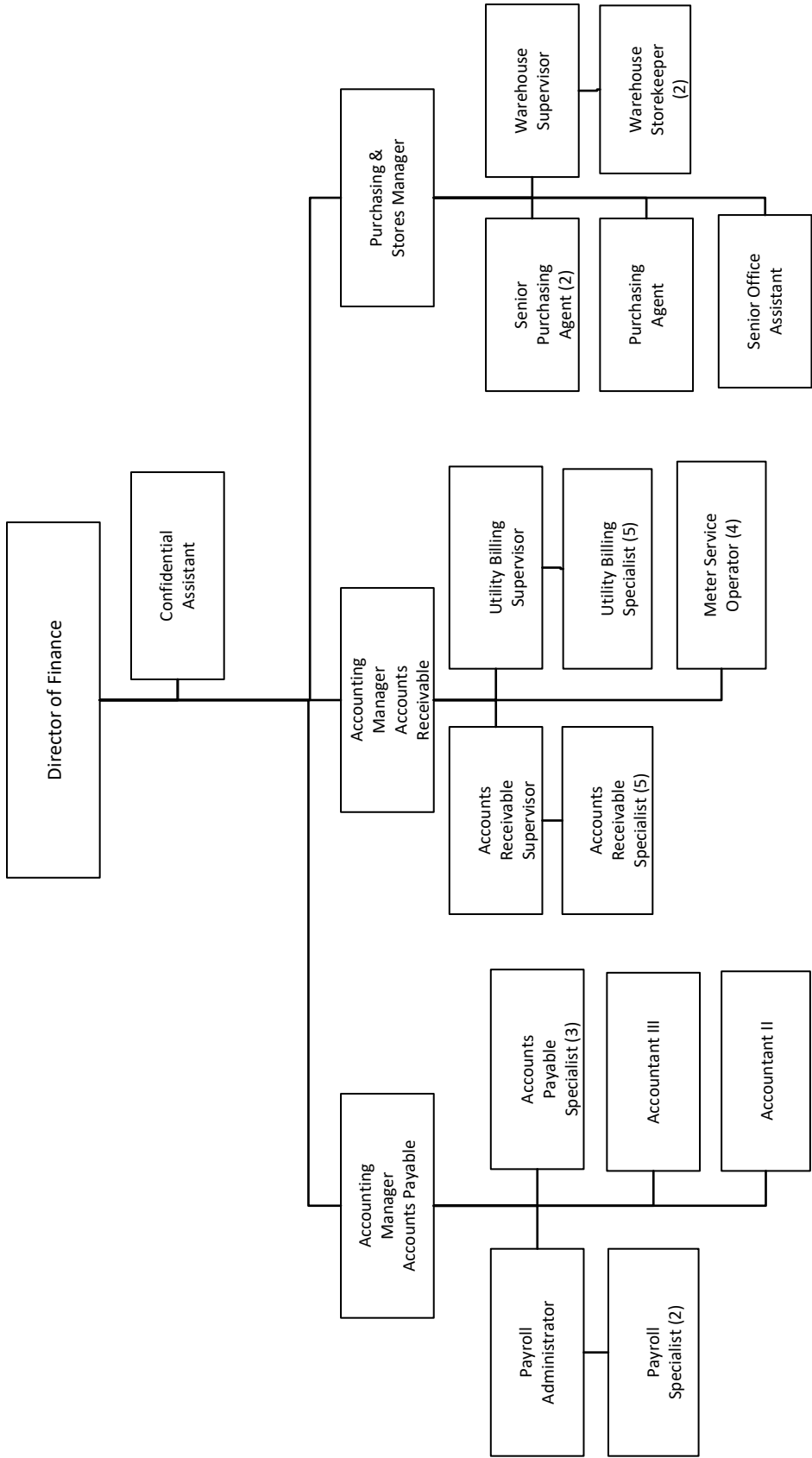


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# EMERALD COAST UTILITIES AUTHORITY

## FINANCE



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
FINANCE DEPARTMENT

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 1,694,311	\$ 1,728,096	\$ 1,797,451
13 OTHER SALARIES	3,934	20,000	20,000
14 OVERTIME	52,419	28,000	25,000
21 FICA MATCHING	125,515	127,522	131,180
22 RETIREMENT	221,101	228,517	262,091
23 INSURANCE	414,051	455,166	427,497
31 PROFESSIONAL SERVICES	2,400	12,000	12,000
32 ACCOUNTING/AUDITING	58,750	61,500	65,500
34 OTHER CONTRACTUAL SVC	130,505	172,008	207,000
40 TRAVEL	-	7,741	7,740
41 COMMUNICATIONS	529	1,600	1,584
44 RENTALS & LEASES	2,046	2,150	2,150
46 REPAIRS & MAINTENANCE	34,982	38,350	42,350
49 OTHER CURRENT CHARGES	18,507	8,800	8,450
55 PROFESSIONAL DEVELOPMENT	600	4,540	4,575
42 TRANSPORTATION (POSTAGE)	603,037	613,000	621,100
47 PRINTING & BINDING	5,454	9,000	8,200
51 OFFICE SUPPLIES	20,432	25,400	26,400
52 OPERATING SUPPLIES	18,038	23,100	24,150
54 SUBSCR/MEMBERSHIPS	1,503	2,886	3,184
TOTAL	<u>\$ 3,408,114</u>	<u>\$ 3,569,376</u>	<u>\$ 3,697,602</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,511,331	\$ 2,587,301	\$ 2,663,219
SUPPORT SERVICES	248,319	308,689	351,349
MATERIALS & SUPPLIES	648,464	673,386	683,034
TOTAL	<u>\$ 3,408,114</u>	<u>\$ 3,569,376</u>	<u>\$ 3,697,602</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.

**2023 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 8% for FY 2023. 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 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 308,665	\$ 305,032	\$ 314,121
14 OVERTIME	(106)	-	-
21 FICA MATCHING	22,413	22,412	22,921
22 RETIREMENT	59,192	60,093	66,828
23 INSURANCE	45,423	44,739	44,334
31 PROFESSIONAL SERVICES	2,400	12,000	12,000
32 ACCOUNTING/AUDITING	58,750	61,500	65,500
34 OTHER CONTRACTUAL SVC	2,731	5,000	5,000
40 TRAVEL	-	5,301	6,065
46 REPAIRS & MAINTENANCE	135	350	350
49 OTHER CURRENT CHARGES	785	950	950
55 PROFESSIONAL DEVELOPMENT	600	2,585	2,620
47 PRINTING & BINDING	32	2,000	2,000
51 OFFICE SUPPLIES	8,499	12,000	12,000
52 OPERATING SUPPLIES	3,599	2,000	2,000
54 SUBSCR/MEMBERSHIPS	570	1,360	1,360
TOTAL	<u>\$ 513,688</u>	<u>\$ 537,322</u>	<u>\$ 558,049</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 435,587	\$ 432,276	\$ 448,204
SUPPORT SERVICES	65,401	87,686	92,485
MATERIALS & SUPPLIES	12,700	17,360	17,360
TOTAL	<u>\$ 513,688</u>	<u>\$ 537,322</u>	<u>\$ 558,049</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
FINANCE / GENERAL ACCOUNTING

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 302,320	\$ 340,508	\$ 369,248
13 OTHER SALARIES	3,934	8,003	-
14 OVERTIME	15,356	10,000	10,000
21 FICA MATCHING	22,660	25,265	26,764
22 RETIREMENT	32,464	37,926	45,169
23 INSURANCE	87,616	101,402	81,968
55 PROFESSIONAL DEVELOPMENT	-	245	245
47 PRINTING	5,072	6,500	5,700
54 SUBSCR/MEMBERSHIPS	258	516	774
TOTAL	<u>\$ 469,680</u>	<u>\$ 530,365</u>	<u>\$ 539,868</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 464,350	\$ 523,104	\$ 533,149
SUPPORT SERVICES	-	245	245
MATERIALS & SUPPLIES	5,330	7,016	6,474
TOTAL	<u>\$ 469,680</u>	<u>\$ 530,365</u>	<u>\$ 539,868</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
FINANCE / ACCOUNTS RECEIVABLE

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 669,187	\$ 678,600	\$ 692,973
13 OTHER SALARIES	-	8,003	20,000
14 OVERTIME	22,839	13,000	10,000
21 FICA MATCHING	49,589	50,230	51,046
22 RETIREMENT	83,119	86,249	96,704
23 INSURANCE	180,907	196,208	205,556
34 OTHER CONTRACTUAL SVC	126,398	163,508	198,500
41 COMMUNICATIONS	529	1,600	1,584
44 RENTALS & LEASES	2,046	2,150	2,150
46 REPAIRS & MAINTENANCE	33,521	34,000	38,000
42 TRANSPORTATION (POSTAGE)	603,037	613,000	621,100
51 OFFICE SUPPLIES	7,418	8,400	9,500
52 OPERATING SUPPLIES	13,059	17,600	19,200
TOTAL	<u>\$ 1,791,649</u>	<u>\$ 1,872,548</u>	<u>\$ 1,966,313</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,005,641	\$ 1,032,290	\$ 1,076,279
SUPPORT SERVICES	162,494	201,258	240,234
MATERIALS & SUPPLIES	623,514	639,000	649,800
TOTAL	<u>\$ 1,791,649</u>	<u>\$ 1,872,548</u>	<u>\$ 1,966,313</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 414,139	\$ 403,956	\$ 421,109
13 OTHER SALARIES	-	3,994	-
14 OVERTIME	14,330	5,000	5,000
21 FICA MATCHING	30,853	29,615	30,449
22 RETIREMENT	46,326	44,249	53,390
23 INSURANCE	100,105	112,817	95,639
34 OTHER CONTRACTUAL SVC	1,376	3,500	3,500
40 TRAVEL	-	2,440	1,675
46 REPAIRS & MAINTENANCE	1,326	4,000	4,000
49 OTHER CURRENT CHARGES	17,722	7,850	7,500
55 PROFESSIONAL DEVELOPMENT	-	1,710	1,710
47 PRINTING	350	500	500
51 OFFICE SUPPLIES	4,515	5,000	4,900
52 OPERATING SUPPLIES	1,380	3,500	2,950
54 SUBSCR/MEMBERSHIPS	675	1,010	1,050
TOTAL	<u>\$ 633,097</u>	<u>\$ 629,141</u>	<u>\$ 633,372</u>

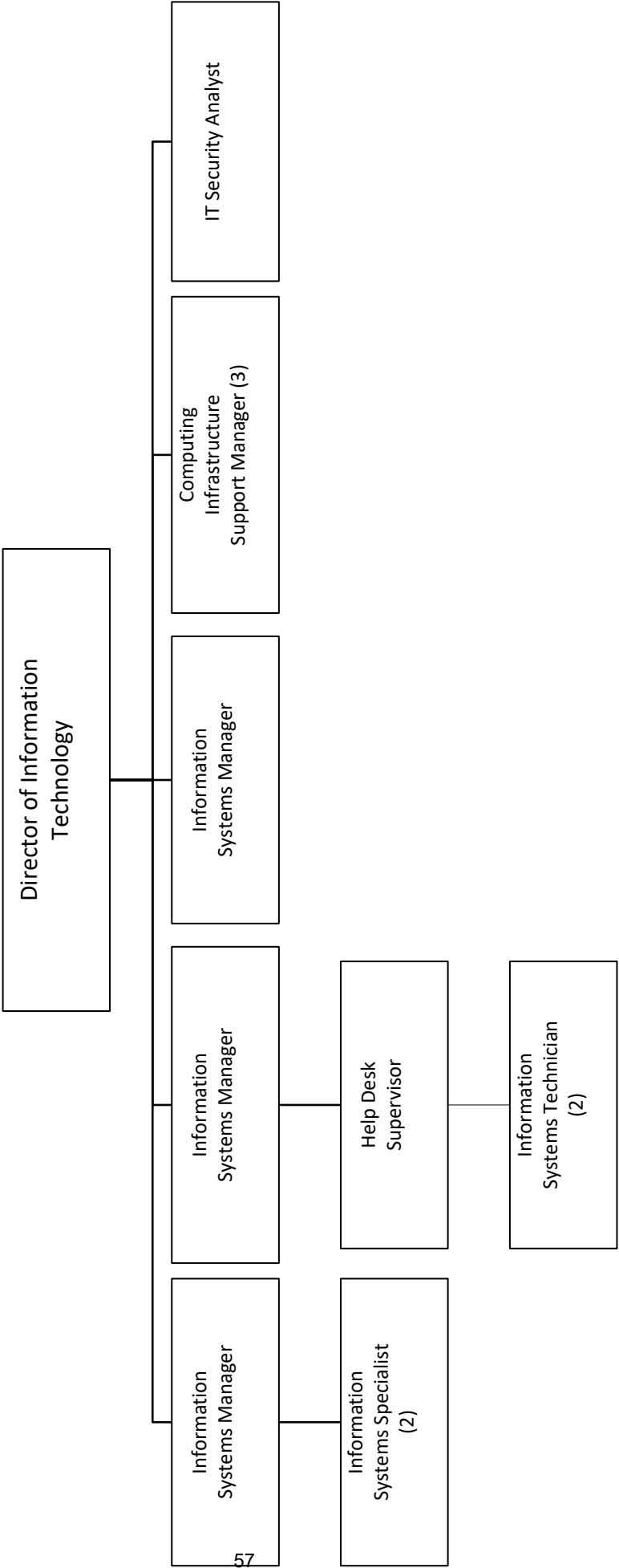
DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 605,753	\$ 599,631	\$ 605,587
SUPPORT SERVICES	20,424	19,500	18,385
MATERIALS & SUPPLIES	6,920	10,010	9,400
TOTAL	<u>\$ 633,097</u>	<u>\$ 629,141</u>	<u>\$ 633,372</u>



# EMERALD COAST UTILITIES AUTHORITY

## INFORMATION TECHNOLOGY



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
INFORMATION TECHNOLOGY DEPARTMENT

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 779,146	\$ 862,826	\$ 859,995
14 OVERTIME	3,001	6,000	6,000
21 FICA MATCHING	57,719	64,208	63,016
22 RETIREMENT	101,531	122,523	127,810
23 INSURANCE	136,161	157,716	161,734
31 PROFESSIONAL SERVICES	-	3,000	7,960
34 OTHER CONTRACTUAL SVC	-	10,000	10,000
40 TRAVEL	-	10,500	10,500
41 COMMUNICATIONS	94,209	135,636	135,636
46 REPAIRS & MAINTENANCE	443,744	538,593	635,387
55 PROFESSIONAL DEVELOPMENT	20,480	19,500	19,500
42 TRANSPORTATION (POSTAGE)	21	150	150
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	5,147	2,600	2,600
52 OPERATING SUPPLIES	83,663	53,850	53,850
54 SUBSCR/MEMBERSHIPS	485	200	200
64 MACHINERY & EQUIPMENT	5,107	-	-
	<u>\$ 1,730,414</u>	<u>\$ 1,987,302</u>	<u>\$ 2,094,338</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,077,558	\$ 1,213,273	\$ 1,218,555
SUPPORT SERVICES	558,433	717,229	818,983
MATERIALS & SUPPLIES	89,316	56,800	56,800
CAPITAL OUTLAY	5,107	-	-
TOTAL	<u>\$ 1,730,414</u>	<u>\$ 1,987,302</u>	<u>\$ 2,094,338</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 2023 by accomplishing the following:
  - a. Finalize the Implementation of selected ERP solution, Tyler MUNIS
  - b. Update MUNIS system processes, policies, and procedures
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. 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. Update the Imaging system to reduce the time to restore a computer.
4. 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.
5. 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. Enhance and utilize the water and sewer geometric network to assist in modeling real-world situations and behaviors
  - b. Implement the 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
6. Provide customers and staff real-time access to data from associated Government entities within the region by utilizing the 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
7. 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. Replace payment vendor KUBRA with the selected vendor that can provide enhanced online payment services.
8. Increase the Cyber Security at ECUA by doing the following:
  - a. Perform annual Cybersecurity audit by Homeland Security (DHS/CISA)
  - b. Continue cyber awareness training to increase the recognition of safe data and information, and reduce ECUA's average phishing click rate by 0.05% annually, remaining below Industry average, which is 8.66%.
  - c. Engage with Cyber Security consultant to perform a Cyber Table Top exercise, review the Cyber Recovery Plan, and discuss possible Cyber improvements.
  - d. Reduce percentage of unpatched computers by 0.05% annually and remain above 95% patched, which exceeds the industry standard of 85%.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
INFORMATION TECHNOLOGY / ADMINISTRATION

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 779,146	\$ 862,826	\$ 859,995
14 OVERTIME	3,001	6,000	6,000
21 FICA MATCHING	57,719	64,208	63,016
22 RETIREMENT	101,531	122,523	127,810
23 INSURANCE	136,161	157,716	161,734
31 PROFESSIONAL SERVICES	-	3,000	7,960
34 OTHER CONTRACTUAL SVC	-	10,000	10,000
40 TRAVEL	-	10,500	10,500
41 COMMUNICATIONS	94,209	135,636	135,636
46 REPAIRS & MAINTENANCE	443,744	538,593	635,387
55 PROFESSIONAL DEVELOPMENT	20,480	19,500	19,500
42 TRANSPORTATION (POSTAGE)	21	150	150
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	5,147	2,600	2,600
52 OPERATING SUPPLIES	83,663	53,850	53,850
54 SUBSCR/MEMBERSHIPS	485	200	200
64 MACHINERY & EQUIPMENT	5,107	-	-
TOTAL	<u>\$ 1,730,414</u>	<u>\$ 1,987,302</u>	<u>\$ 2,094,338</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

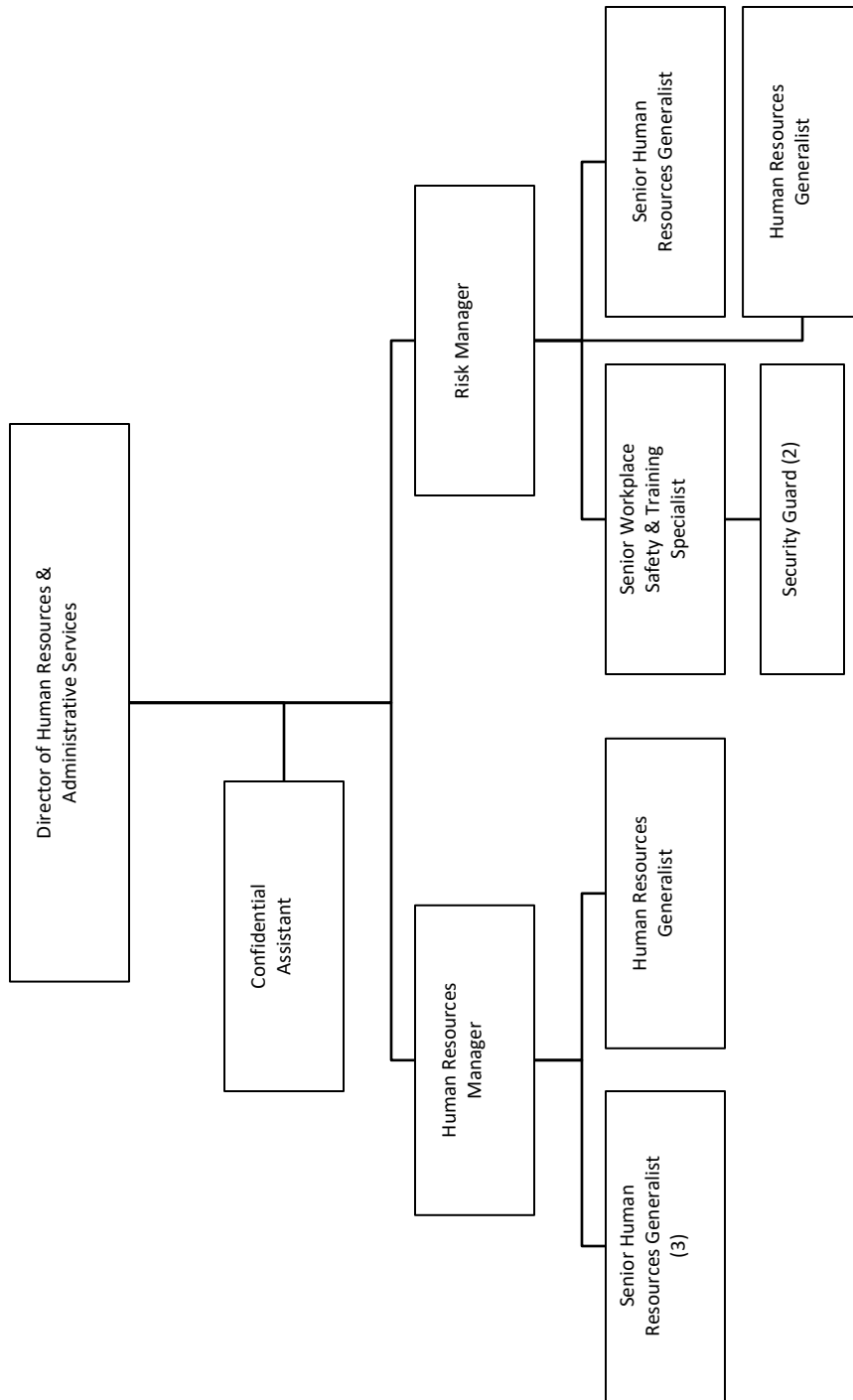
PERSONAL SERVICES	\$ 1,077,558	\$ 1,213,273	\$ 1,218,555
SUPPORT SERVICES	558,433	717,229	818,983
MATERIALS & SUPPLIES	89,316	56,800	56,800
CAPITAL OUTLAY	5,107	-	-
TOTAL	<u>\$ 1,730,414</u>	<u>\$ 1,987,302</u>	<u>\$ 2,094,338</u>



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# EMERALD COAST UTILITIES AUTHORITY HUMAN RESOURCES & ADMINISTRATIVE SERVICES



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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 735,278	\$ 776,776	\$ 805,272
14 OVERTIME	3,361	2,850	2,850
21 FICA MATCHING	53,202	57,448	58,247
22 RETIREMENT	97,117	102,008	123,800
23 INSURANCE	224,624	243,502	270,539
24 WORKERS COMPENSATION	360,130	287,500	287,500
25 UNEMPLOYMENT COMP	42,702	40,000	40,000
31 PROFESSIONAL SERVICES	63,303	115,500	115,500
34 OTHER CONTRACTUAL SVC	4,919	89,000	13,000
40 TRAVEL	1,044	11,870	11,870
44 RENTALS & LEASES	10,139	10,000	10,000
45 INSURANCE	1,573,448	1,930,000	2,130,000
46 REPAIRS & MAINTENANCE	28,570	33,500	33,500
48 PROMOTIONAL	40,253	90,000	96,400
49 OTHER CURRENT CHARGES	110	6,150	6,150
55 PROFESSIONAL DEVELOPMENT	53,942	69,120	169,120
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	63	-	-
51 OFFICE SUPPLIES	6,016	7,300	8,050
52 OPERATING SUPPLIES	33,864	41,400	46,150
54 SUBSCR/MEMBERSHIPS	42,161	43,400	55,944
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	<u>\$ 3,374,557</u>	<u>\$ 3,971,324</u>	<u>\$ 4,297,893</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,516,725	\$ 1,524,084	\$ 1,602,209
SUPPORT SERVICES	1,775,728	2,355,140	2,585,540
MATERIALS & SUPPLIES	82,104	92,100	110,144
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 3,374,557</u>	<u>\$ 3,971,324</u>	<u>\$ 4,297,893</u>

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

Human Resources and Administrative Services

**ACTIVITY DESCRIPTION:**

The Human Resources Department is comprised of three divisions: Administration, Risk Management, Human Resources. The 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.

**GOAL:**

To build and maintain a culture of trust, respect and engagement that makes ECUA a great place to work.

**OBJECTIVES:**

1. To maximize the performance, safety, wellbeing, and efficiency of our workforce by fostering a work environment that promotes employee engagement and motivates employees to achieve success both personally and for the organization;
2. 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;
3. To develop and maintain effective cross-departmental relationships that foster respect, collaboration, and shared responsibility for organizational success;
4. To establish and maintain an effective well-rounded compensation philosophy to attract, retain, and motivate employees;
5. To expand educational and development opportunities as they relate to maintaining fair and equitable practices and procedures in day-to-day operations; and
6. To use human resources's sphere of influence and involvement to bring about positive change and contribute to an overall healthy and productive workplace culture.

**2023 TARGETED ACCOMPLISHMENTS:**

1. During Q4 FY2023, survey employees to measure employee engagement and satisfaction.
2. Beginning Q1 FY2023, report categorized feedback from exit interviews with employees on HR's quarterly metrics, in addition to routinely providing the exit interview feedback to department heads.

3. Increase formal employee recognition by 20% to 25% annually to positively affect workplace culture.
4. Increase employee participation in the annual biometric screening event by 3% to 5%.
5. Increase Health and Wellbeing, Financial and Retirement Planning, and Know Your Benefits educational workshops held virtually and onsite at ECUA locations by 4% to 5%.
6. Beginning Q1 FY2023, provide annual training for all employees on the topics of Respect in the Workplace, Implicit Bias, Effective Communication, and Emotional Intelligence in support of ECUA's Core Values.
7. Beginning Q1 FY2023, provide New Supervisor Training to all newly promoted supervisors for completion within 60 days of promotion.
8. Provide Supervisor Refresher Training to all supervisory staff and lead workers by the end of Q2 FY2023 to realign practices and support a positive workplace culture.
9. Continue identifying root cause factors related to workplace incidents, injuries, and accidents, and effectively address those findings to mitigate future loss exposures.
10. In support of establishing a viable Return-to-Work Program, work with departmental staff to identify up to two modified-duty jobs for injured workers by the end of Q1 FY2023.



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
HR/ADMINISTRATIVE SERVICES

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 149,143	\$ 153,088	\$ 158,829
13 OTHER SALARIES	311	14,000	14,001
14 OVERTIME	1,462	1,000	1,000
21 FICA MATCHING	10,976	12,313	12,530
22 RETIREMENT	34,647	29,574	42,202
23 INSURANCE	25,259	25,733	35,102
25 UNEMPLOYMENT COMP	42,702	40,000	40,000
31 PROFESSIONAL SERVICES	34,177	42,000	42,000
34 OTHER CONTRACTUAL SVC	4,028	9,000	9,000
40 TRAVEL	-	1,850	1,850
44 RENTALS & LEASES	10,139	10,000	10,000
46 REPAIRS & MAINTENANCE	90	-	-
55 PROFESSIONAL DEVELOPMENT	1,796	1,920	1,920
42 TRANSPORTATION (POSTAGE)	-	-	-
51 OFFICE SUPPLIES	1,828	2,500	2,500
52 OPERATING SUPPLIES	5,026	6,750	6,750
54 SUBSCR/MEMBERSHIPS	2,312	3,000	3,000
TOTAL	<u>\$ 323,896</u>	<u>\$ 352,728</u>	<u>\$ 380,684</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 264,500	\$ 275,708	\$ 303,664
SUPPORT SERVICES	50,230	64,770	64,770
MATERIALS & SUPPLIES	9,166	12,250	12,250
TOTAL	<u>\$ 323,896</u>	<u>\$ 352,728</u>	<u>\$ 380,684</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
HR / RISK MANAGEMENT

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 237,307	\$ 267,530	\$ 278,345
14 OVERTIME	1,899	1,850	1,850
21 FICA MATCHING	17,237	19,624	19,513
22 RETIREMENT	24,479	29,146	33,372
23 INSURANCE	46,702	45,829	65,939
24 WORKERS COMPENSATION	360,130	287,500	287,500
31 PROFESSIONAL SERVICES	3,790	5,000	5,000
34 OTHER CONTRACTUAL SVC	891	80,000	4,000
40 TRAVEL	-	1,000	1,000
45 INSURANCE	1,573,448	1,930,000	2,130,000
46 REPAIRS & MAINTENANCE	48	3,500	3,500
49 OTHER CURRENT CHARGES	110	150	150
55 PROFESSIONAL DEVELOPMENT	1,113	2,300	102,300
51 OFFICE SUPPLIES	880	1,000	1,750
52 OPERATING SUPPLIES	25,090	30,150	34,900
54 SUBSCR/MEMBERSHIPS	180	2,400	2,400
TOTAL	<u>\$ 2,293,304</u>	<u>\$ 2,706,979</u>	<u>\$ 2,971,519</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 687,754	\$ 651,479	\$ 686,519
SUPPORT SERVICES	1,579,400	2,021,950	2,245,950
MATERIALS & SUPPLIES	26,150	33,550	39,050
TOTAL	<u>\$ 2,293,304</u>	<u>\$ 2,706,979</u>	<u>\$ 2,971,519</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
HR/HUMAN RESOURCES

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 348,828	\$ 356,158	\$ 368,098
21 FICA MATCHING	24,989	25,511	26,204
22 RETIREMENT	37,991	43,288	48,226
23 INSURANCE	152,663	171,940	169,498
31 PROFESSIONAL SERVICES	25,336	68,500	68,500
40 TRAVEL	1,044	9,020	9,020
46 REPAIRS & MAINTENANCE	28,432	30,000	30,000
48 PROMOTIONAL	40,253	90,000	96,400
49 OTHER CURRENT CHARGES	-	6,000	6,000
55 PROFESSIONAL DEVELOPMENT	51,033	64,900	64,900
47 PRINTING	63	-	-
51 OFFICE SUPPLIES	3,308	3,800	3,800
52 OPERATING SUPPLIES	3,748	4,500	4,500
54 SUBSCR/MEMBERSHIPS	39,669	38,000	50,544
TOTAL	<u>\$ 757,357</u>	<u>\$ 911,617</u>	<u>\$ 945,690</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

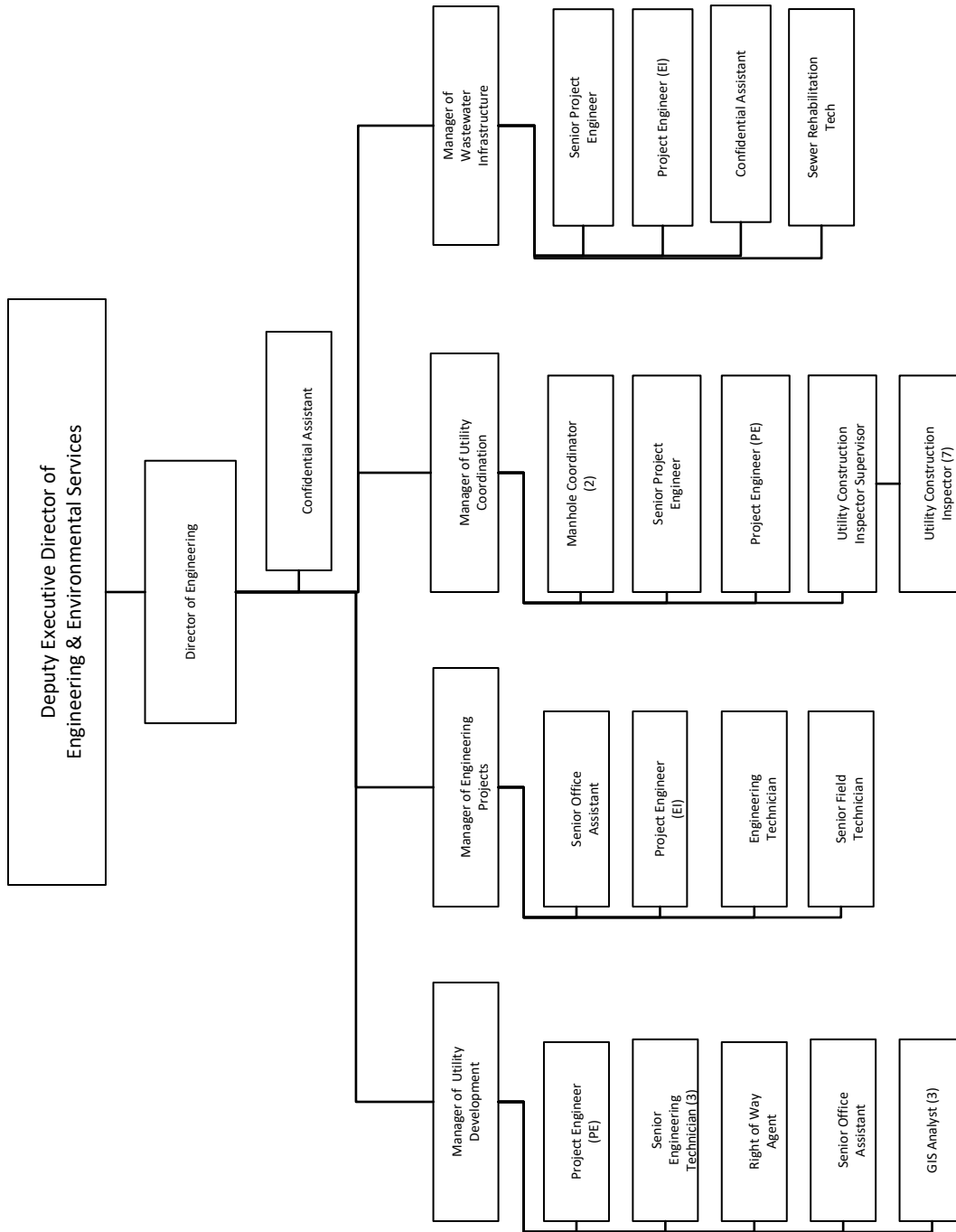
PERSONAL SERVICES	\$ 564,471	\$ 596,897	\$ 612,026
SUPPORT SERVICES	146,098	268,420	274,820
MATERIALS & SUPPLIES	46,788	46,300	58,844
TOTAL	<u>\$ 757,357</u>	<u>\$ 911,617</u>	<u>\$ 945,690</u>



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# EMERALD COAST UTILITIES AUTHORITY ENGINEERING



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
ENGINEERING DEPARTMENT

ELEMENT	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 2,255,495	\$ 2,386,660	\$ 2,384,408
13 OTHER SALARIES	3,426	17,402	17,400
14 OVERTIME	39,576	62,650	62,650
21 FICA MATCHING	164,187	175,893	173,796
22 RETIREMENT	298,980	331,488	354,730
23 INSURANCE	506,727	550,377	546,761
31 PROFESSIONAL SERVICES	13,105	45,000	45,000
34 OTHER CONTRACTUAL SVC	1,650	37,000	37,000
40 TRAVEL	699	17,900	17,900
41 COMMUNICATIONS	3,145	9,800	9,800
44 RENTALS & LEASES	11,558	15,000	15,000
46 REPAIRS & MAINTENANCE	43,127	51,000	51,000
49 OTHER CURRENT CHARGES	2,860	15,000	15,000
55 PROFESSIONAL DEVELOPMENT	10,583	22,600	22,600
42 TRANSPORTATION (POSTAGE)	-	500	500
47 PRINTING	221	400	400
51 OFFICE SUPPLIES	7,638	10,300	10,300
52 OPERATING SUPPLIES	39,982	63,500	63,500
54 SUBSCR/MEMBERSHIPS	4,213	7,000	7,000
TOTAL	<u>\$ 3,415,154</u>	<u>\$ 3,819,470</u>	<u>\$ 3,834,745</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 3,268,391	\$ 3,524,470	\$ 3,539,745
SUPPORT SERVICES	86,727	213,300	213,300
MATERIALS & SUPPLIES	52,054	81,700	81,700
TOTAL	<u>\$ 3,415,154</u>	<u>\$ 3,819,470</u>	<u>\$ 3,834,745</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.

**FY 2022 TARGETED ACCOMPLISHMENTS AND PROGRESS:**

1. **Improve the System Extension permit review process by incorporating web-based software.** The Engineering Department staff are working with the software developer to incorporate the permitting workflow. Anticipate the permitting software to be online by the end of the fiscal year.
2. **Evaluate short-term and long-range impacts of environmental regulatory standards and develop plans for water or sewer system upgrades.** One main regulatory compliance concern is the Lead and Copper Rule. The staff are in the process of hiring a consultant to assist with the compliance efforts. In addition, FDEP requires that a Wastewater Needs Analysis be completed and is due to the County in June of this fiscal year.
3. **Continue with the sewer rehabilitation projects associated with sanitary sewer overflow reduction to comply with the FDEP Consent Order.** We are meeting the target goals as provided in the FDEP Corrective Action Plan.
4. **Coordinate with the City and County to implement a private side sewer service lateral inspection program.** The City is well on the way to developing a private side lateral program and there is a possibility that the program will be implemented by the end of the year.

5. **Continue to update water and sewer system hydraulic models to assist with master planning and review of new developments.** ECUA staff are working with a consultant to develop a sewer master plan. This work is expected to be complete within FY 22.
6. **Better leverage the benefits of our Geographical Information System (GIS) to improve information availability and analysis.** In coordination with IT and the GIS Program Manager, an internal dashboard has been developed to help with identifying areas with increasing development. The ECUA staff have also used GIS to plot water main breaks, force main breaks, and sanitary sewer overflows to better prioritize CIP projects and maintenance efforts.
7. **Perform more in-house design utilizing Engineering Department staff.** Designed the following projects using in-house staff (Maple Leaf Water Main Upgrades, 46<sup>th</sup> Avenue Water Main Replacement, Doris, Figland, Powell Water Main Replacement, Sanders Beach Area Water Main Replacement, Intendencia/ Romana Water Main Replacement, Zarragossa Street Water Quality, DeSoto Street Sewer Expansion, River Gardens Sewer Expansion, Miramar Sewer Expansion, Carpenter Creek Sewer Rehabilitation, Guillemard Street Emergency Sewer Main Replacement)

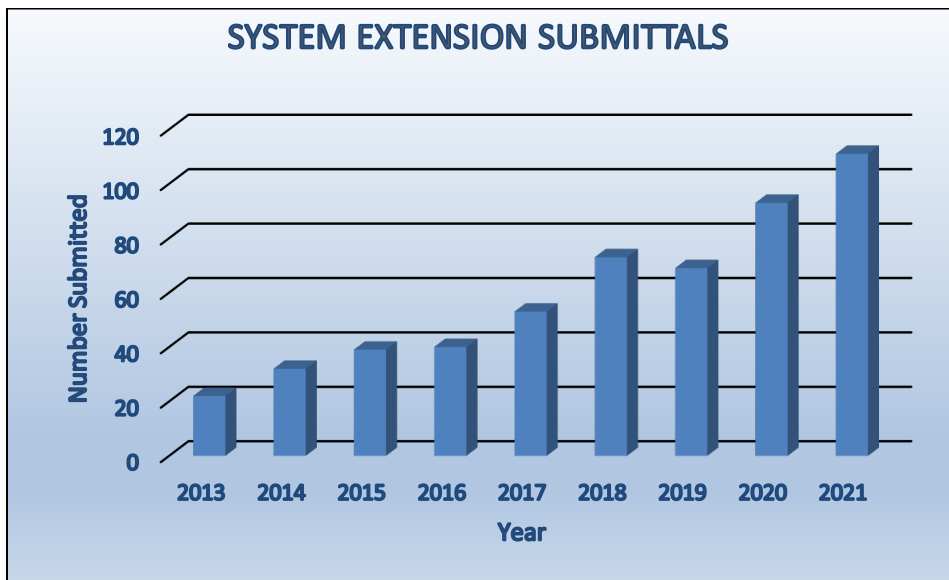
### **FY 2023 TARGETED ACCOMPLISHMENTS**

1. With the web-based permitting program implemented in FY 22, FY23 focus will be to make any as-needed adjustments to improve the permit review process.
2. Continue to evaluate short-term and long-range impacts of environmental regulatory standards and develop plans for water or sewer system upgrades. Compliance with the Lead and Copper Rule will likely be the main focus in FY23. Growing concern about sea level rise may bring about additional regulations.
3. Continue coordination with City and County for the private side sewer service lateral program. Hopefully have City program in operation prior to November (new mayor)
4. Continue to update water and sewer system hydraulic models to assist with master planning and review of new developments. Ongoing development in Beulah area and Woodlands Park Area (north of Quintette Road) require more frequent/interim updates to sewer hydraulic models
5. Find more ways to utilize GIS to make better decisions with system improvements and extract data from CCTV inspections.
6. Perform more in-house design utilizing Engineering Department staff. (Sewer Expansion Grant Project – Brownsville Connect to Existing, Sewer Expansion Grant Project – Brownsville Connect to Lee Street, Carpenter's Creek Sewer Rehab Phase 4 and 5 others, Osceola Water Main Replacement, water quality improvement connections, antiquated water main replacement, Corrine Jones Park Water Main Replacement)
7. One of ECUA's main duties is the review of water and sewer system extensions for new development. As shown in Table 1 and Figure 1 below, there has been a 19% increase in the number of system extension submittals between calendar years 2020 and 2021. For the first three months of 2022, there were 29 system extensions submitted, which is higher than any 4-months since 2013



**Table 1 - System Extensions Submitted Per Year:**

<b>Year</b>	<b>Number of System Extensions Submitted</b>	<b>Percent Decrease/Increase From Prior Year</b>
2013	22	
2014	32	45%
2015	39	22%
2016	40	3%
2017	53	33%
2018	73	38%
2019	69	-5%
2020	93	35%
2021	111	19%

**Figure 1 – Graphical Representation of Annual System Extension Submittals**

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
ENGINEERING ADMIN

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 1,838,460	\$ 1,952,731	\$ 1,953,182
13 OTHER SALARIES	3,426	17,402	17,400
14 OVERTIME	10,380	12,650	12,650
21 FICA MATCHING	131,586	140,555	139,480
22 RETIREMENT	244,066	269,582	293,046
23 INSURANCE	417,732	450,589	434,664
31 PROFESSIONAL SERVICES	13,105	45,000	45,000
34 OTHER CONTRACTUAL SVC	1,650	37,000	37,000
40 TRAVEL	288	14,400	14,400
41 COMMUNICATIONS	557	7,400	7,400
44 RENTALS & LEASES	11,558	15,000	15,000
46 REPAIRS & MAINTENANCE	39,475	45,000	45,000
49 OTHER CURRENT CHARGES	2,860	15,000	15,000
55 PROFESSIONAL DEVELOPMENT	4,288	16,300	16,300
42 TRANSPORTATION (POSTAGE)	-	500	500
47 PRINTING	221	400	400
51 OFFICE SUPPLIES	7,569	10,000	10,000
52 OPERATING SUPPLIES	24,578	40,000	40,000
54 SUBSCR/MEMBERSHIPS	4,213	7,000	7,000
64 MACHINERY & EQUIPMENT	7,982	-	-
TOTAL	<u>\$ 2,763,994</u>	<u>\$ 3,096,509</u>	<u>\$ 3,103,422</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,645,650	\$ 2,843,509	\$ 2,850,422
SUPPORT SERVICES	73,781	195,100	195,100
MATERIALS & SUPPLIES	36,581	57,900	57,900
CAPITAL OUTLAY	7,982	-	-
TOTAL	<u>\$ 2,763,994</u>	<u>\$ 3,096,509</u>	<u>\$ 3,103,422</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 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 417,035	\$ 433,929	\$ 431,226
14 OVERTIME	29,196	50,000	50,000
21 FICA MATCHING	32,601	35,338	34,316
22 RETIREMENT	54,914	61,906	61,684
23 INSURANCE	88,995	99,788	112,097
40 TRAVEL	411	3,500	3,500
41 COMMUNICATIONS	2,588	2,400	2,400
46 REPAIRS & MAINTENANCE	3,652	6,000	6,000
55 PROFESSIONAL DEVELOPMENT	6,295	6,300	6,300
51 OFFICE SUPPLIES	69	300	300
52 OPERATING SUPPLIES	15,404	23,500	23,500
TOTAL	<u>\$ 651,160</u>	<u>\$ 722,961</u>	<u>\$ 731,323</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

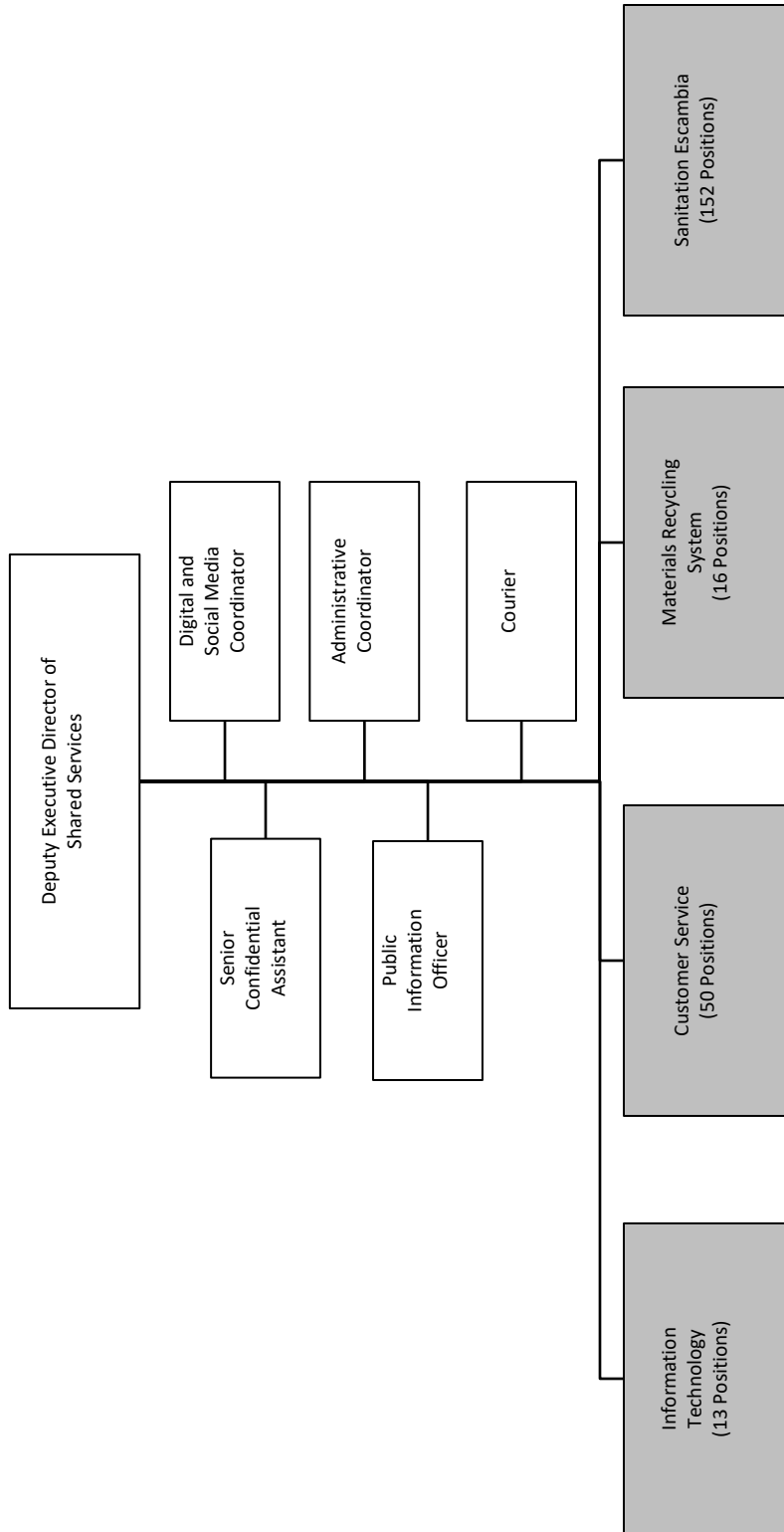
PERSONAL SERVICES	\$ 622,741	\$ 680,961	\$ 689,323
SUPPORT SERVICES	12,946	18,200	18,200
MATERIALS & SUPPLIES	15,473	23,800	23,800
TOTAL	<u>\$ 651,160</u>	<u>\$ 722,961</u>	<u>\$ 731,323</u>



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# EMERALD COAST UTILITIES AUTHORITY SHARED SERVICES



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
SHARED SERVICES DEPARTMENT

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 416,534	\$ 483,433	\$ 462,572
14 OVERTIME	655	-	-
21 FICA MATCHING	28,803	33,899	31,169
22 RETIREMENT	73,029	98,538	95,668
23 INSURANCE	81,745	75,525	106,305
31 PROFESSIONAL SERVICES	3,829	15,000	5,000
34 OTHER CONTRACTUAL SVC	2,587	3,500	3,500
40 TRAVEL	-	1,200	1,200
41 COMMUNICATIONS	55,119	48,440	56,440
43 UTILITIES	-	-	-
44 RENTALS & LEASES	2,856	2,900	2,900
46 REPAIRS & MAINTENANCE	3,929	2,000	2,000
48 PROMOTIONAL	288,214	270,000	270,000
49 OTHER CURRENT CHARGES	-	-	-
55 PROFESSIONAL DEVELOPMENT	199	700	700
42 TRANSPORTATION (POSTAGE)	-	5,000	5,000
47 PRINTING	49,406	40,100	50,100
51 OFFICE SUPPLIES	1,894	1,800	1,800
52 OPERATING SUPPLIES	9,232	6,050	12,050
54 SUBSCR/MEMBERSHIPS	1,139	1,100	1,100
TOTAL	<u>\$ 1,019,170</u>	<u>\$ 1,089,185</u>	<u>\$ 1,107,504</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 600,766	\$ 691,395	\$ 695,714
SUPPORT SERVICES	356,733	343,740	341,740
MATERIALS & SUPPLIES	61,671	54,050	70,050
TOTAL	<u>\$ 1,019,170</u>	<u>\$ 1,089,185</u>	<u>\$ 1,107,504</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.

**2023 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 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 331,640	\$ 401,252	\$ 379,164
14 OVERTIME	265	-	
21 FICA MATCHING	22,749	28,095	25,324
22 RETIREMENT	64,114	89,646	80,154
23 INSURANCE	66,314	60,419	91,516
34 OTHER CONTRACTUAL SVC	2,587	3,500	3,500
40 TRAVEL	-	450	450
41 COMMUNICATIONS	54,726	47,000	55,000
44 RENTALS & LEASES	2,856	2,900	2,900
46 REPAIRS & MAINTENANCE	3,877	2,000	2,000
55 PROFESSIONAL DEVELOPMENT	-	200	200
47 PRINTING	-	100	100
51 OFFICE SUPPLIES	1,215	1,000	1,000
52 OPERATING SUPPLIES	8,291	4,200	10,200
54 SUBSCR/MEMBERSHIPS	45	100	100
TOTAL	<u>\$ 558,679</u>	<u>\$ 640,862</u>	<u>\$ 651,608</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 485,082	\$ 579,412	\$ 576,158
SUPPORT SERVICES	64,046	56,050	64,050
MATERIALS & SUPPLIES	9,551	5,400	11,400
TOTAL	<u>\$ 558,679</u>	<u>\$ 640,862</u>	<u>\$ 651,608</u>



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

	ACTUAL 2021	APPROVED 2022	APPROVED * 2023
12 REGULAR SALARIES	\$ 2,755	\$ -	\$ -
14 OVERTIME	390	-	-
21 FICA MATCHING	228	-	-
22 RETIREMENT	414	-	-
23 INSURANCE	845	-	-
34 OTHER CONTRACTUAL SVC		-	-
40 TRAVEL		-	-
43 UTILITIES		-	-
44 RENTALS & LEASES		-	-
46 REPAIRS & MAINTENANCE		-	-
49 OTHER CURRENT CHARGES		-	-
55 PROFESSIONAL DEVELOPMENT		-	-
51 OFFICE SUPPLIES		-	-
52 OPERATING SUPPLIES		-	-
TOTAL	<u>\$ 4,632</u>	<u>\$ -</u>	<u>\$ -</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 4,632	\$ -	\$ -
SUPPORT SERVICES	-	-	-
MATERIALS & SUPPLIES	-	-	-
TOTAL	<u>\$ 4,632</u>	<u>\$ -</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 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 82,139	\$ 82,181	\$ 83,408
21 FICA MATCHING	5,826	5,804	5,845
22 RETIREMENT	8,501	8,892	15,514
23 INSURANCE	14,586	15,106	14,789
31 PROFESSIONAL SERVICES	3,829	15,000	5,000
40 TRAVEL	-	750	750
41 COMMUNICATIONS	393	1,440	1,440
46 REPAIRS & MAINTENANCE	52	-	-
48 PROMOTIONAL	288,214	270,000	270,000
55 PROFESSIONAL DEVELOPMENT	199	500	500
42 TRANSPORTATION (POSTAGE)	-	5,000	5,000
47 PRINTING	49,406	40,000	50,000
51 OFFICE SUPPLIES	679	800	800
52 OPERATING SUPPLIES	941	1,850	1,850
54 SUBSCR/MEMBERSHIPS	1,094	1,000	1,000
TOTAL	<u>\$ 455,859</u>	<u>\$ 448,323</u>	<u>\$ 455,896</u>

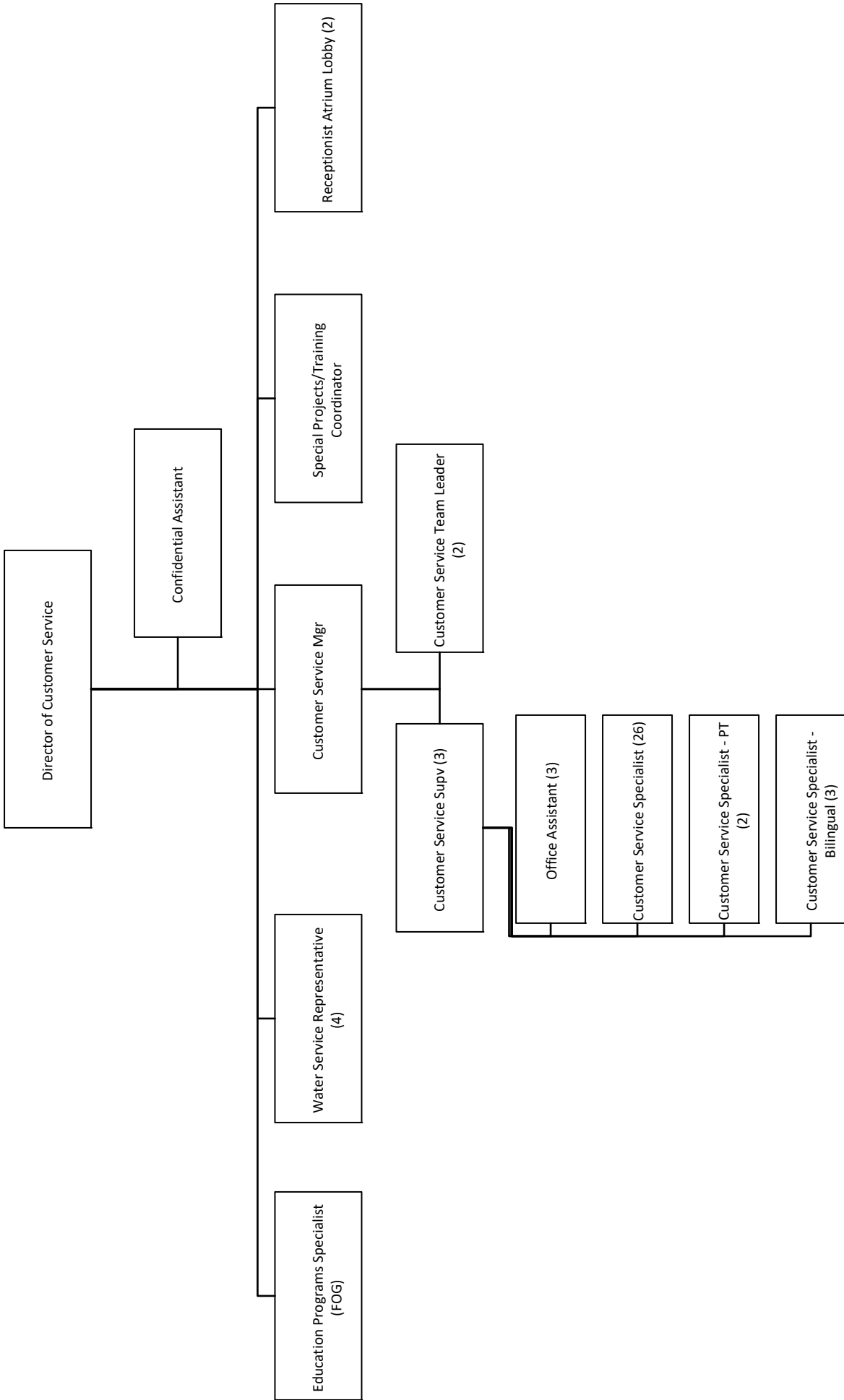
DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 111,052	\$ 111,983	\$ 119,556
SUPPORT SERVICES	292,488	287,690	277,690
MATERIALS & SUPPLIES	52,120	48,650	58,650
TOTAL	<u>\$ 455,660</u>	<u>\$ 448,323</u>	<u>\$ 455,896</u>



# EMERALD COAST UTILITIES AUTHORITY

## CUSTOMER SERVICE



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
CUSTOMER SERVICES

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 1,830,581	\$ 2,034,818	\$ 2,099,423
14 OVERTIME	8,677	8,200	8,200
21 FICA MATCHING	134,017	149,374	150,060
22 RETIREMENT	212,083	243,517	276,648
23 INSURANCE	454,194	483,072	492,446
34 OTHER CONTRACTUAL SVC	37,604	41,800	41,800
40 TRAVEL	-	1,800	1,800
41 COMMUNICATIONS	1,966	2,000	2,200
46 REPAIRS & MAINTENANCE	9,172	9,600	10,600
49 OTHER CURRENT CHARGES	828	3,500	3,500
55 PROFESSIONAL DEVELOPMENT	-	3,200	3,700
42 TRANSPORTATION (POSTAGE)	-	100	100
47 PRINTING	870	2,000	2,000
51 OFFICE SUPPLIES	11,228	13,900	13,900
52 OPERATING SUPPLIES	14,733	15,520	17,520
54 SUBSCR/MEMBERSHIPS	132	600	600
 TOTAL	 <u>\$ 2,716,085</u>	 <u>\$ 3,013,001</u>	 <u>\$ 3,124,497</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,639,552	\$ 2,918,981	\$ 3,026,777
SUPPORT SERVICES	49,570	61,900	63,600
MATERIALS & SUPPLIES	26,963	32,120	34,120
TOTAL	<u>\$ 2,716,085</u>	<u>\$ 3,013,001</u>	<u>\$ 3,124,497</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.

**2023 TARGETED ACCOMPLISHMENTS:**

1. The Work from home program continues to produce successful performance outcomes for our employees. Our goal for 2023 is to rotate employees from the office to the remote program as employee's performance factors increase and they demonstrate they can work independently of direct supervision.
2. We're currently reaching our 2022 goals in reducing the number of abandoned calls in comparison to last year's abandon call rate of 1.6%. Our goal for 2023 is to continue answering calls at a high response rate but not diminishing the level of professional quality and friendly service.
3. The incentive program has motivated more employees this year to perform at higher performance levels and receive additional pay for their quality work. Our goal for 2023 Fiscal year is to ensure that all employees are taking advantage of this program by personally improving their performance skills through additional training. We are striving to increase the number of employees that receive the quarterly pay to 60% or more of our customer service staff.
4. Continuous education and training for the Customer Service department is vital. The Customer Service Supervisory Staff has identified and scheduled various training seminars and videos that will assist our employees in their day to day contact with our customers. Some of the topics that will be covered for the 2023 Fiscal Year are Email Writing for the Work Place, How to Communicate with Tact and Professionalism, Managing Emotions Under Pressure, Eliminate Negative Situations.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
CS / ADMINISTRATION

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 311,505	\$ 316,348	\$ 319,320
14 OVERTIME	1,561	1,200	1,200
21 FICA MATCHING	22,001	22,641	22,827
22 RETIREMENT	53,604	56,799	63,337
23 INSURANCE	67,324	62,373	56,436
34 OTHER CONTRACTUAL SVC	37,604	41,800	41,800
40 TRAVEL	-	1,600	1,600
41 COMMUNICATIONS	459	400	600
46 REPAIRS & MAINTENANCE	2,621	3,500	3,500
55 PROFESSIONAL DEVELOPMENT	-	1,200	1,200
47 PRINTING	99	1,000	1,000
51 OFFICE SUPPLIES	2,681	3,500	3,500
52 OPERATING SUPPLIES	1,038	750	750
54 SUBSCR/MEMBERSHIPS	132	100	100
TOTAL	<u>\$ 500,629</u>	<u>\$ 513,211</u>	<u>\$ 517,170</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 455,995	\$ 459,361	\$ 463,120
SUPPORT SERVICES	40,684	48,500	48,700
MATERIALS & SUPPLIES	3,950	5,350	5,350
TOTAL	<u>\$ 500,629</u>	<u>\$ 513,211</u>	<u>\$ 517,170</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 1,315,841	\$ 1,483,993	\$ 1,538,781
14 OVERTIME	6,850	6,000	6,000
21 FICA MATCHING	97,040	109,318	110,160
22 RETIREMENT	137,593	161,239	184,450
23 INSURANCE	336,114	363,873	369,915
40 TRAVEL	-	200	200
46 REPAIRS & MAINTENANCE	-	500	500
49 OTHER CURRENT CHARGES	828	3,000	3,000
55 PROFESSIONAL DEVELOPMENT	-	1,500	2,000
47 PRINTING	569	500	500
51 OFFICE SUPPLIES	7,594	8,900	8,900
52 OPERATING SUPPLIES	4,616	6,470	5,970
54 SUBSCR/MEMBERSHIPS	-	500	500
TOTAL	<u>\$ 1,907,045</u>	<u>\$ 2,145,993</u>	<u>\$ 2,230,876</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,893,438	\$ 2,124,423	\$ 2,209,306
SUPPORT SERVICES	828	5,200	5,700
MATERIALS & SUPPLIES	12,779	16,370	15,870
TOTAL	<u>\$ 1,907,045</u>	<u>\$ 2,145,993</u>	<u>\$ 2,230,876</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 203,235	\$ 234,477	\$ 241,322
14 OVERTIME	266	1,000	1,000
21 FICA MATCHING	14,976	17,415	17,073
22 RETIREMENT	20,886	25,479	28,861
23 INSURANCE	50,756	56,826	66,095
41 COMMUNICATIONS	1,507	1,600	1,600
46 REPAIRS & MAINTENANCE	6,551	5,600	6,600
49 OTHER CURRENT CHARGES	-	500	500
55 PROFESSIONAL DEVELOPMENT	-	500	500
42 TRANSPORTATION (POSTAGE)	-	100	100
47 PRINTING	202	500	500
51 OFFICE SUPPLIES	953	1,500	1,500
52 OPERATING SUPPLIES	9,079	8,300	10,800
TOTAL	<u>\$ 308,411</u>	<u>\$ 353,797</u>	<u>\$ 376,451</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

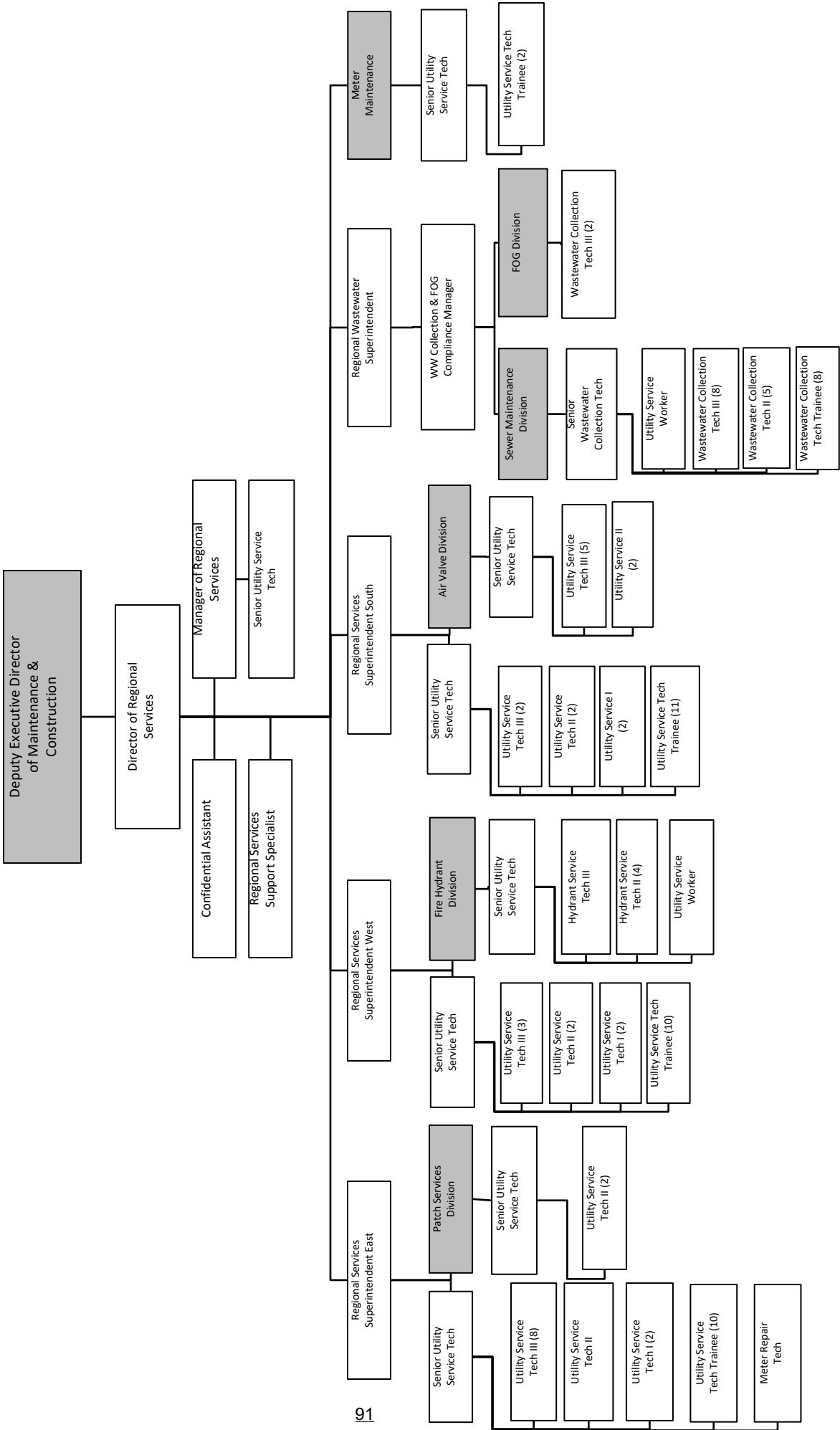
PERSONAL SERVICES	\$ 290,119	\$ 335,197	\$ 354,351
SUPPORT SERVICES	8,058	8,200	9,200
MATERIALS & SUPPLIES	10,234	10,400	12,900
TOTAL	<u>\$ 308,411</u>	<u>\$ 353,797</u>	<u>\$ 376,451</u>





# EMERALD COAST UTILITIES AUTHORITY

## REGIONAL SERVICES



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
REGIONAL SERVICES DEPARTMENT

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 4,731,388	\$ 5,091,905	\$ 5,153,182
14 OVERTIME	731,149	647,500	712,500
21 FICA MATCHING	397,883	413,943	413,773
22 RETIREMENT	598,257	658,305	740,344
23 INSURANCE	1,256,236	1,359,633	1,488,012
34 OTHER CONTRACTUAL SVC	772,675	763,000	828,000
40 TRAVEL	299	6,000	6,000
41 COMMUNICATIONS	21,768	25,000	25,000
44 RENTALS & LEASES	24,148	28,800	33,000
46 REPAIRS & MAINTENANCE	423,749	497,350	502,350
49 OTHER CURRENT CHARGES	59,264	66,340	61,340
55 PROFESSIONAL DEVELOPMENT	17,008	21,000	21,000
42 TRANSPORTATION (POSTAGE)	126	300	400
47 PRINTING	5,842	7,000	9,000
51 OFFICE SUPPLIES	8,862	9,500	9,500
52 OPERATING SUPPLIES	2,468,448	2,640,421	2,758,450
53 ROAD MATERIALS & SUPPLIES	41,720	50,000	50,000
54 SUBSCR/MEMBERSHIPS	294	1,900	1,900
64 MACHINERY & EQUIPMENT	241,356	124,000	185,000
TOTAL	<u>\$ 11,800,472</u>	<u>\$ 12,411,897</u>	<u>\$ 12,998,751</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 7,714,913	\$ 8,171,286	\$ 8,507,811
SUPPORT SERVICES	1,318,911	1,407,490	1,476,690
MATERIALS & SUPPLIES	2,525,292	2,709,121	2,829,250
CAPITAL OUTLAY	241,356	124,000	185,000
TOTAL	<u>\$ 11,800,472</u>	<u>\$ 12,411,897</u>	<u>\$ 12,998,751</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 more than 960 miles of gravity sewer mains, 18,916 manholes, and 82,373 customer connections. The wastewater transmission system consists of approximately 358 miles of force mains, 503 air release valves (ARVs), 86 check valves, and 1,599 control valves for operation of the force mains. The potable water distribution system consists of approximately 1,721 miles of water mains, 20,208 valves, and 7,507 fire hydrants.

The service area is divided into three Regions that are responsible for the maintenance of infrastructure within their defined geographical areas. 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 almost 114,000 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 check valves and 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 main 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 all 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.

**2023 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 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 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 309,741	\$ 329,639	\$ 409,282
14 OVERTIME	-	-	-
21 FICA MATCHING	21,618	23,031	29,507
22 RETIREMENT	52,580	57,316	73,024
23 INSURANCE	76,286	81,479	91,652
34 OTHER CONTRACTUAL SVC	100,244	176,000	176,000
40 TRAVEL	299	5,000	5,000
41 COMMUNICATIONS	21,768	25,000	25,000
44 RENTALS & LEASES	2,670	3,000	3,000
46 REPAIRS & MAINTENANCE	235	3,000	3,000
49 OTHER CURRENT CHARGES	47,269	36,000	36,000
55 PROFESSIONAL DEVELOPMENT	17,008	20,000	20,000
42 TRANSPORTATION (POSTAGE)	126	300	400
47 PRINTING	1,861	2,500	2,500
51 OFFICE SUPPLIES	8,609	7,000	7,000
52 OPERATING SUPPLIES	719,736	31,300	35,300
54 SUBSCR/MEMBERSHIPS	294	900	900
64 MACHINERY & EQUIPMENT	11,641	-	
TOTAL	<u>\$ 1,391,985</u>	<u>\$ 801,465</u>	<u>\$ 917,565</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 460,225	\$ 491,465	\$ 603,465
SUPPORT SERVICES	189,493	268,000	268,000
MATERIALS & SUPPLIES	730,626	42,000	46,100
CAPITAL OUTLAY	11,641	-	-
TOTAL	<u>\$ 1,391,985</u>	<u>\$ 801,465</u>	<u>\$ 917,565</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 800,652	\$ 859,277	\$ 817,987
14 OVERTIME	100,511	96,000	102,000
21 FICA MATCHING	66,655	70,621	64,240
22 RETIREMENT	99,939	109,158	114,731
23 INSURANCE	210,928	222,828	277,977
34 OTHER CONTRACTUAL SVC	35,714	3,000	3,000
44 RENTALS & LEASES	1,353	1,000	1,000
46 REPAIRS & MAINTENANCE	42,863	71,000	71,000
49 OTHER CURRENT CHARGES	-	200	200
52 OPERATING SUPPLIES	442,656	439,000	464,000
64 MACHINERY & EQUIPMENT	68,000	-	70,000
TOTAL	<u>\$ 1,869,271</u>	<u>\$ 1,872,084</u>	<u>\$ 1,986,135</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,278,685	\$ 1,357,884	\$ 1,376,935
SUPPORT SERVICES	79,930	75,200	75,200
MATERIALS & SUPPLIES	442,656	439,000	464,000
CAPITAL OUTLAY	68,000	-	70,000
TOTAL	<u>\$ 1,869,271</u>	<u>\$ 1,872,084</u>	<u>\$ 1,986,135</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 876,493	\$ 1,003,141	\$ 984,465
14 OVERTIME	278,481	231,000	249,500
21 FICA MATCHING	83,543	85,275	84,407
22 RETIREMENT	125,122	140,266	152,994
23 INSURANCE	251,582	258,064	274,465
34 OTHER CONTRACTUAL SVC	112,871	9,000	24,000
44 RENTALS & LEASES	15,115	3,800	5,000
46 REPAIRS & MAINTENANCE	66,577	90,500	90,500
49 OTHER CURRENT CHARGES	1,453	3,040	3,040
52 OPERATING SUPPLIES	552,405	560,000	587,000
64 MACHINERY & EQUIPMENT	-	54,000	115,000
TOTAL	<u>\$ 2,363,642</u>	<u>\$ 2,438,086</u>	<u>\$ 2,570,371</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,615,221	\$ 1,717,746	\$ 1,745,831
SUPPORT SERVICES	196,016	106,340	122,540
MATERIALS & SUPPLIES	552,405	560,000	587,000
CAPITAL OUTLAY	-	54,000	115,000
TOTAL	<u>\$ 2,363,642</u>	<u>\$ 2,438,086</u>	<u>\$ 2,570,371</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 697,711	\$ 724,855	\$ 747,761
14 OVERTIME	138,305	142,000	145,500
21 FICA MATCHING	61,182	63,608	62,688
22 RETIREMENT	84,966	93,795	115,971
23 INSURANCE	179,522	176,050	245,677
34 OTHER CONTRACTUAL SVC	19,283	15,000	15,000
44 RENTALS & LEASES	1,717	2,000	2,000
46 REPAIRS & MAINTENANCE	63,674	65,500	65,500
49 OTHER CURRENT CHARGES	-	300	300
52 OPERATING SUPPLIES	384,347	408,000	441,500
64 MACHINERY & EQUIPMENT	79,716	-	-
TOTAL	<u>\$ 1,710,423</u>	<u>\$ 1,691,108</u>	<u>\$ 1,841,897</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,161,686	\$ 1,200,308	\$ 1,317,597
SUPPORT SERVICES	84,674	82,800	82,800
MATERIALS & SUPPLIES	384,347	408,000	441,500
CAPITAL OUTLAY	79,716	-	-
TOTAL	<u>\$ 1,710,423</u>	<u>\$ 1,691,108</u>	<u>\$ 1,841,897</u>



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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 1,038,662	\$ 1,096,887	\$ 1,078,081
14 OVERTIME	133,742	100,000	122,000
21 FICA MATCHING	85,715	87,143	87,116
22 RETIREMENT	119,150	127,638	135,029
23 INSURANCE	272,358	311,707	286,576
34 OTHER CONTRACTUAL SVC	38,675	45,000	45,000
44 RENTALS & LEASES	-	-	3,000
46 REPAIRS & MAINTENANCE	167,615	165,250	175,250
49 OTHER CURRENT CHARGES	10,542	20,200	15,200
47 PRINTING	281	500	500
52 OPERATING SUPPLIES	130,793	183,000	202,000
TOTAL	<u>\$ 1,997,533</u>	<u>\$ 2,137,325</u>	<u>\$ 2,149,752</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,649,627	\$ 1,723,375	\$ 1,708,802
SUPPORT SERVICES	216,832	230,450	238,450
MATERIALS & SUPPLIES	131,074	183,500	202,500
TOTAL	<u>\$ 1,997,533</u>	<u>\$ 2,137,325</u>	<u>\$ 2,149,752</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 348,840	\$ 343,784	\$ 330,741
14 OVERTIME	15,892	11,000	15,000
21 FICA MATCHING	27,136	26,243	25,312
22 RETIREMENT	37,425	38,387	41,179
23 INSURANCE	67,916	76,794	65,361
44 RENTALS & LEASES	-	1,000	1,000
46 REPAIRS & MAINTENANCE	39,222	20,500	20,500
49 OTHER CURRENT CHARGES	-	500	500
52 OPERATING SUPPLIES	91,987	132,000	141,000
64 MACHINERY & EQUIPMENT	67,106	-	-
TOTAL	<u>\$ 695,524</u>	<u>\$ 650,208</u>	<u>\$ 640,593</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 497,209	\$ 496,208	\$ 477,593
SUPPORT SERVICES	39,222	22,000	22,000
MATERIALS & SUPPLIES	91,987	132,000	141,000
CAPITAL OUTLAY	67,106	-	-
TOTAL	<u>\$ 695,524</u>	<u>\$ 650,208</u>	<u>\$ 640,593</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
RS/ PATCH SERVICES

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 167,608	\$ 176,218	\$ 198,932
14 OVERTIME	42,774	30,000	41,000
21 FICA MATCHING	15,150	14,819	16,994
22 RETIREMENT	21,682	22,314	28,576
23 INSURANCE	51,880	53,900	54,016
34 OTHER CONTRACTUAL SVC	462,088	500,000	550,000
44 RENTALS & LEASES	3,293	10,000	10,000
46 REPAIRS & MAINTENANCE	22,403	35,000	30,000
49 OTHER CURRENT CHARGES	-	5,100	5,100
52 OPERATING SUPPLIES	37,905	60,000	61,500
53 ROAD MATERIALS & SUPPLIES	41,720	50,000	50,000
64 MACHINERY & EQUIPMENT	14,893	-	-
TOTAL	<u>\$ 881,396</u>	<u>\$ 957,351</u>	<u>\$ 1,046,118</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 299,094	\$ 297,251	\$ 339,518
SUPPORT SERVICES	487,784	550,100	595,100
MATERIALS & SUPPLIES	79,625	110,000	111,500
CAPITAL OUTLAY	14,893	-	-
TOTAL	<u>\$ 881,396</u>	<u>\$ 957,351</u>	<u>\$ 1,046,118</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 349,644	\$ 362,023	\$ 383,030
14 OVERTIME	17,862	36,500	36,500
21 FICA MATCHING	26,577	28,962	29,858
22 RETIREMENT	42,493	48,106	54,555
23 INSURANCE	95,531	97,610	111,169
34 OTHER CONTRACTUAL SVC	3,800	5,000	5,000
44 RENTALS & LEASES	-	3,000	3,000
46 REPAIRS & MAINTENANCE	18,490	15,000	15,000
52 OPERATING SUPPLIES	79,970	95,000	98,000
TOTAL	<u>\$ 634,367</u>	<u>\$ 691,201</u>	<u>\$ 736,112</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 532,107	\$ 573,201	\$ 615,112
SUPPORT SERVICES	22,290	23,000	23,000
MATERIALS & SUPPLIES	79,970	95,000	98,000
TOTAL	<u>\$ 634,367</u>	<u>\$ 691,201</u>	<u>\$ 736,112</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 142,037	\$ 136,843	\$ 143,083
14 OVERTIME	3,582	1,000	1,000
21 FICA MATCHING	10,307	9,709	9,867
22 RETIREMENT	14,900	14,915	17,161
23 INSURANCE	50,233	51,975	51,949
40 TRAVEL AND PER DIEM	-	1,000	1,000
46 REPAIRS & MAINTENANCE	2,670	5,400	5,400
55 PROFESSIONAL DEVELOPMENT	-	1,000	1,000
47 PRINTING	3,700	4,000	6,000
51 OFFICE SUPPLIES	253	2,500	2,500
52 OPERATING SUPPLIES	28,649	58,645	60,250
54 SUBSCR/MEMBERSHIPS	-	1,000	1,000
TOTAL	<u>\$ 256,331</u>	<u>\$ 287,987</u>	<u>\$ 300,210</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 221,059	\$ 214,442	\$ 223,060
SUPPORT SERVICES	2,670	7,400	7,400
MATERIALS & SUPPLIES	32,602	66,145	69,750
TOTAL	<u>\$ 256,331</u>	<u>\$ 287,987</u>	<u>\$ 300,210</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
RS / METER MAINTENANCE

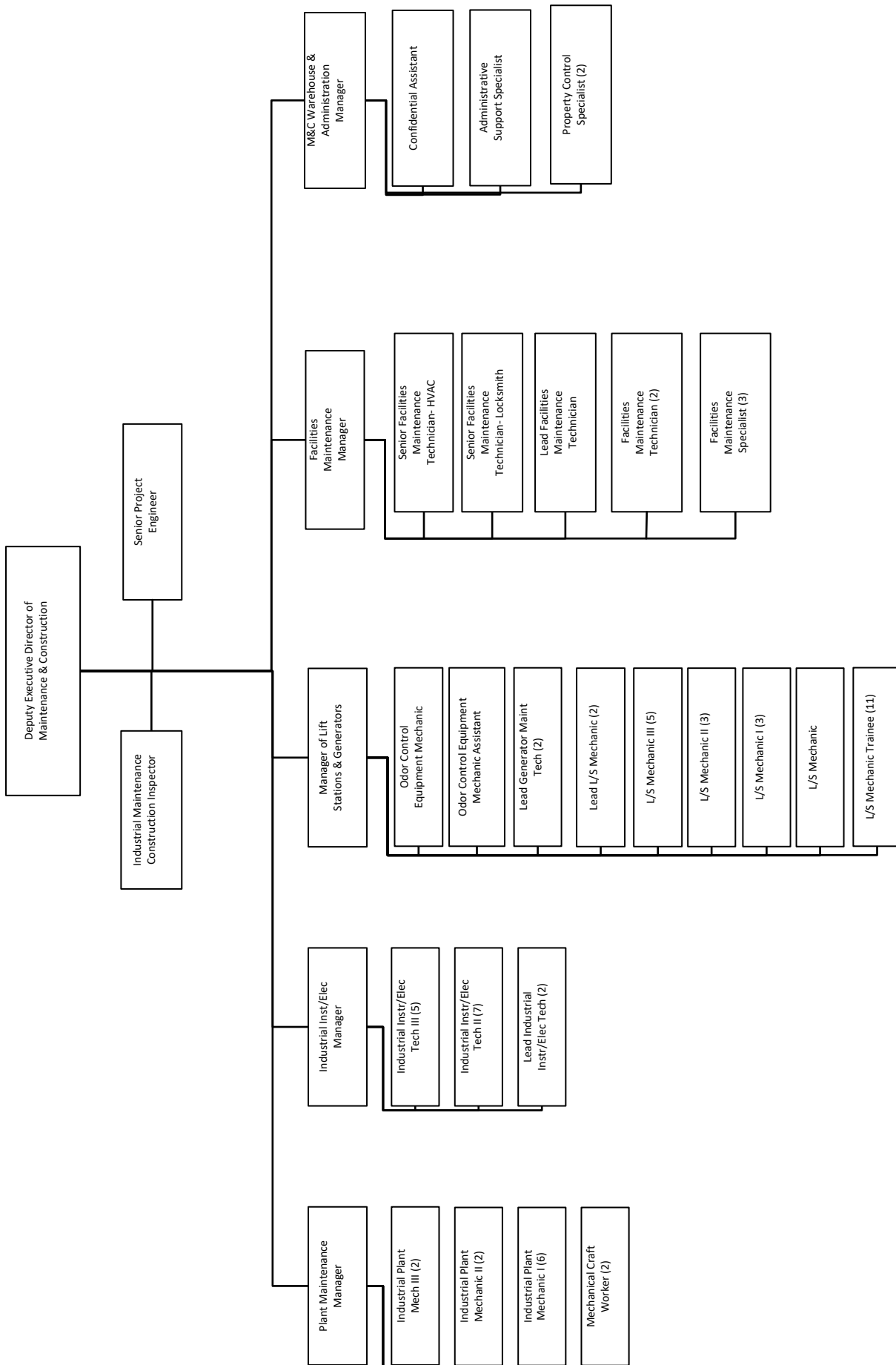
	ACTUAL 2021	APPROVED 2022	APPROVED * 2023
12 REGULAR SALARIES	\$ -	\$ 59,238	\$ 59,820
21 FICA MATCHING	-	4,532	3,784
22 RETIREMENT	-	6,410	7,124
23 INSURANCE	-	29,226	29,170
34 OTHER CONTRACTUAL SVC	-	10,000	10,000
44 RENTALS & LEASES	-	5,000	5,000
46 REPAIRS & MAINTENANCE	-	26,200	26,200
49 OTHER CURRENT CHARGES	-	1,000	1,000
52 OPERATING SUPPLIES	-	673,476	667,900
	-	-	-
64 MACHINERY & EQUIPMENT	-	70,000	-
TOTAL	<u>\$ -</u>	<u>\$ 885,082</u>	<u>\$ 809,998</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ -	\$ 99,406	\$ 99,898
SUPPORT SERVICES	-	42,200	42,200
MATERIALS & SUPPLIES	-	673,476	667,900
TOTAL	<u>\$ -</u>	<u>\$ 885,082</u>	<u>\$ 809,998</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.

ELEMENT	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 3,796,970	\$ 4,188,415	\$ 4,104,424
14 OVERTIME	450,091.00	515,850.00	527,000.00
21 FICA MATCHING	310,003.00	343,037.00	330,002.00
22 RETIREMENT	488,641.00	557,193.00	599,926.00
23 INSURANCE	806,484.00	882,301.00	961,967.00
31 PROFESSIONAL SERVICES	224.00	46,954.00	47,000.00
34 OTHER CONTRACTUAL SVC	294,726.00	479,020.00	640,020.00
40 TRAVEL	1,224.00	23,750.00	23,750.00
41 COMMUNICATIONS	13,540.00	14,100.00	14,300.00
43 UTILITIES	1,442,213.00	1,393,700.00	1,527,000.00
44 RENTALS & LEASES	63,033.00	130,550.00	144,000.00
46 REPAIRS & MAINTENANCE	3,553,511.00	4,483,630.00	4,619,580.00
49 OTHER CURRENT CHARGES	11,545.00	30,450.00	30,450.00
55 PROFESSIONAL DEVELOPMENT	52,122.00	100,500.00	89,500.00
42 TRANSPORTATION (POSTAGE)	7,750.00	9,000.00	9,000.00
47 PRINTING	723.00	1,400.00	1,800.00
51 OFFICE SUPPLIES	12,195.00	16,500.00	17,000.00
52 OPERATING SUPPLIES	1,897,667.00	2,055,931.00	2,178,595.00
54 SUBSCR/MEMBERSHIPS	1,451.00	5,435.00	4,445.00
64 MACHINERY & EQUIPMENT	21,619.00	110,000.00	-
TOTAL	<u>\$ 13,225,732</u>	<u>\$ 15,387,716</u>	<u>\$ 15,869,759</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 5,852,189	\$ 6,486,796	\$ 6,523,319
SUPPORT SERVICES	5,432,138	6,702,654	7,135,600
MATERIALS & SUPPLIES	1,919,786	2,088,266	2,210,840
CAPITAL OUTLAY	21,619	110,000	-
TOTAL	<u>\$ 13,225,732</u>	<u>\$ 15,387,716</u>	<u>\$ 15,869,759</u>



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

Maintenance & Construction

**DIVISIONS:**

Administration  
Facilities Maintenance  
Generator Maintenance  
Instrument & Electrical  
Lift Stations  
Odor Control  
Plant Maintenance

**ACTIVITY DESCRIPTION:**

The seven divisions within the Maintenance & Construction Department work together to provide maintenance services for all 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.

**2023 TARGETED ACCOMPLISHMENTS:**

1. Maintain the number of avoidable SSO events at all Lift Stations at or near zero.
2. Design and build Ellyson Customer Service Building geothermal and HVAC system improvements and upgrades.
3. Continue to design, purchase and install emergency standby power systems for critical infrastructure for use during natural disasters.
4. Bid and construct Phase 1 of the Bayou Marcus Boardwalk improvements.

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 456,266	\$ 479,606	\$ 543,150
14 OVERTIME	29,154	29,000	29,500
21 FICA MATCHING	35,059	36,796	38,582
22 RETIREMENT	77,384	83,911	100,587
23 INSURANCE	74,760	79,776	107,595
40 TRAVEL	1,224	3,500	8,000
41 COMMUNICATIONS	-	-	2,000
44 RENTALS & LEASES	2,759	3,000	3,000
46 REPAIRS & MAINTENANCE	1,395	2,000	89,000
49 OTHER CURRENT CHARGES	-	650	650
55 PROFESSIONAL DEVELOPMENT	3,495	6,000	13,000
42 TRANSPORTATION (POSTAGE)	7,750	9,000	9,000
47 PRINTING & BINDING	-	500	600
51 OFFICE SUPPLIES	8,798	9,200	10,200
52 OPERATING SUPPLIES	34,210	41,100	45,550
54 SUBSCR/MEMBERSHIPS	1,037	1,420	1,630
TOTAL	<u>\$ 733,291</u>	<u>\$ 785,459</u>	<u>\$ 1,002,044</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 672,623	\$ 709,089	\$ 819,414
SUPPORT SERVICES	8,873	15,150	115,650
MATERIALS & SUPPLIES	51,795	61,220	66,980
TOTAL	<u>\$ 733,291</u>	<u>\$ 785,459</u>	<u>\$ 1,002,044</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 1,082,596	\$ 1,263,943	\$ 1,230,805
14 OVERTIME	194,800	163,850	175,000
21 FICA MATCHING	93,980	104,258	100,153
22 RETIREMENT	135,961	148,814	170,854
23 INSURANCE	261,822	310,549	318,848
34 OTHER CONTRACTUAL SVC	18,750	50,000	50,000
40 TRAVEL	-	2,000	2,000
41 COMMUNICATIONS	4,054	5,500	5,700
43 UTILITIES	1,124,725	1,089,000	1,144,000
44 RENTALS & LEASES	4,428	62,000	62,000
46 REPAIRS & MAINTENANCE	311,385	770,650	800,650
49 OTHER CURRENT CHARGES	6,050	21,500	21,500
55 PROFESSIONAL DEVELOPMENT	5,706	18,000	18,000
47 PRINTING	552	600	1,000
51 OFFICE SUPPLIES	1,315	3,000	3,000
52 OPERATING SUPPLIES	388,769	440,631	470,295
54 SUBSCR/MEMBERSHIPS	-	75	75
64 MACHINERY & EQUIPMENT	-	110,000	-
TOTAL	<u>\$ 3,634,893</u>	<u>\$ 4,564,370</u>	<u>\$ 4,573,880</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,769,159	\$ 1,991,414	\$ 1,995,660
SUPPORT SERVICES	1,475,098	2,018,650	2,103,850
MATERIALS & SUPPLIES	390,636	444,306	474,370
CAPITAL OUTLAY	-	110,000	-
TOTAL	<u>\$ 3,634,893</u>	<u>\$ 4,564,370</u>	<u>\$ 4,573,880</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 89,947	\$ 134,950	\$ -
14 OVERTIME	491	500	-
21 FICA MATCHING	6,945	10,335	-
22 RETIREMENT	12,329	14,656	-
23 INSURANCE	9,514	9,951	-
40 TRAVEL	-	4,500	-
41 COMMUNICATIONS	-	2,000	-
46 REPAIRS & MAINTENANCE	51,782	73,550	-
55 PROFESSIONAL DEVELOPMENT	7,050	7,000	-
47 PRINTING	-	100	-
51 OFFICE SUPPLIES	695	1,000	-
52 OPERATING SUPPLIES	2,012	4,450	-
54 SUBSCR/MEMBERSHIPS	-	400	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	<u>\$ 180,765</u>	<u>\$ 263,392</u>	<u>\$ -</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 119,226	\$ 170,392	\$ -
SUPPORT SERVICES	58,832	87,050	-
MATERIALS & SUPPLIES	2,707	5,950	-
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 180,765</u>	<u>\$ 263,392</u>	<u>\$ -</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 873,921	\$ 930,174	\$ 961,188
14 OVERTIME	84,322	142,800	142,800
21 FICA MATCHING	69,757	78,852	80,174
22 RETIREMENT	98,155	116,095	131,482
23 INSURANCE	180,615	179,897	197,330
31 PROFESSIONAL SERVICES	224	16,000	16,000
34 OTHER CONTRACTUAL SVC	-	150,000	140,000
40 TRAVEL	-	2,000	2,000
41 COMMUNICATIONS	6,735	4,300	4,300
44 RENTALS & LEASES	2,147	3,000	3,000
46 REPAIRS & MAINTENANCE	884,083	688,000	718,000
49 OTHER CURRENT CHARGES	-	250	250
55 PROFESSIONAL DEVELOPMENT	23,741	40,000	30,000
47 PRINTING	171	200	200
51 OFFICE SUPPLIES	492	700	1,000
52 OPERATING SUPPLIES	56,095	85,000	82,000
54 SUBSCR/MEMBERSHIPS	384	2,800	2,000
64 MACHINERY & EQUIPMENT	7,432	-	-
TOTAL	<u>\$ 2,288,274</u>	<u>\$ 2,440,068</u>	<u>\$ 2,511,724</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,306,770	\$ 1,447,818	\$ 1,512,974
SUPPORT SERVICES	916,930	903,550	913,550
MATERIALS & SUPPLIES	57,142	88,700	85,200
CAPITAL OUTLAY	7,432	-	-
TOTAL	<u>\$ 2,288,274</u>	<u>\$ 2,440,068</u>	<u>\$ 2,511,724</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 610,692	\$ 700,977	\$ 676,599
14 OVERTIME	94,847	120,800	120,800
21 FICA MATCHING	52,170	60,786	57,576
22 RETIREMENT	77,491	93,573	94,840
23 INSURANCE	134,294	152,248	185,041
31 PROFESSIONAL SERVICES	-	5,954	6,000
34 OTHER CONTRACTUAL SVC	125,292	105,000	185,000
40 TRAVEL	-	8,000	8,000
41 COMMUNICATIONS	1,179	1,000	1,000
44 RENTALS & LEASES	41,181	44,000	65,000
46 REPAIRS & MAINTENANCE	1,899,852	2,591,000	2,636,000
49 OTHER CURRENT CHARGES	500	500	500
55 PROFESSIONAL DEVELOPMENT	11,475	21,000	21,000
51 OFFICE SUPPLIES	149	1,200	1,200
52 OPERATING SUPPLIES	148,555	135,000	160,000
54 SUBSCR/MEMBERSHIPS	30	500	500
64 MACHINERY & EQUIPMENT	14,187	-	-
TOTAL	<u>\$ 3,211,894</u>	<u>\$ 4,041,538</u>	<u>\$ 4,219,056</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 969,494	\$ 1,128,384	\$ 1,134,856
SUPPORT SERVICES	2,079,479	2,776,454	2,922,500
MATERIALS & SUPPLIES	148,734	136,700	161,700
CAPITAL OUTLAY	14,187	-	-
TOTAL	<u>\$ 3,211,894</u>	<u>\$ 4,041,538</u>	<u>\$ 4,219,056</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 96,679	\$ 96,470	\$ 99,133
14 OVERTIME	1,092	7,000	7,000
21 FICA MATCHING	6,667	7,045	7,154
22 RETIREMENT	10,002	11,196	12,640
23 INSURANCE	22,992	24,495	23,979
31 PROFESSIONAL SERVICES	-	25,000	25,000
34 OTHER CONTRACTUAL SVC	98,690	115,020	115,020
40 TRAVEL	-	750	750
41 COMMUNICATIONS	393	500	500
46 REPAIRS & MAINTENANCE	38,750	65,750	65,750
49 OTHER CURRENT CHARGES	-	500	500
55 PROFESSIONAL DEVELOPMENT	175	3,000	3,000
51 OFFICE SUPPLIES	-	250	250
52 OPERATING SUPPLIES	1,183,317	1,199,250	1,269,250
54 SUBSCR/MEMBERSHIPS	-	150	150
TOTAL	<u>\$ 1,458,757</u>	<u>\$ 1,556,376</u>	<u>\$ 1,630,076</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 137,432	\$ 146,206	\$ 149,906
SUPPORT SERVICES	138,008	210,520	210,520
MATERIALS & SUPPLIES	1,183,317	1,199,650	1,269,650
TOTAL	<u>\$ 1,458,757</u>	<u>\$ 1,556,376</u>	<u>\$ 1,630,076</u>



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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 145,531	\$ 145,142	\$ 140,837
14 OVERTIME	26,238	31,900	31,900
21 FICA MATCHING	12,680	13,057	12,604
22 RETIREMENT	24,513	25,104	26,064
23 INSURANCE	16,414	16,997	25,719
40 TRAVEL	-	2,000	2,000
41 COMMUNICATIONS	1,179	800	800
44 RENTALS & LEASES	-	6,000	6,000
46 REPAIRS & MAINTENANCE	249,832	184,180	190,180
49 OTHER CURRENT CHARGES	1,128	50	50
55 PROFESSIONAL DEVELOPMENT	-	4,000	3,000
47 PRINTING	-		
51 OFFICE SUPPLIES	-	150	150
52 OPERATING SUPPLIES	42,656	88,500	88,500
54 SUBSCR/MEMBERSHIPS		90	90
64 MACHINERY & EQUIPMENT		-	-
TOTAL	<u>\$ 520,171</u>	<u>\$ 517,970</u>	<u>\$ 527,894</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 225,376	\$ 232,200	\$ 237,124
SUPPORT SERVICES	252,139	197,030	202,030
MATERIALS & SUPPLIES	42,656	88,740	88,740
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 520,171</u>	<u>\$ 517,970</u>	<u>\$ 527,894</u>

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

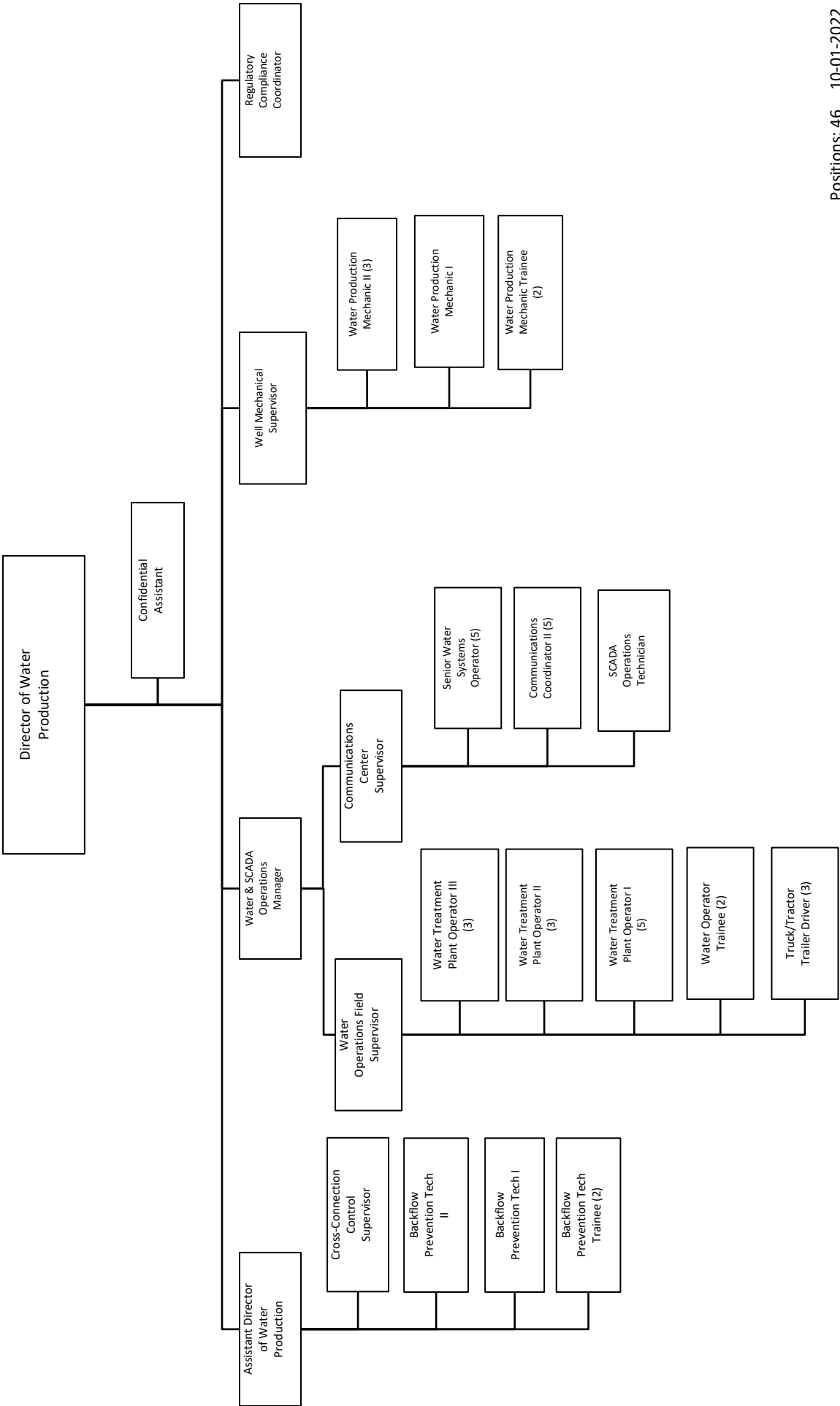
	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 441,338	\$ 437,153	\$ 452,712
14 OVERTIME	19,147	20,000	20,000
21 FICA MATCHING	32,745	31,908	33,759
22 RETIREMENT	52,806	63,844	63,459
23 INSURANCE	106,073	108,388	103,455
34 OTHER CONTRACTUAL SVC	51,994	59,000	150,000
40 TRAVEL	-	1,000	1,000
43 UTILITIES	317,488	304,700	383,000
44 RENTALS & LEASES	12,518	12,550	5,000
46 REPAIRS & MAINTENANCE	116,432	108,500	120,000
49 OTHER CURRENT CHARGES	3,867	7,000	7,000
55 PROFESSIONAL DEVELOPMENT	480	1,500	1,500
51 OFFICE SUPPLIES	746	1,000	1,200
52 OPERATING SUPPLIES	42,053	62,000	63,000
TOTAL	<u>\$ 1,197,687</u>	<u>\$ 1,218,543</u>	<u>\$ 1,405,085</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 652,109	\$ 661,293	\$ 673,385
SUPPORT SERVICES	502,779	494,250	667,500
MATERIALS & SUPPLIES	42,799	63,000	64,200
TOTAL	<u>\$ 1,197,687</u>	<u>\$ 1,218,543</u>	<u>\$ 1,405,085</u>



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



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WATER PRODUCTION DEPARTMENT

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 2,397,783	\$ 2,560,214	\$ 2,546,003
13 OTHER SALARIES	-	5,000	5,002
14 OVERTIME	319,922	303,200	310,200
21 FICA MATCHING	198,816	210,321	204,930
22 RETIREMENT	337,350	390,823	396,099
23 INSURANCE	548,290	607,258	603,679
31 PROFESSIONAL SERVICES	12,295	18,500	15,000
34 OTHER CONTRACTUAL SVC	68,593	117,000	114,000
40 TRAVEL	836	16,500	16,500
41 COMMUNICATIONS	393	1,700	1,700
43 UTILITIES	1,853,514	1,928,000	1,928,000
44 RENTALS & LEASES	37,770	32,800	38,400
46 REPAIRS & MAINTENANCE	348,861	360,300	572,300
49 OTHER CURRENT CHARGES	61,759	99,800	99,800
55 PROFESSIONAL DEVELOPMENT	7,982	17,000	17,000
42 TRANSPORTATION (POSTAGE)	4,962	4,250	4,250
47 PRINTING	63	10,500	10,500
51 OFFICE SUPPLIES	10,396	12,700	12,700
52 OPERATING SUPPLIES	1,365,668	2,579,700	2,978,200
53 ROAD MATERIALS & SUPPLIES	-	1,000	1,000
54 SUBSCR/MEMBERSHIPS	4,941	10,250	12,000
64 MACHINERY & EQUIPMENT	8,399	64,000	-
TOTAL	<u>\$ 7,588,593</u>	<u>\$ 9,350,816</u>	<u>\$ 9,887,263</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 3,802,161	\$ 4,076,816	\$ 4,065,913
SUPPORT SERVICES	2,392,003	2,591,600	2,802,700
MATERIALS & SUPPLIES	1,386,030	2,618,400	3,018,650
CAPITAL OUTLAY	8,399	64,000	-
TOTAL	<u>\$ 7,588,593</u>	<u>\$ 9,350,816</u>	<u>\$ 9,887,263</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.

**2023 TARGETED ACCOMPLISHMENTS:**

1. Continue to evaluate and implement, as appropriate, improvements recommended in the 20-Year Water System Master Plan Update.
2. Identify CIP Projects, obtain funding, and once funding is obtained, commence design construction of Capital Improvement Projects (CIPs) to enhance the potable water system.
3. Complete projects currently under construction and place into service.
4. Perform all annual tank inspections and all five year comprehensive tank evaluations. Perform work to address any deficiencies identified in these reports.
5. Complete design, bid out, and enter into a contract for construction of the new West Well, new water treatment facility including a new GAC treatment facility and future 3 million-gallon (3 MG) ground storage tank with associated pump station. This work will consist of drilling the new well. The work will also include demolition of the existing half million gallon (0.5 MG) elevated storage tank. Once the new well is in service, the existing well will be abandoned.
6. Pull the pump and pump discharge column at the Royce Well and Nine Mile Well. Clean the inner casing and screen. Evaluate the condition of the pump and discharge pipe. Repair or replace as needed.
7. Rehabilitate the lime rooms at the Muldoon Well and WTF, Watson Well and WTF and Kingsfield Well and WTF.
8. Complete design, bid out, and enter into a contract for construction of the new water treatment facility at Cantonment Well WTF.
9. Complete design, bid out, and enter into a contract for construction of the new water treatment facility at McCrory Well and WTF.
10. Commence design, bid out, and enter into a contract for construction of the new water treatment facility, GAC treatment system and associated sitework for the Hagler Well.
11. Design and implement improvements to the Innerarity Pump Station.
12. 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.
13. Continue to evaluate SCADA communication 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.
14. Continue to enhance the usability and functionality of the SCADA workstations interface.
15. Identify funding, complete design, bid out, and complete construction of a new climate-controlled building to house water production pumps, motors, column pipe and other equipment.
16. Continue to evaluate and install additional security at water production sites.
17. Obtain property and install a test well to serve the Beulah area. Construct a ground storage tank, associated pump station and transmission main in addition to the new well.
18. Look at additional pressure valves at the North/South Water Zone interface to facilitate water flow from North Zone to South Zone as needed.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WP / WATER OPERATION

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 1,242,577	\$ 1,325,783	\$ 1,277,065
13 OTHER SALARIES	-	5,000	5,002
14 OVERTIME	151,672	132,000	137,000
21 FICA MATCHING	101,693	107,327	101,884
22 RETIREMENT	178,098	205,828	210,628
23 INSURANCE	284,847	308,225	283,836
31 PROFESSIONAL SERVICES	12,295	15,000	15,000
34 OTHER CONTRACTUAL SVC	56,747	94,000	91,000
40 TRAVEL	706	6,450	6,450
41 COMMUNICATIONS	393	1,700	1,700
43 UTILITIES	1,853,514	1,928,000	1,928,000
44 RENTALS & LEASES	10,870	10,500	10,500
46 REPAIRS & MAINTENANCE	117,421	89,750	99,750
49 OTHER CURRENT CHARGES	61,159	98,300	98,300
55 PROFESSIONAL DEVELOPMENT	2,361	6,000	6,000
42 TRANSPORTATION (POSTAGE)	4,962	4,000	4,000
47 PRINTING	63	500	500
51 OFFICE SUPPLIES	3,388	3,700	3,700
52 OPERATING SUPPLIES	1,325,744	2,512,600	2,908,600
53 ROAD MATERIALS & SUPPLIES	-	1,000	1,000
54 SUBSCR/MEMBERSHIPS	4,671	6,250	8,000
64 MACHINERY & EQUIPMENT	8,399	32,000	
TOTAL	<u>\$ 5,421,580</u>	<u>\$ 6,893,913</u>	<u>\$ 7,197,915</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,958,887	\$ 2,084,163	\$ 2,015,415
SUPPORT SERVICES	2,115,466	2,249,700	2,256,700
MATERIALS & SUPPLIES	1,338,828	2,528,050	2,925,800
CAPITAL OUTLAY	8,399	32,000	-
TOTAL	<u>\$ 5,421,580</u>	<u>\$ 6,893,913</u>	<u>\$ 7,197,915</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 312,604	\$ 392,538	\$ 347,421
14 OVERTIME	49,277	50,200	52,200
21 FICA MATCHING	26,958	33,023	29,000
22 RETIREMENT	46,842	69,117	52,967
23 INSURANCE	70,413	84,618	88,420
31 PROFESSIONAL SERVICES	-	3,500	-
40 TRAVEL	130	1,300	1,300
44 RENTALS & LEASES	13,321	5,000	10,000
46 REPAIRS & MAINTENANCE	194,842	225,550	425,550
49 OTHER CURRENT CHARGES	225	800	800
55 PROFESSIONAL DEVELOPMENT	1,122	3,500	3,500
51 OFFICE SUPPLIES	181	500	500
52 OPERATING SUPPLIES	24,792	42,400	44,900
54 SUBSCR/MEMBERSHIPS	-	1,500	1,500
TOTAL	<u>\$ 740,707</u>	<u>\$ 913,546</u>	<u>\$ 1,058,058</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 506,094	\$ 629,496	\$ 570,008
SUPPORT SERVICES	209,640	239,650	441,150
MATERIALS & SUPPLIES	24,973	44,400	46,900
TOTAL	<u>\$ 740,707</u>	<u>\$ 913,546</u>	<u>\$ 1,058,058</u>



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WP / COMMUNICATIONS CENTER

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 666,646	\$ 647,704	\$ 717,198
14 OVERTIME	114,534	115,000	115,000
21 FICA MATCHING	56,667	55,012	58,703
22 RETIREMENT	93,804	94,218	107,454
23 INSURANCE	149,880	163,637	175,186
34 OTHER CONTRACTUAL SVC	990	5,000	5,000
40 TRAVEL	-	5,250	5,250
44 RENTALS & LEASES	13,579	17,000	17,600
46 REPAIRS & MAINTENANCE	34,176	42,000	44,000
49 OTHER CURRENT CHARGES	375	700	700
55 PROFESSIONAL DEVELOPMENT	260	4,000	4,000
51 OFFICE SUPPLIES	4,995	4,000	4,000
52 OPERATING SUPPLIES	10,027	8,800	8,800
54 SUBSCR/MEMBERSHIPS	270	1,500	1,500
64 MACHINERY & EQUIPMENT	-	32,000	-
TOTAL	<u>\$ 1,146,203</u>	<u>\$ 1,195,821</u>	<u>\$ 1,264,391</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,081,531	\$ 1,075,571	\$ 1,173,541
SUPPORT SERVICES	49,380	73,950	76,550
MATERIALS & SUPPLIES	15,292	14,300	14,300
CAPITAL OUTLAY	-	32,000	-
TOTAL	<u>\$ 1,146,203</u>	<u>\$ 1,195,821</u>	<u>\$ 1,264,391</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 175,956	\$ 194,189	\$ 204,319
14 OVERTIME	4,439	6,000	6,000
21 FICA MATCHING	13,498	14,959	15,343
22 RETIREMENT	18,606	21,660	25,050
23 INSURANCE	43,150	50,778	56,237
34 OTHER CONTRACTUAL SVC	10,856	18,000	18,000
40 TRAVEL	-	3,500	3,500
44 RENTALS & LEASES	-	300	300
46 REPAIRS & MAINTENANCE	2,422	3,000	3,000
55 PROFESSIONAL DEVELOPMENT	4,239	3,500	3,500
42 TRANSPORTATION (POSTAGE)	-	250	250
47 PRINTING	-	10,000	10,000
51 OFFICE SUPPLIES	1,832	4,500	4,500
52 OPERATING SUPPLIES	5,105	15,900	15,900
54 SUBSCR/MEMBERSHIPS	-	1,000	1,000
TOTAL	<u>\$ 280,103</u>	<u>\$ 347,536</u>	<u>\$ 366,899</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

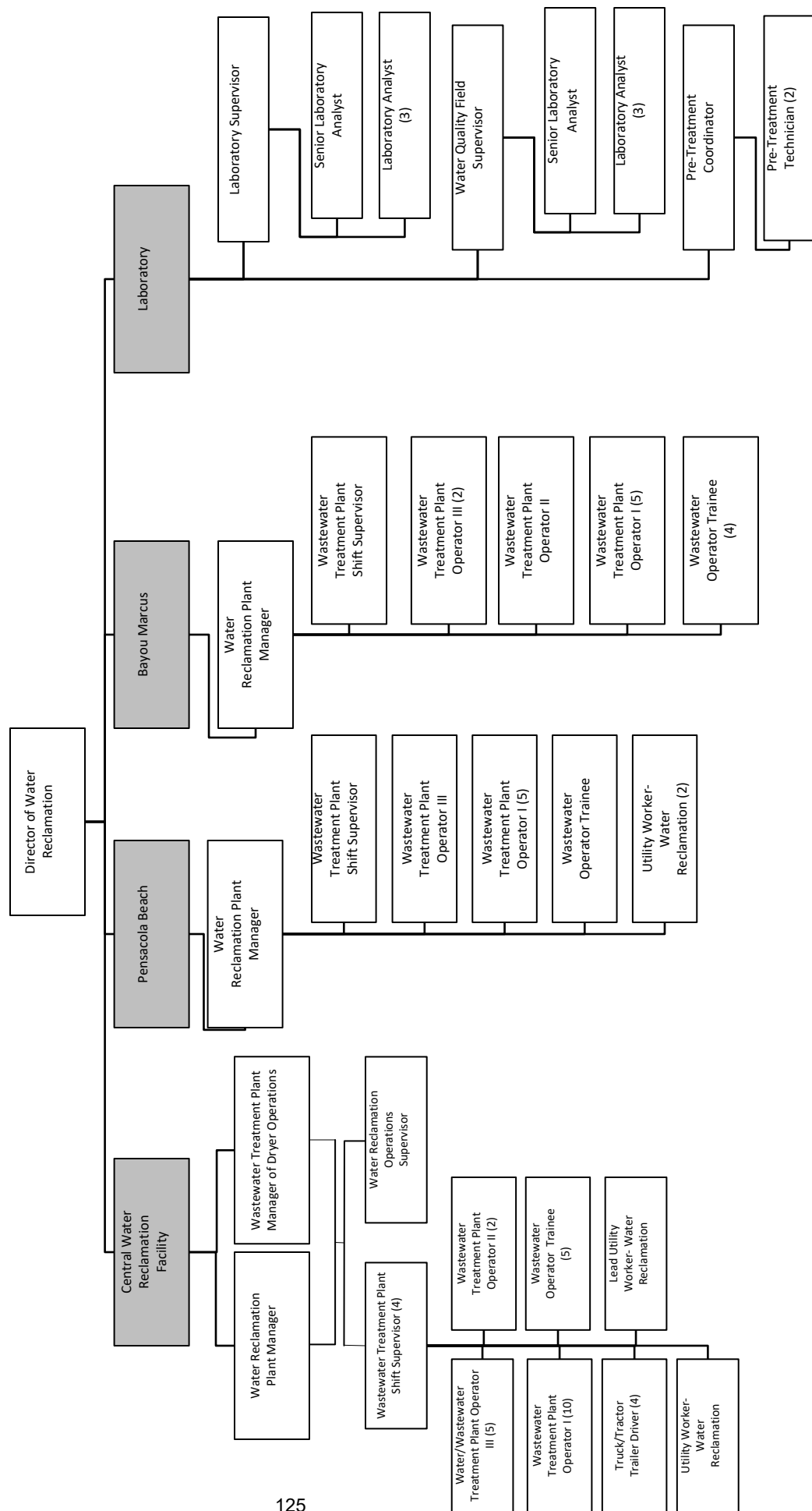
PERSONAL SERVICES	\$ 255,649	\$ 287,586	\$ 306,949
SUPPORT SERVICES	17,517	28,300	28,300
MATERIALS & SUPPLIES	6,937	31,650	31,650
TOTAL	<u>\$ 280,103</u>	<u>\$ 347,536</u>	<u>\$ 366,899</u>



# EMERALD COAST UTILITIES AUTHORITY

## UTILITY OPERATIONS

### WATER RECLAMATION



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WATER RECLAMATION DEPARTMENT

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	3,404,661	3,455,440	3,523,171
14 OVERTIME	426,772	542,000	559,000
21 FICA MATCHING	280,339	281,184	282,594
22 RETIREMENT	436,003	475,187	530,651
23 INSURANCE	780,877	836,240	788,882
31 PROFESSIONAL SERVICES	120,766	160,000	238,000
34 OTHER CONTRACTUAL SVC	444,744	920,000	1,045,000
40 TRAVEL	31	16,250	20,750
41 COMMUNICATIONS	1,413	650	4,500
43 UTILITIES	4,047,854	4,193,650	5,156,000
44 RENTALS & LEASES	8,175	13,000	14,300
46 REPAIRS & MAINTENANCE	240,688	411,800	434,425
49 OTHER CURRENT CHARGES	132,466	143,250	160,250
55 PROFESSIONAL DEVELOPMENT	8,366	14,900	16,575
42 TRANSPORTATION (POSTAGE)	1,008	1,500	3,000
47 PRINTING	-	300	300
51 OFFICE SUPPLIES	5,537	5,800	6,800
52 OPERATING SUPPLIES	1,753,391	2,065,700	2,453,525
54 SUBSCR/MEMBERSHIPS	9,340	15,150	33,250
64 MACHINERY & EQUIPMENT	12,897	93,000	-
TOTAL	<u>\$ 12,115,328</u>	<u>\$ 13,645,001</u>	<u>\$ 15,270,973</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 5,328,652	\$ 5,590,051	\$ 5,684,298
SUPPORT SERVICES	5,004,503	5,873,500	7,089,800
MATERIALS & SUPPLIES	1,769,276	2,088,450	2,496,875
CAPITAL OUTLAY	12,897	93,000	-
TOTAL	<u>\$ 12,115,328</u>	<u>\$ 13,645,001</u>	<u>\$ 15,270,973</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  
Pretreatment Program

**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 8.1 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

**2023 TARGETED ACCOMPLISHMENTS:**

1. Prepare and submit the FDEP-Required Operating Permit Applications for both the Central Water Reclamation Facility and the Bayou Marcus Water Reclamation Facility on time and fulfilling all FDEP requirements.
2. Complete the Lead and Copper, Primary and Secondary Inorganic, and Unregulated Contaminant Monitoring Rule (UCMR) sampling events for Water Production within the proper timelines.
3. Exceed 99.9% compliance with all of the FDEP operating permits

4. Receive no marginal or non-compliance comments on inspections and/or reports at any location from the FDEP and FDOH
5. Complete the design of an effluent discharge alternative for the CWRf
6. Submit all required regulatory reports correctly and on time
7. 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 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 111,032	\$ 115,170	\$ 119,496
21 FICA MATCHING	7,780	8,022	8,319
22 RETIREMENT	30,865	33,411	37,725
23 INSURANCE	14,635	15,155	14,870
40 TRAVEL	-	1,000	1,000
46 REPAIRS & MAINTENANCE	507	500	500
49 OTHER CURRENT CHARGES	-	500	500
55 PROFESSIONAL DEVELOPMENT	-	1,000	1,500
47 PRINTING	-	50	50
51 OFFICE SUPPLIES	79	200	200
52 OPERATING SUPPLIES	2,184	1,600	2,000
54 SUBSCR/MEMBERSHIPS	5,999	7,900	25,000
TOTAL	<u>\$ 173,081</u>	<u>\$ 184,508</u>	<u>\$ 211,160</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 164,312	\$ 171,758	\$ 180,410
SUPPORT SERVICES	507	3,000	3,500
MATERIALS & SUPPLIES	8,262	9,750	27,250
TOTAL	<u>\$ 173,081</u>	<u>\$ 184,508</u>	<u>\$ 211,160</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 682,102	\$ 691,340	\$ 668,630
14 OVERTIME	53,086	76,000	80,000
21 FICA MATCHING	53,430	55,827	53,341
22 RETIREMENT	78,546	87,066	97,933
23 INSURANCE	159,750	170,554	167,391
31 PROFESSIONAL SERVICES	-	-	30,000
34 OTHER CONTRACTUAL SVC	2,995	19,000	39,000
40 TRAVEL	-	1,000	1,000
43 UTILITIES	527,015	560,000	675,000
44 RENTALS & LEASES	3,644	4,000	4,300
46 REPAIRS & MAINTENANCE	75,426	87,000	106,125
49 OTHER CURRENT CHARGES	27,776	28,000	33,000
55 PROFESSIONAL DEVELOPMENT	1,585	1,000	1,075
52 OPERATING SUPPLIES	384,778	588,100	558,225
54 SUBSCR/MEMBERSHIPS	718	1,250	1,250
64 MACHINERY & EQUIPMENT	-	57,000	-
TOTAL	<u>\$ 2,050,851</u>	<u>\$ 2,427,137</u>	<u>\$ 2,516,270</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,026,914	\$ 1,080,787	\$ 1,067,295
SUPPORT SERVICES	638,441	700,000	859,500
MATERIALS & SUPPLIES	385,496	589,350	559,475
CAPITAL OUTLAY	-	57,000	-
TOTAL	<u>\$ 2,050,851</u>	<u>\$ 2,427,137</u>	<u>\$ 2,486,270</u>



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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 443,762	\$ 462,959	\$ 479,497
14 OVERTIME	63,633	88,000	97,000
21 FICA MATCHING	37,012	40,236	41,135
22 RETIREMENT	56,050	64,819	72,356
23 INSURANCE	125,156	132,604	134,343
34 OTHER CONTRACTUAL SVC	4,050	250,000	275,000
40 TRAVEL	-	250	250
43 UTILITIES	149,131	213,150	240,000
44 RENTALS & LEASES	-	1,000	1,000
46 REPAIRS & MAINTENANCE	7,350	38,300	38,300
49 OTHER CURRENT CHARGES	10,652	17,250	17,250
55 PROFESSIONAL DEVELOPMENT	814	900	1,000
51 OFFICE SUPPLIES	584	600	600
52 OPERATING SUPPLIES	141,489	162,300	181,300
54 SUBSCR/MEMBERSHIPS	313	500	500
TOTAL	<u>\$ 1,039,996</u>	<u>\$ 1,472,868</u>	<u>\$ 1,579,531</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 725,613	\$ 788,618	\$ 824,331
SUPPORT SERVICES	171,997	520,850	572,800
MATERIALS & SUPPLIES	142,386	163,400	182,400
TOTAL	<u>\$ 1,039,996</u>	<u>\$ 1,472,868</u>	<u>\$ 1,579,531</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WR / CENTRAL WRF

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 1,549,256	\$ 1,553,836	\$ 1,594,607
14 OVERTIME	282,231	336,000	340,000
21 FICA MATCHING	133,777	126,879	127,352
22 RETIREMENT	200,018	212,539	234,883
23 INSURANCE	370,880	392,993	355,533
31 PROFESSIONAL SERVICES	105,703	115,000	129,000
34 OTHER CONTRACTUAL SVC	430,878	610,000	660,000
40 TRAVEL	-	2,000	4,000
43 UTILITIES	3,305,127	3,347,500	4,150,000
44 RENTALS & LEASES	1,678	3,000	4,000
46 REPAIRS & MAINTENANCE	146,787	256,000	256,000
49 OTHER CURRENT CHARGES	82,468	86,500	98,500
55 PROFESSIONAL DEVELOPMENT	4,802	5,000	6,000
52 OPERATING SUPPLIES	1,103,722	1,168,000	1,551,500
54 SUBSCR/MEMBERSHIPS	961	2,000	2,200
64 MACHINERY & EQUIPMENT	-	16,000	-
TOTAL	<u>\$ 7,718,288</u>	<u>\$ 8,233,247</u>	<u>\$ 9,513,575</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,536,162	\$ 2,622,247	\$ 2,652,375
SUPPORT SERVICES	4,077,443	4,425,000	5,307,500
MATERIALS & SUPPLIES	1,104,683	1,170,000	1,553,700
CAPITAL OUTLAY	-	16,000	-
TOTAL	<u>\$ 7,718,288</u>	<u>\$ 8,233,247</u>	<u>\$ 9,513,575</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 618,509	\$ 632,135	\$ 660,941
14 OVERTIME	27,822	42,000	42,000
21 FICA MATCHING	48,340	50,220	52,447
22 RETIREMENT	70,524	77,352	87,754
23 INSURANCE	110,456	124,934	116,745
31 PROFESSIONAL SERVICES	15,063	45,000	65,000
34 OTHER CONTRACTUAL SVC	6,821	41,000	71,000
40 TRAVEL	31	12,000	10,000
41 COMMUNICATIONS	1,413	650	4,500
43 UTILITIES	66,581	73,000	91,000
44 RENTALS & LEASES	2,853	5,000	5,000
46 REPAIRS & MAINTENANCE	10,618	30,000	25,500
49 OTHER CURRENT CHARGES	11,570	11,000	10,000
55 PROFESSIONAL DEVELOPMENT	1,165	7,000	5,000
42 TRANSPORTATION (POSTAGE)	1,008	1,500	1,500
47 PRINTING	-	250	250
51 OFFICE SUPPLIES	4,874	5,000	5,000
52 OPERATING SUPPLIES	121,218	145,700	153,700
54 SUBSCR/MEMBERSHIPS	1,349	3,500	3,500
64 MACHINERY & EQUIPMENT	12,897	20,000	-
TOTAL	<u>\$ 1,133,112</u>	<u>\$ 1,327,241</u>	<u>\$ 1,410,837</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 875,651	\$ 926,641	\$ 959,887
SUPPORT SERVICES	116,115	224,650	287,000
MATERIALS & SUPPLIES	128,449	155,950	163,950
CAPITAL OUTLAY	12,897	20,000	-
TOTAL	<u>\$ 1,133,112</u>	<u>\$ 1,327,241</u>	<u>\$ 1,410,837</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WR/ Pretreat

	<u>ACTUAL 2021</u>	<u>APPROVED 2022</u>	<u>APPROVED 2023</u>
31 PROFESSIONAL SERVICES	-	-	14,000
40 TRAVEL	-	-	4,500
46 REPAIRS & MAINTENANCE	-	-	8,000
49 OTHER CURRENT CHARGES	-	-	1,000
55 PROFESSIONAL DEVELOPMENT	-	-	2,000
42 TRANSPORTATION (POSTAGE)	-	-	1,500
51 OFFICE SUPPLIES	-	-	1,000
52 OPERATING SUPPLIES	-	-	6,800
54 SUBSCR/MEMBERSHIPS	-	-	800
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 39,600</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

SUPPORT SERVICES	-	-	29,500
MATERIALS & SUPPLIES	-	-	10,100
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 39,600</u>

## SANITATION SYSTEM

EMERALD COAST UTILITIES AUTHORITY  
SANITATION SYSTEMS AND MATERIALS RECYCLING FACILITY  
SOURCES AND USES STATEMENTS  
9/30/2019 - 9/30/2023

	ACTUAL FY 2019	ACTUAL FY 2020	ACTUAL FY 2021	PROJECTED ACTUAL FY 2022	APPROVED BUDGET FY 2023
<b>SOURCES :</b>					
Beginning balances:					
Unrestricted Reserves	\$ (2,205,763)	\$ -	\$ -	\$ 28,503	\$ -
Total beginning balance	(2,205,763)	-	-	28,503	-
<b>Operating revenues:</b>					
Sanitation - Residential	22,263,522	23,506,845	24,383,242	27,221,200	28,988,281
Sanitation - Commercial	2,129,945	2,249,690	2,638,319	2,300,000	3,561,032
Sanitation - Santa Rosa	6,257,250	4,886,814	1,748,815	-	-
Capital funding fee	1,361,337	1,498,388	1,527,061	1,500,000	1,550,000
Recyclable commodities	1,680,112	1,666,817	1,857,284	2,170,000	2,400,000
Recycle tipping fees	694,974	846,701	441,787	600,000	600,000
Composting	411,019	427,591	420,141	450,000	400,000
Miscellaneous revenues	39,384	524,179	1,053,081	45,000	45,000
Total operating income	34,837,543	35,607,025	34,069,730	34,286,200	37,544,313
<b>Other income:</b>					
Interest income	48,133	15,977	1,258	1,000	1,000
Bond/Bank Loan Proceeds	-	-	-	-	15,000,000
Lease purchase funds	2,749,040	3,208,626	461,501	2,808,000	10,000,000
Total other	2,797,173	3,224,603	462,759	2,809,000	25,001,000
Total Sources	<u>\$ 35,428,953</u>	<u>\$ 38,831,628</u>	<u>\$ 34,532,489</u>	<u>\$ 37,123,703</u>	<u>\$ 62,545,313</u>
<b>USES:</b>					
<b>Operating expenses:</b>					
Personal services	11,535,609	12,283,465	11,841,707	12,097,784	14,297,121
Support services	14,492,968	14,705,823	13,550,182	11,601,951	12,630,276
Materials & supplies	1,974,454	1,540,105	1,659,063	1,581,600	1,895,350
Total operating expenses	28,003,031	28,529,393	27,050,952	25,281,335	28,822,747
<b>Debt service:</b>					
Bonds, loans, and leases	5,847,484	4,278,566	5,176,323	5,672,174	6,349,615
Total debt service	5,847,484	4,278,566	5,176,323	5,672,174	6,349,615
<b>Capital improvements:</b>					
CIP Projects	313,850	577,693	151,062	3,908,000	15,300,000
R & R Projects	394,230	3,624,005	1,664,148	1,375,000	500,000
Equipment Replacement Fund	2,749,040	3,208,626	461,501	-	10,900,000
Total capital improvements	3,457,120	7,410,324	2,276,711	5,283,000	26,700,000
Total uses	37,307,635	40,218,283	34,503,986	36,236,509	61,872,362
<b>Ending balances:</b>					
Unrestricted Reserves	(1,878,682)	(1,386,655)	28,503	887,194	672,951
Total Uses & Reserves	<u>\$ 35,428,953</u>	<u>\$ 38,831,628</u>	<u>\$ 34,532,489</u>	<u>\$ 37,123,703</u>	<u>\$ 62,545,313</u>

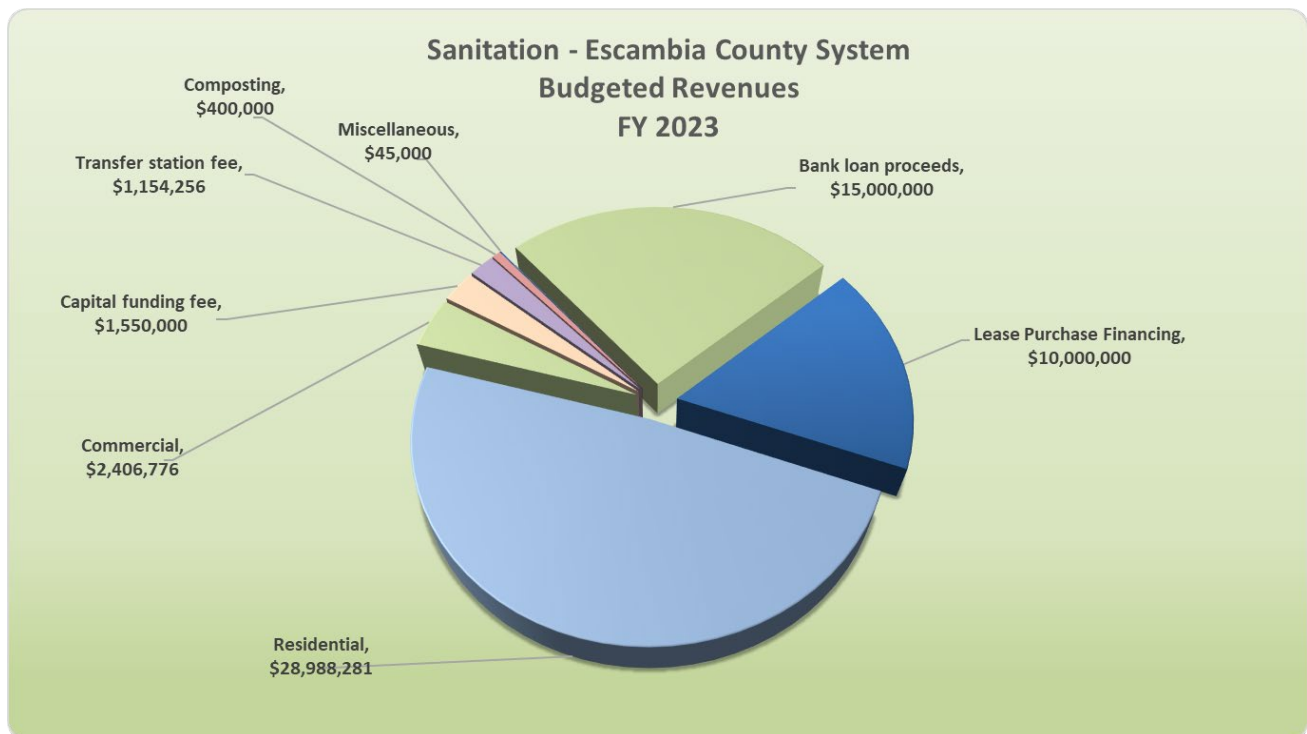


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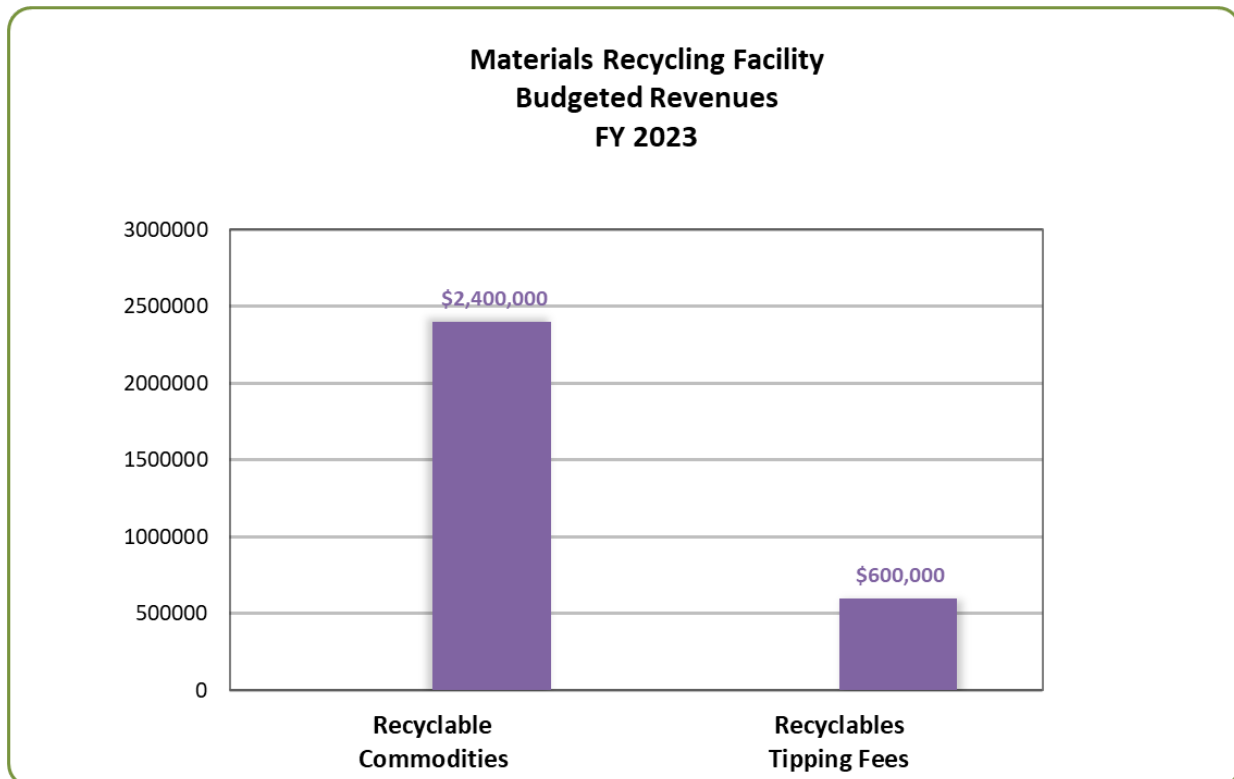
## SANITATION SYSTEM

### Revenues

In fiscal year 2023, ECUA Sanitation in Escambia County expects to generate 48.7% of its operating revenues from residential rates charged to customers, 4.0% from commercial customers, 2.6% from the capital funding fee, 1.9% from the transfer station fee, 0.75% from miscellaneous revenues, and 41.9% from debt proceeds to purchase new equipment and construct a transfer station.



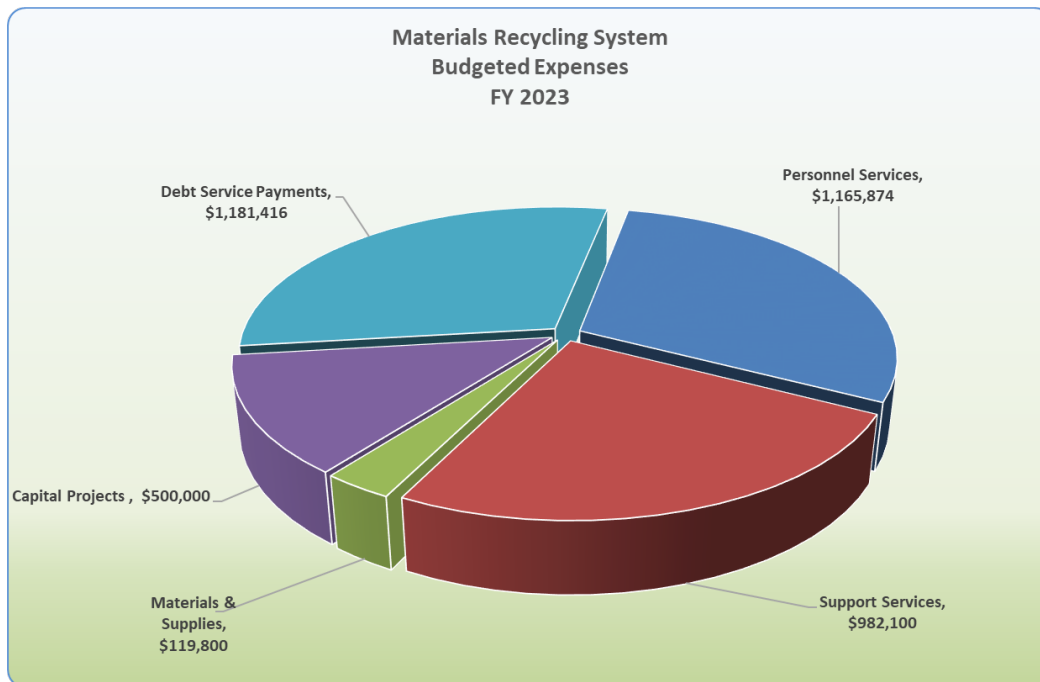
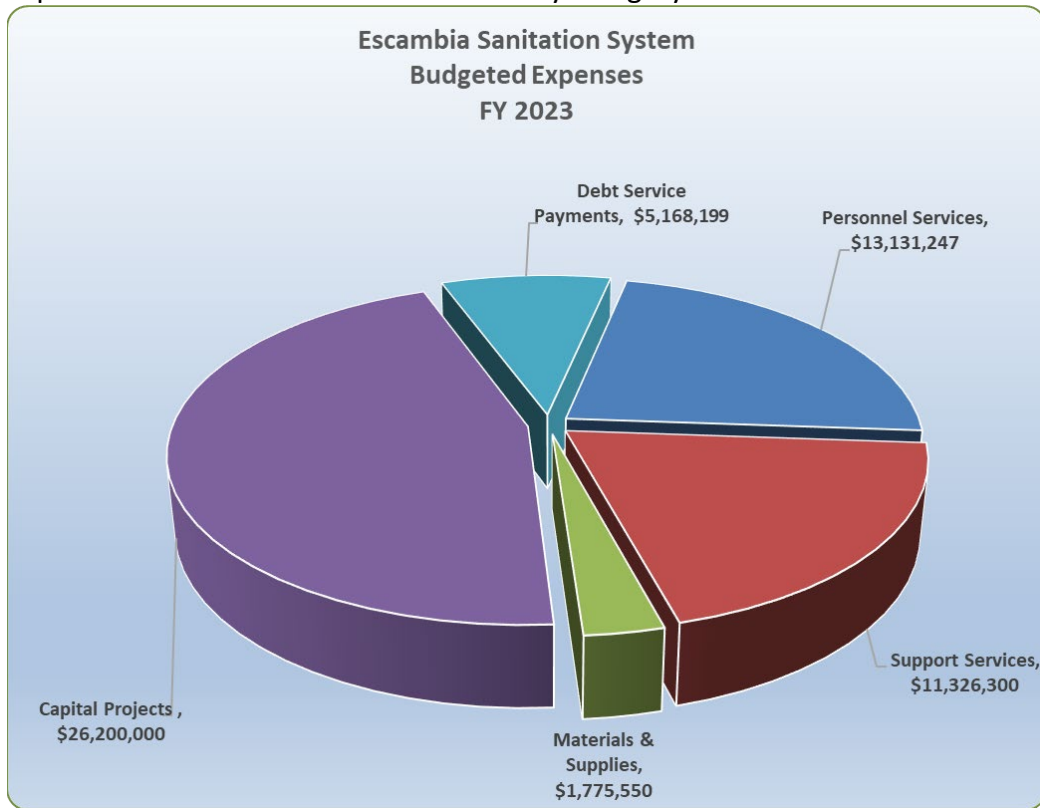
In fiscal year 2023, the MRF expects to generate 80% of its operating revenues from the sale of recyclable commodities and 20% from recycling tipping fees charged to third party entities utilizing the recycling facility. No rate setting is involved with the MRF since the sale of the recyclable commodities is based on the market value of the commodities throughout the year.





## Expenses

Expenses are shown in the charts below by category:

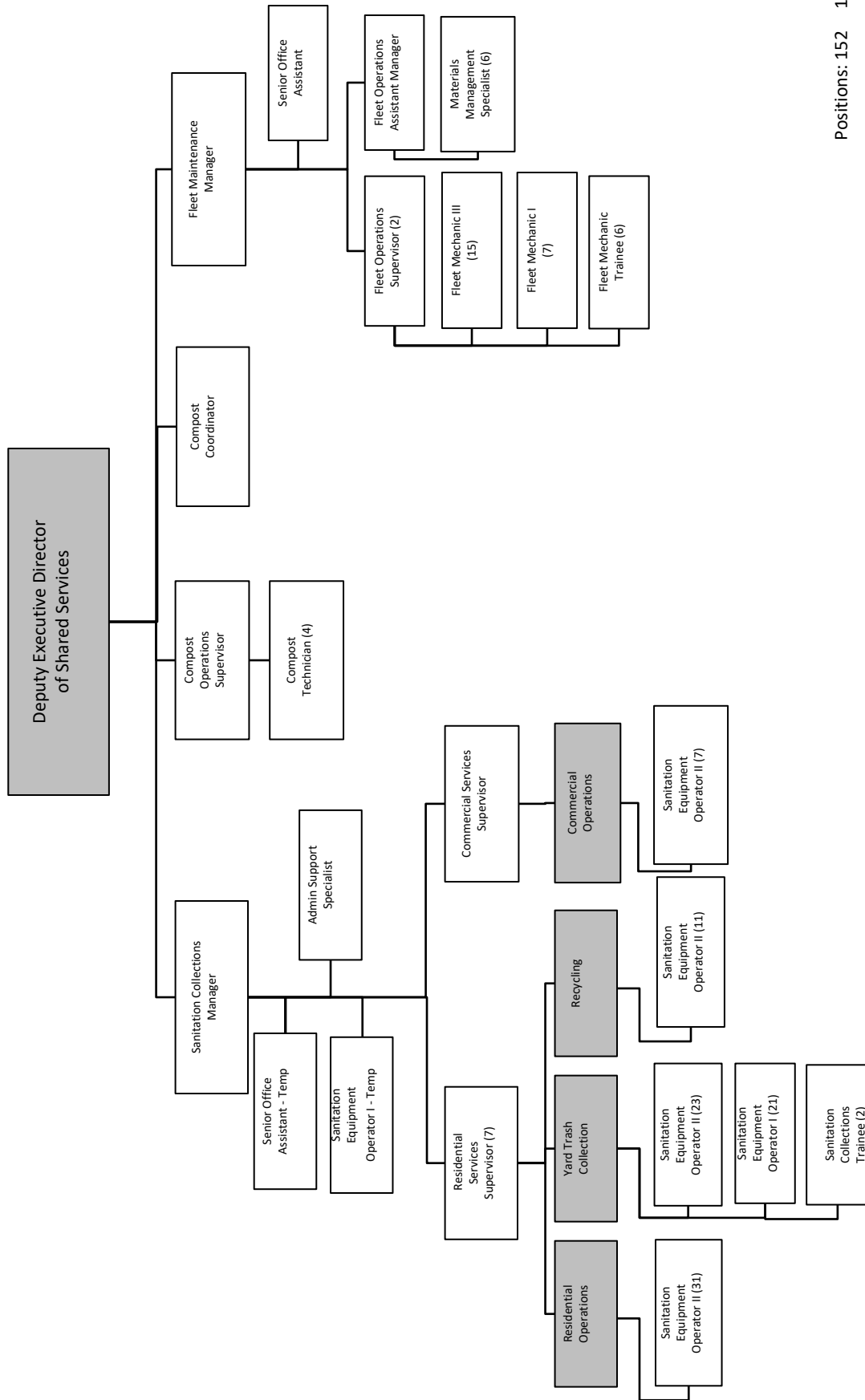


Departmental expenditure summaries detailing planned operating expenditures by line item are presented within each departmental tab that follows.



# EMERALD COAST UTILITIES AUTHORITY

## SANITATION



**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.

**2023 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 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 6,519,980	\$ 6,624,233	\$ 6,846,213
14 OVERTIME	\$ 1,632,222	\$ 1,060,000	\$ 1,350,000
21 FICA MATCHING	\$ 592,580	\$ 550,721	\$ 580,543
22 RETIREMENT	\$ 810,046	\$ 841,041	\$ 998,406
23 INSURANCE	\$ 1,865,034	\$ 2,194,208	\$ 2,080,959
24 WORKERS COMPENSATION	\$ -	\$ 500,000	\$ 500,000
26 OTHER	\$ -	\$ -	\$ 1,941,000
31 PROFESSIONAL SERVICES	\$ 43,924	\$ 12,500	\$ 22,800
34 OTHER CONTRACTUAL SVC	\$ 1,954,449	\$ 1,309,000	\$ 1,444,000
40 TRAVEL	\$ -	\$ 4,700	\$ 4,500
41 COMMUNICATIONS	\$ 31,524	\$ 31,850	\$ 39,250
43 UTILITIES	\$ 165,682	\$ 171,000	\$ 191,000
44 RENTALS & LEASES	\$ 405,039	\$ 526,000	\$ 440,000
45 INSURANCE	\$ 348,956	\$ 498,900	\$ 300,350
46 REPAIRS & MAINTENANCE	\$ 3,494,794	\$ 3,052,000	\$ 3,316,000
48 PROMOTIONAL	\$ 8,739	\$ 25,000	\$ 10,000
49 OTHER CURRENT CHARGES	\$ 7,000,214	\$ 6,042,400	\$ 6,535,500
55 PROFESSIONAL DEVELOPMENT	\$ 3,389	\$ 9,000	\$ 5,500
58 OVERHEAD ALLOCATION	\$ (830,770)	\$ 51,876	\$ 51,876
98 CONTINGENCY	\$ -	\$ 122,500	\$ 270,000
47 PRINTING	\$ 127	\$ 2,400	\$ 1,000
51 OFFICE SUPPLIES	\$ 6,345	\$ 5,200	\$ 6,800
52 OPERATING SUPPLIES	\$ 1,653,479	\$ 1,568,600	\$ 1,883,050
54 SUBSCR/MEMBERSHIPS	\$ 780	\$ 4,900	\$ 4,000
 TOTAL	 <u>\$ 25,706,533</u>	 <u>\$ 25,208,529</u>	 <u>\$ 28,822,747</u>
 DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 11,419,862	\$ 11,770,203	\$ 14,297,121
SUPPORT SERVICES	12,625,940	11,856,726	12,630,776
MATERIALS & SUPPLIES	1,660,731	1,581,600	1,894,850
TOTAL	<u>\$ 25,706,533</u>	<u>\$ 25,208,529</u>	<u>\$ 28,822,747</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION SYSTEMS

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 6,122,178	\$ 6,001,565	\$ 6,223,070
14 OVERTIME	1,490,524	935,000	1,175,000
21 FICA MATCHING	552,548	494,881	521,022
22 RETIREMENT	755,830	766,272	903,347
23 INSURANCE	1,782,047	2,028,377	1,907,808
24 WORKERS COMPENSATION	-	500,000	500,000
26 OTHER	-	-	1,901,000
31 PROFESSIONAL SERVICES	16,369	2,500	12,800
34 OTHER CONTRACTUAL SVC	1,128,573	1,004,000	1,139,000
40 TRAVEL	-	3,200	3,000
41 COMMUNICATIONS	26,091	22,600	30,000
43 UTILITIES	55,508	79,000	79,000
44 RENTALS & LEASES	306,173	436,000	350,000
45 INSURANCE	246,966	498,550	300,000
46 REPAIRS & MAINTENANCE	3,184,032	2,648,000	2,912,000
48 PROMOTIONAL	8,739	25,000	10,000
49 OTHER CURRENT CHARGES	6,950,364	5,992,400	6,485,500
55 PROFESSIONAL DEVELOPMENT	3,389	8,500	5,000
58 OVERHEAD ALLOCATION	-	1,048,800	1,048,800
98 CONTINGENCY	-	102,500	250,000
47 PRINTING	127	2,400	1,000
51 OFFICE SUPPLIES	5,552	4,700	6,000
52 OPERATING SUPPLIES	1,548,730	1,464,650	1,767,050
54 SUBSCR/MEMBERSHIPS	730	2,400	1,500
TOTAL	<u>\$ 24,184,470</u>	<u>\$ 24,071,295</u>	<u>\$ 27,531,897</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 10,703,127	\$ 10,726,095	\$ 13,131,247
SUPPORT SERVICES	11,926,204	11,871,050	12,625,100
MATERIALS & SUPPLIES	1,555,139	1,474,150	1,775,550
TOTAL	<u>\$ 24,184,470</u>	<u>\$ 24,071,295</u>	<u>\$ 27,531,897</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION - ESCAMBIA COUNTY

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 5,774,799	\$ 6,001,565	6,223,070
14 OVERTIME	1,372,305	935,000	1,175,000
21 FICA MATCHING	518,674	494,881	521,022
22 RETIREMENT	715,906	766,272	903,347
23 INSURANCE	1,666,743	2,028,377	1,907,808
24 WORKERS COMPENSATION	-	500,000	500,000
31 PROFESSIONAL SERVICES	16,369	2,500	10,300
34 OTHER CONTRACTUAL SVC	1,128,573	1,004,000	1,139,000
40 TRAVEL	-	3,200	3,000
41 COMMUNICATIONS	25,763	22,600	30,000
43 UTILITIES	55,508	79,000	79,000
44 RENTALS & LEASES	302,949	436,000	350,000
45 INSURANCE	246,966	498,550	300,000
46 REPAIRS & MAINTENANCE	2,829,442	2,648,000	2,912,000
48 PROMOTIONAL	8,739	25,000	10,000
49 OTHER CURRENT CHARGES	6,650,364	5,992,400	6,320,500
55 PROFESSIONAL DEVELOPMENT	3,389	8,500	5,000
47 PRINTING	127	2,400	1,000
51 OFFICE SUPPLIES	5,552	4,700	6,000
52 OPERATING SUPPLIES	1,492,780	1,464,650	1,767,050
54 SUBSCR/MEMBERSHIPS	730	2,400	1,500
 TOTAL	 <u>\$ 22,815,678</u>	 <u>\$ 22,919,995</u>	 <u>\$ 24,164,597</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 10,048,427	\$ 10,726,095	\$ 11,230,247
SUPPORT SERVICES	11,268,062	10,719,750	11,158,800
MATERIALS & SUPPLIES	1,499,189	1,474,150	1,775,550
 TOTAL	 <u>\$ 22,815,678</u>	 <u>\$ 22,919,995</u>	 <u>\$ 24,164,597</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
23 INSURANCE		\$ 125,000	
24 WORKERS COMPENSATION		500,000	
26 OTHER		271,500	1,901,000
31 PROFESSIONAL SERVICES		2,500	2,500
45 INSURANCE		249,275	
46 REPAIRS & MAINTENANCE		5,000	
49 OTHER CURRENT CHARGES		165,000	165,000
58 OVERHEAD ALLOCATION		1,048,800	1,048,800
98 CONTINGENCY		102,500	250,000
TOTAL	<u>\$ -</u>	<u>\$ 2,469,575</u>	<u>\$ 3,367,300</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ -	\$ 896,500	\$ 1,901,000
SUPPORT SERVICES	-	1,573,075	1,466,300
TOTAL	<u>\$ -</u>	<u>\$ 2,469,575</u>	<u>\$ 3,367,300</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / ADMINISTRATION

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 106,432	\$ 173,887	\$ 158,392
14 OVERTIME	246	-	-
21 FICA MATCHING	7,518	12,645	10,929
22 RETIREMENT	10,916	18,828	18,865
23 INSURANCE	32,492	62,843	43,755
31 PROFESSIONAL SERVICES	16,369	-	10,300
34 OTHER CONTRACTUAL SVC	31,112	35,000	85,000
40 TRAVEL	-	700	500
41 COMMUNICATIONS	25,763	22,600	30,000
43 UTILITIES	52,446	75,000	75,000
44 RENTALS & LEASES	216,455	264,000	230,000
46 REPAIRS & MAINTENANCE	57,033	81,000	40,000
49 OTHER CURRENT CHARGES	422	15,500	15,500
55 PROFESSIONAL DEVELOPMENT	843	700	700
47 PRINTING	95	500	500
51 OFFICE SUPPLIES	11	1,000	300
52 OPERATING SUPPLIES	10,625	16,500	14,900
53 ROAD MATERIALS & SUPPLIES			
54 SUBSCR/MEMBERSHIPS	300	1,000	1,000
TOTAL	<u>\$ 569,078</u>	<u>\$ 781,703</u>	<u>\$ 735,641</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 157,604	\$ 268,203	\$ 231,941
SUPPORT SERVICES	400,443	494,500	487,000
MATERIALS & SUPPLIES	11,031	19,000	16,700
TOTAL	<u>\$ 569,078</u>	<u>\$ 781,703</u>	<u>\$ 735,641</u>



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / RESIDENTIAL OPERATIONS

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
	<u>                    </u>	<u>                    </u>	<u>                    </u>
12 REGULAR SALARIES	\$ 1,800,986	\$ 1,885,334	\$ 1,802,156
14 OVERTIME	408,314	300,000	300,000
21 FICA MATCHING	158,745	151,125	144,454
22 RETIREMENT	213,874	238,396	250,247
23 INSURANCE	527,637	633,009	550,743
46 REPAIRS & MAINTENANCE	1,472,068	1,300,000	1,420,000
49 OTHER CURRENT CHARGES	5,508,742	5,000,500	5,501,500
52 OPERATING SUPPLIES	746,986	826,750	975,250
TOTAL	<u><u>\$ 10,837,352</u></u>	<u><u>\$ 10,335,114</u></u>	<u><u>\$ 10,944,350</u></u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 3,109,556	\$ 3,207,864	\$ 3,047,600
SUPPORT SERVICES	6,980,810	6,300,500	6,921,500
CAPITAL OUTLAY	-	-	-
TOTAL	<u><u>\$ 10,837,352</u></u>	<u><u>\$ 10,335,114</u></u>	<u><u>\$ 10,944,350</u></u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / GARAGE

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 1,521,573	\$ 1,803,520	\$ 1,829,310
14 OVERTIME	288,563	170,000	265,000
21 FICA MATCHING	132,625	145,461	149,951
22 RETIREMENT	192,384	219,819	256,543
23 INSURANCE	368,499	464,903	475,303
40 TRAVEL	-	2,500	2,500
43 UTILITIES	3,062	4,000	4,000
44 RENTALS & LEASES	-	37,000	-
46 REPAIRS & MAINTENANCE	266,523	182,000	197,000
49 OTHER CURRENT CHARGES	401,472	8,000	1,000
55 PROFESSIONAL DEVELOPMENT	-	4,300	800
47 PRINTING	32	-	-
51 OFFICE SUPPLIES	5,541	3,700	5,700
52 OPERATING SUPPLIES	481,400	354,600	442,800
TOTAL	<u>\$ 3,661,674</u>	<u>\$ 3,399,803</u>	<u>\$ 3,629,907</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 2,503,644	\$ 2,803,703	\$ 2,976,107
SUPPORT SERVICES	671,057	237,800	205,300
MATERIALS & SUPPLIES	486,973	358,300	448,500
TOTAL	<u>\$ 3,661,674</u>	<u>\$ 3,399,803</u>	<u>\$ 3,629,907</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / COMMERCIAL OPERATIONS

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 368,896	\$ 330,411	\$ 348,132
14 OVERTIME	168,600	85,000	135,000
21 FICA MATCHING	39,709	30,378	35,115
22 RETIREMENT	63,464	55,645	69,547
23 INSURANCE	82,789	86,935	90,235
34 OTHER CONTRACTUAL SVC	6,079	4,000	4,000
46 REPAIRS & MAINTENANCE	304,908	300,000	300,000
49 OTHER CURRENT CHARGES	738,943	801,200	801,200
52 OPERATING SUPPLIES	53,120	50,800	72,300
TOTAL	<u>\$ 1,826,508</u>	<u>\$ 1,744,369</u>	<u>\$ 1,855,529</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 723,458	\$ 588,369	\$ 678,029
SUPPORT SERVICES	1,049,930	1,105,200	1,105,200
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 1,826,508</u>	<u>\$ 1,744,369</u>	<u>\$ 1,855,529</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / YARD TRASH

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 1,195,467	\$ 1,027,998	\$ 1,411,327
14 OVERTIME	331,552	205,000	250,000
21 FICA MATCHING	111,268	87,127	116,578
22 RETIREMENT	144,700	130,208	197,855
23 INSURANCE	398,779	362,938	524,739
34 OTHER CONTRACTUAL SVC	1,081,383	950,000	1,020,000
44 RENTALS & LEASES	381	-	-
46 REPAIRS & MAINTENANCE	353,315	275,000	400,000
49 OTHER CURRENT CHARGES	785	1,700	800
42 TRANSPORTATION (POSTAGE)			
47 PRINTING			
51 OFFICE SUPPLIES			
52 OPERATING SUPPLIES	62,072	72,500	92,500
 TOTAL	 <u>\$ 3,679,702</u>	 <u>\$ 3,112,471</u>	 <u>\$ 4,013,799</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,181,766	\$ 1,813,271	\$ 2,500,499
SUPPORT SERVICES	1,435,864	1,226,700	1,420,800
CAPITAL OUTLAY	-	-	-
 TOTAL	 <u>\$ 3,679,702</u>	 <u>\$ 3,112,471</u>	 <u>\$ 4,013,799</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / RECYCLING

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 529,532	\$ 537,346	\$ 424,777
14 OVERTIME	116,337	130,000	160,000
21 FICA MATCHING	46,227	47,336	41,563
22 RETIREMENT	60,906	72,207	72,896
23 INSURANCE	192,374	221,573	162,886
46 REPAIRS & MAINTENANCE	150,318	200,000	200,000
48 PROMOTIONAL	8,739	25,000	10,000
49 OTHER CURRENT CHARGES	-	500	500
47 PRINTING	-	1,900	500
52 OPERATING SUPPLIES	7,620	47,000	47,000
TOTAL	<u>\$ 1,112,053</u>	<u>\$ 1,282,862</u>	<u>\$ 1,120,122</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 945,376	\$ 1,008,462	\$ 862,122
SUPPORT SERVICES	159,057	225,500	210,500
MATERIALS & SUPPLIES	7,620	48,900	47,500
TOTAL	<u>\$ 1,112,053</u>	<u>\$ 1,282,862</u>	<u>\$ 1,120,122</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / COMPOSTING

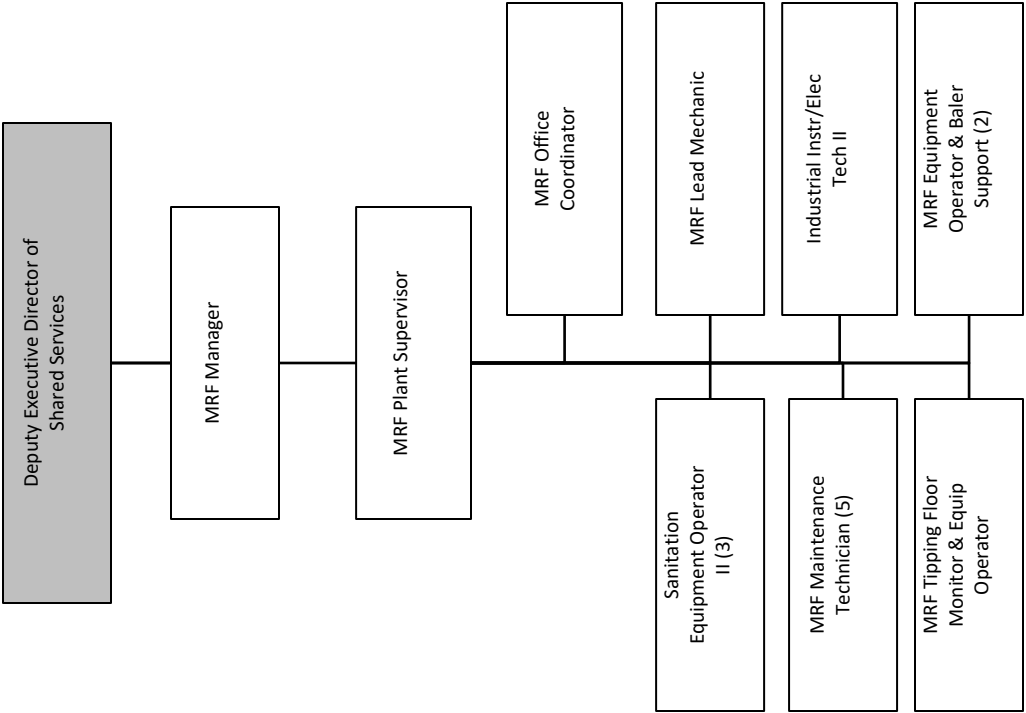
	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 251,913	\$ 243,069	\$ 248,976
14 OVERTIME	58,693	45,000	65,000
21 FICA MATCHING	22,582	20,809	22,432
22 RETIREMENT	29,662	31,169	37,394
23 INSURANCE	64,173	71,176	60,147
34 OTHER CONTRACTUAL SVC	9,999	15,000	30,000
44 RENTALS & LEASES	86,113	135,000	120,000
46 REPAIRS & MAINTENANCE	225,277	300,000	350,000
55 PROFESSIONAL DEVELOPMENT	2,546	3,500	3,500
52 OPERATING SUPPLIES	130,957	96,500	122,300
54 SUBSCR/MEMBERSHIPS	430	1,400	500
TOTAL	<u>\$ 882,345</u>	<u>\$ 962,623</u>	<u>\$ 1,060,249</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 427,023	\$ 411,223	\$ 433,949
SUPPORT SERVICES	323,935	453,500	503,500
MATERIALS & SUPPLIES	131,387	97,900	122,800
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 882,345</u>	<u>\$ 962,623</u>	<u>\$ 1,060,249</u>



# 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.

**2023 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 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 397,802	\$ 622,668	\$ 623,143
14 OVERTIME	141,698	125,000	175,000
21 FICA MATCHING	40,032	55,840	59,521
22 RETIREMENT	54,216	74,769	95,059
23 INSURANCE	82,987	165,831	173,151
26 OTHER	-	-	40,000
31 PROFESSIONAL SERVICES	27,555	10,000	10,000
34 OTHER CONTRACTUAL SVC	825,876	305,000	305,000
40 TRAVEL	-	1,500	1,500
41 COMMUNICATIONS	5,433	9,250	9,250
43 UTILITIES	110,174	92,000	112,000
44 RENTALS & LEASES	98,866	90,000	90,000
45 INSURANCE	101,990	350	350
46 REPAIRS & MAINTENANCE	310,762	404,000	404,000
49 OTHER CURRENT CHARGES	49,850	50,000	50,000
55 PROFESSIONAL DEVELOPMENT	-	500	500
58 OVERHEAD ALLOCATION	(830,770)	(996,924)	(996,924)
98 CONTINGENCY	-	20,000	20,000
51 OFFICE SUPPLIES	793	500	800
52 OPERATING SUPPLIES	104,749	103,950	116,000
54 SUBSCR/MEMBERSHIPS	50	2,500	2,500
TOTAL	<u>\$ 1,522,063</u>	<u>\$ 1,136,734</u>	<u>\$ 1,290,850</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 716,735	\$ 1,044,108	\$ 1,165,874
SUPPORT SERVICES	699,736	(14,324)	5,676
MATERIALS & SUPPLIES	105,592	106,950	119,300
TOTAL	<u>\$ 1,522,063</u>	<u>\$ 1,136,734</u>	<u>\$ 1,290,850</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
12 REGULAR SALARIES	\$ 397,802	\$ 622,668	\$ 623,143
14 OVERTIME	141,698	125,000	175,000
21 FICA MATCHING	40,032	55,840	59,521
22 RETIREMENT	54,216	74,769	95,059
23 INSURANCE	82,987	165,831	173,151
31 PROFESSIONAL SERVICES	27,555	10,000	10,000
34 OTHER CONTRACTUAL SVC	825,876	305,000	305,000
40 TRAVEL	-	1,500	1,500
41 COMMUNICATIONS	5,433	9,250	9,250
43 UTILITIES	110,174	92,000	112,000
44 RENTALS & LEASES	98,866	90,000	90,000
45 INSURANCE	101,990	350	350
46 REPAIRS & MAINTENANCE	310,762	404,000	404,000
49 OTHER CURRENT CHARGES	49,850	50,000	50,000
55 MRF TRAINING/DEVELOPMENT	-	500	500
51 OFFICE SUPPLIES	793	500	800
52 OPERATING SUPPLIES	104,749	103,950	116,000
54 SUBSCR/MEMBERSHIPS	50	2,500	2,500
TOTAL	<u>\$ 2,352,833</u>	<u>\$ 2,113,658</u>	<u>\$ 2,227,774</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 716,735	\$ 1,044,108	\$ 1,125,874
SUPPORT SERVICES	1,530,506	962,600	982,600
MATERIALS & SUPPLIES	105,592	106,950	119,300
TOTAL	<u>\$ 2,352,833</u>	<u>\$ 2,113,658</u>	<u>\$ 2,227,774</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
26 OTHER		-	40,000
58 OVERHEAD ALLOCATION	(830,770)	(996,924)	(996,924)
98 CONTINGENCY	-	20,000	20,000
TOTAL	<u>\$ (830,770)</u>	<u>\$ (976,924)</u>	<u>\$ (936,924)</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	-	-	40,000
SUPPORT SERVICES	-	(976,924)	(976,924)
TOTAL	<u>\$ -</u>	<u>\$ (976,924)</u>	<u>\$ (936,924)</u>