

EMERALD COAST UTILITIES AUTHORITY

# OPERATING BUDGET

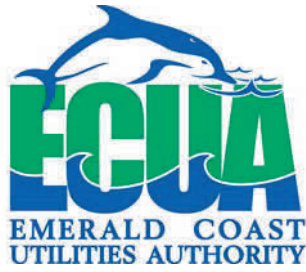
FISCAL YEAR 2025



Quality drinking water is  
our #1 Priority



For the Fiscal Year Ending 9/30/2025



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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, 2025**

As Approved by the ECUA Board  
08/27/24

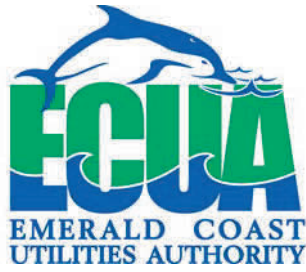
Prepared by  
The Finance Department

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



## AUTHORITY PROFILE

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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 over 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 98,000 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 2025

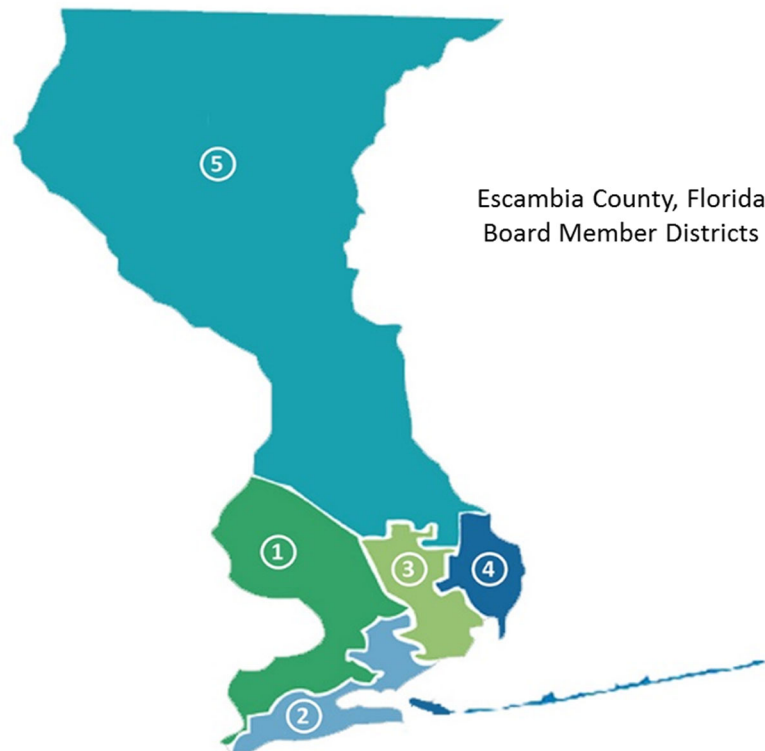
Vicki Campbell, District 1

Lois Benson, District 2, Chair

Larry Williams, District 3

Dale Perkins, District 4

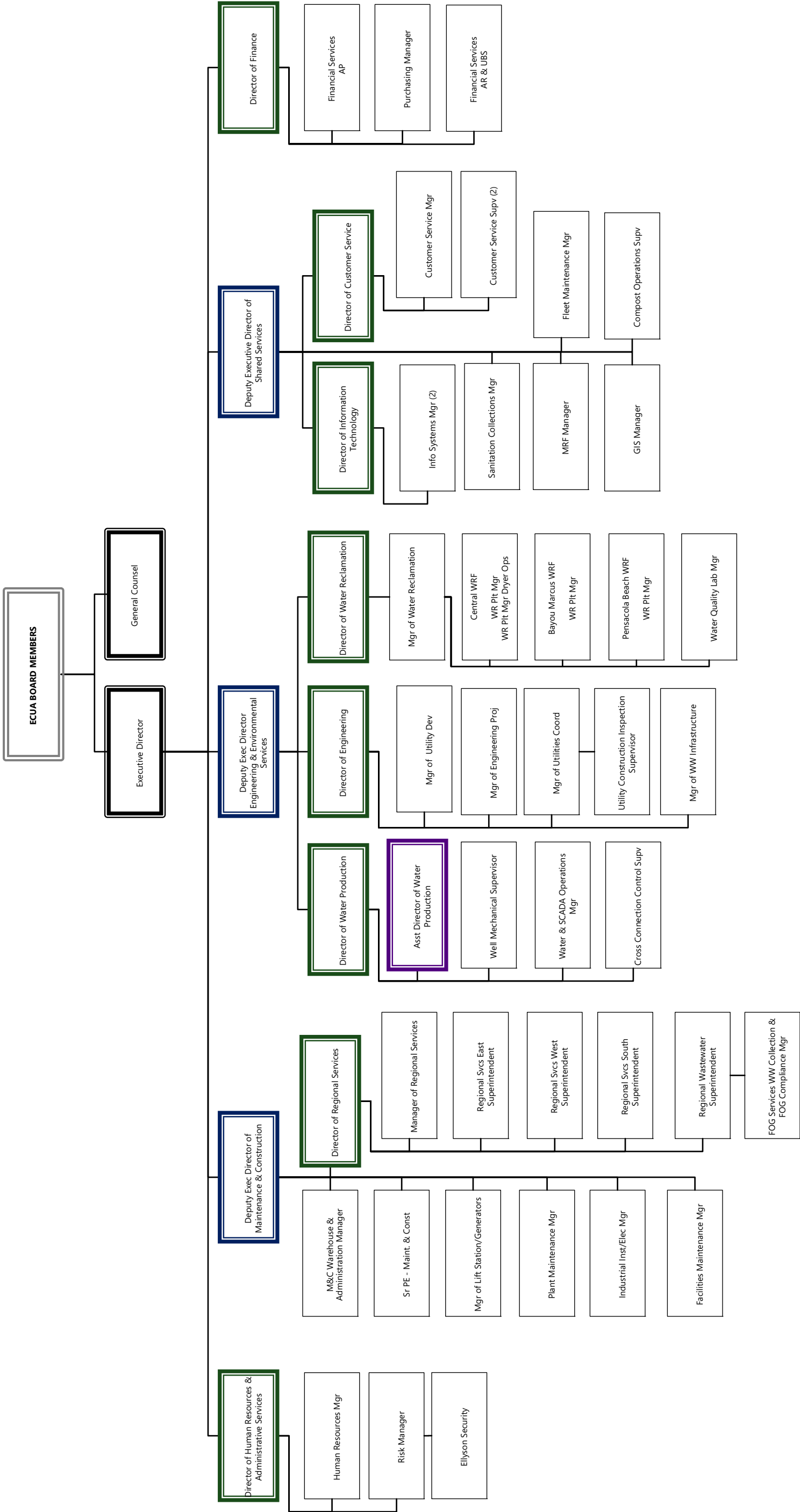
Kevin Stephens, District 5 Vice Chair







# EMERALD COAST UTILITIES AUTHORITY BOARD – EXECUTIVE DIRECTOR - DEPARTMENTS



**EXECUTIVE DIRECTOR**

J. Bruce Woody, P.E.

**DEPUTY EXECUTIVE DIRECTORS**

Shared Services – Tommy Fitzpatrick

Maintenance & Construction – Gerry Piscopo

Engineering & Environmental Services – Don Palmer

**DEPARTMENT DIRECTORS**

Finance – Justin Smith

Information Technology – Hamid Rezaie

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



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## EXECUTIVE SUMMARY

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Fiscal Year 2024 (FY 2024) has brought many challenges to the Emerald Coast Utilities Authority (ECUA) as we continue to see increased inflation levels. The Consumer Price Index for All Urban Consumers (CPI-U) for the South Region increased advanced 3.3% for the 12 months ending April 30, 2024. While prices are not increasing as rapidly as they were during 2023, we are still seeing increases across the board.

Looking ahead to Fiscal Year 2025 (FY 2025) we continue to be mindful of providing financially efficient and conservative services to our ratepayers. The budget for FY 2025 includes a 3% rate increase for water, wastewater, and sanitation services. 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 2025.

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 2025 Water/Wastewater budget presented is showing projected revenues that include a 3% rate increase. The FY 2025 budget also includes additional revenue from growth at 0.5%. The Capital Improvement Fee (CIF) established in FY 2018 is generating approximately \$10 million in order to help pay for capital improvements.

Departmental budget requests for FY 2025 increased 8.38%, due to following anticipated increases: Personnel Costs (Salaries, Benefits, FICA, Retirement) \$2,405,000; Repairs and Maintenance \$1,054,000; Chemical Supplies \$2,341,000; Insurance Premiums \$443,000. 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 2025. 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 2025's projected carryforward reserves is \$7.6 million.

As always, the staff spent many hours discussing and prioritizing the recommended list of system needs. The FY 2025 CIP budget includes \$10 million in funding for Inflow & Infiltration (I&I) in response to the FDEP consent order. Other recommended projects include general utility relocations, meter register replacements, Beulah Well site and transmission main, fleet vehicle replacements, and lift station upgrades/replacements.

The FY 2025 CIP budget also includes funding for the engineering portion of PFAS related projects at the Hagler Well and W & Avery Well. We are expecting to receive settlement proceeds from the class action lawsuits with 3M and DuPont during the next year. Once we receive the settlement funds, staff will bring a budget amendment to the Board to recognize the settlement revenues and increase the CIP budget for the construction portion of several PFAS related projects.

We anticipate the annual carryforward amount to be approximately \$13 million at the end of FY 2024 and this should provide an adequate rollover amount to start out with in FY 2025. A strong reserve will provide emergency funds in case of disaster and help us achieve a favorable interest rate in the debt market should we find the need to borrow funds in the future.

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 1.50%.

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

The Sanitation System overall has a 4.64% increase in operating expenses in the FY 2025 budget. The increase to salaries and benefits is the primary factor for the increase to the Sanitation Systems’ operating budget. In addition to personnel costs, the Sanitation and MRF budgets are also facing increases in repairs and maintenance and the annual cost of tipping fees at the Escambia County landfill due to an increases in our customer base.

The Escambia County Sanitation System (ECSS) is growing, with an expected increase in residential customers of approximately 0.5%. With growth comes increased operating costs in maintenance, labor, and equipment. The total increase in operating expenses when compared to FY 2024’s original budget is \$1.4 million for the ECSS. We are anticipating increases of nearly \$360,000 in personnel costs, \$421,000 increase in repair and maintenance costs on our aging vehicles, and a \$143,000 increase in contractual services.

The Sanitation CIP Budget for FY 2025 includes \$5,100,000 for the replacement of 10-12 residential side-loaders collection vehicles that were originally purchased in 2012 and have reached the end of their programmed life. These purchases will be financed through a 7 year equipment lease-purchase under our existing Master Lease Agreement. The CIP budget also includes \$500,000 in funding for residential containers, \$300,000 for commercial containers, \$700,000 for composting equipment replacement and \$500,000 additional funding for the transfer station project. ECUA received a \$3,000,000 appropriation from the State of Florida to purchase a portion of the equipment needed for the new transfer station. This appropriation is included in the FY 2025 revenue budget and will reduce the amount of debt financing needed to fund the construction of the facility.

As provided for in FY 2024, FY 2025’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.

Our current base fee for a residential customer with two 90 gallon containers of their choice is \$29.82 per month (\$24.76 for collection and \$5.06 for disposal at the Escambia County Landfill). With the approved 3% rate increase, our standard residential customer's bill will increase by \$0.74 per month. The transfer station fee of \$1 per month is still in place and is estimated to generate \$1,100,000 per year to pay for the costs of the transfer station facility once construction is complete.

The MRF is now in its eighth full year of operations. The MRF is operated and managed solely in-house. Revenues for the fund are generated through the sale of the recyclable commodities and tipping fees from other municipalities and private haulers that bring materials to our facility. Commodities revenues are highly dependent on the global market values which have experienced extreme volatility over the last year.

Prior to FY 2024, our municipal partners were charged a tipping fee ranging from \$15 to \$35 per ton for materials delivered to our facility. Effective October 1, 2023 all of our customers will be charged a fee of \$60 per ton to bring materials to our facility. This price increase has caused some of our partners to discontinue recycling which will reduce volume but we anticipate having a higher quality product from the volume we continue to receive.

The FY 2025 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 \$200,000 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 20,000 – 40,000 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 six (6) 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 2025 Approved Operating Budget is an accurate reflection of the financial plan necessary to continue our positive movement in the direction of providing our customers with the high quality service they expect and deserve.

Respectfully,

*J. Bruce Woody*

J. Bruce Woody, P.E., MPA  
Executive Director

*Justin Smith*

Justin Smith, CPA  
Director of Finance



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**EMERALD COAST UTILITIES AUTHORITY  
OPERATING BUDGET  
FISCAL YEAR 2025**

	<b>WATER &amp; WASTEWATER</b>	<b>SANITATION AND MRF</b>	<b>TOTAL ADOPTED FY 2025</b>
<b>SOURCES:</b>			
Operating revenues:			
Water	\$ 53,996,954	\$ -	\$ 53,996,954
Wastewater	70,254,101	-	70,254,101
Sewer Improvement Fee	6,750,000	-	6,750,000
Capital Improvement Fee	10,000,000	2,450,000	12,450,000
Sanitation - Residential	-	32,394,735	32,394,735
Sanitation-Commercial	-	2,580,429	2,580,429
Connection Charges	900,000	-	900,000
Recyclable Commodities	-	475,000	475,000
Recyclable Tipping Fees	-	250,000	250,000
Compost & Yard Waste Tipping Fees	-	50,000	50,000
Miscellaneous Revenues	1,500,000	45,000	1,545,000
Subtotal Operating Revenues	143,401,055	38,245,164	181,646,219
Non-operating revenues:			
Interest Income	4,500,000	25,000	4,525,000
Impact Fees	5,000,000	-	5,000,000
Bond/Bank Loan Proceeds	-	5,000,000	5,000,000
Grants & Other Capital Contributions	900,000	3,000,000	3,900,000
Unrestricted Reserves	5,500,000	592,958	6,092,958
Committed project funds	20,000,000	-	20,000,000
Carry-forward project funds	17,708,176	-	17,708,176
Subtotal Non-operating Revenues	53,608,176	8,617,958	62,226,134
<b>TOTAL SOURCES</b>	<b>\$197,009,231</b>	<b>\$46,863,122</b>	<b>\$243,872,353</b>
<b>USES:</b>			
Operating expenses:			
Personal Services	45,774,898	14,917,085	\$ 60,691,983
Support Services	30,115,697	14,054,542	44,170,239
Materials & Supplies	14,615,727	1,930,920	16,546,647
Operating Contingency	1,500,000	770,000	770,000
Overhead Allocation	(51,876)	51,876	51,876
Subtotal operating expenses	91,954,446	31,724,423	123,678,869
Non-operating expenses:			
Debt Service	37,258,006	2,776,833	40,034,839
Equipment Lease Payments	-	3,949,426	3,949,426
CIP, Renewal & Replacement	54,650,000	7,800,000	62,450,000
Unrestricted Reserves	5,500,000	612,440	6,112,440
Project Contingencies	7,646,779	-	7,646,779
Subtotal non-operating expenses	105,054,785	15,138,699	120,193,484
<b>TOTAL USES</b>	<b>\$197,009,231</b>	<b>\$46,863,122</b>	<b>\$243,872,353</b>



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# EMERALD COAST UTILITIES AUTHORITY PERSONNEL COMPARISON

	<u>2023 POSITIONS</u>	<u>2024 FUNDED POSITIONS</u>	<u>2025 FUNDED POSITIONS</u>
ADMINISTRATION DEPARTMENT			
OFFICE OF THE EXECUTIVE DIRECTOR	<u>2</u>	<u>2</u>	<u>2</u>
FINANCE DEPARTMENT			
ADMINISTRATION	4	2	2
GENERAL ACCOUNTING	7	9	9
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	6	6	6
HUMAN RESOURCES	5	5	5
HUMAN RESOURCES/ADMIN SERVICES TOTAL	<u>13</u>	<u>13</u>	<u>13</u>
ENGINEERING DEPARTMENT			
ADMINISTRATION	28	29	25
INSPECTIONS	8	8	8
ENGINEERING TOTAL	<u>36</u>	<u>37</u>	<u>33</u>
SHARED SERVICES			
ADMINISTRATION	5	3	4
PUBLIC INFORMATION	1	3	2
GIS	0	0	4
SHARED SERVICES TOTAL	<u>6</u>	<u>6</u>	<u>10</u>
CUSTOMER SERVICES			
ADMINISTRATION	7	7	7

## EMERALD COAST UTILITIES AUTHORITY PERSONNEL COMPARISON

	2023 POSITIONS	2024 FUNDED POSITIONS	2025 FUNDED POSITIONS
CUSTOMER SERVICE - CONTINUED			
OPERATIONS	38	38	38
CUT NON-PAYS	5	4	4
CUSTOMER SERVICES TOTAL	50	49	49
REGIONAL SERVICES DEPARTMENT			
ADMINISTRATION	5	5	5
REGION 2 (WEST REGION)	20	17	17
REGION 3 (EAST REGION)	23	21	21
REGION 4 (SOUTH REGION)	19	19	18
SEWER MAINTENANCE SERVICES	24	25	25
FIRE HYDRANT INSTALL/MAINT.	7	7	7
PATCH SERVICES	4	5	5
AIR RELEASE VALVES	8	7	8
FATS, OILS, & GREASE	3	2	2
METER MAINTENANCE	2	7	7
REGIONAL SERVICES TOTAL	115	115	115
FIELD & CUSTOMER SERVICES GROUP TOTAL	171	170	174
MAINTENANCE AND CONSTRUCTION			
ADMINISTRATION	8	8	8
LIFTSTATIONS	26	26	26
INSTRUMENT, ELECTRICAL (I/E)	15	16	16
PLANT MAINTENANCE	13	19	19
ODOR CONTROL	2	2	2
GENERATOR MAINTENANCE	2	2	2
FACILITIES MAINTENANCE	9	9	9
MAINTENANCE AND CONSTRUCTION TOTAL	75	82	82
WATER PRODUCTION			
WATER OPERATIONS	22	22	23
WELL MECHANICAL MAINTENANCE	7	7	7
COMMUNICATIONS CENTER	12	12	12
CROSS CONNECTION CONTROLS	5	5	5
WATER PRODUCTION TOTAL	46	46	47
WATER RECLAMATION			
ADMINISTRATION	1	1	1
BAYOU MARCUS WRF	14	14	14
PENSACOLA BEACH WWTP	11	11	11
CENTRAL WRF	35	35	35

# EMERALD COAST UTILITIES AUTHORITY PERSONNEL COMPARISON

	2023 POSITIONS	2024 FUNDED POSITIONS	2025 FUNDED POSITIONS
WATER QUALITY/LAB	13	11	10
PRETREATMENT PROGRAM	0	2	3
WATER RECLAMATION TOTAL	74	74	74
SANITATION DEPARTMENT			
ADMINISTRATION	3	3	5
RESIDENTIAL OPERATIONS	45	40	40
GARAGE	39	40	39
COMMERCIAL OPERATIONS	8	7	7
YARD TRASH COLLECTION	40	46	46
RECYCLING	11	15	13
COMPOSTING	6	6	7
SANITATION TOTAL	152	157	157
MATERIALS RECYCLING SYSTEM			
MATERIALS RECYCLING FACILITY OPERATIONS	16	9	9
GRAND TOTAL	634	639	640



## WATER AND WASTEWATER SYSTEM

EMERALD COAST UTILITIES AUTHORITY  
WATER AND WASTEWATER SYSTEMS  
SOURCES AND USES STATEMENTS  
9/30/2025 - 9/30/2029

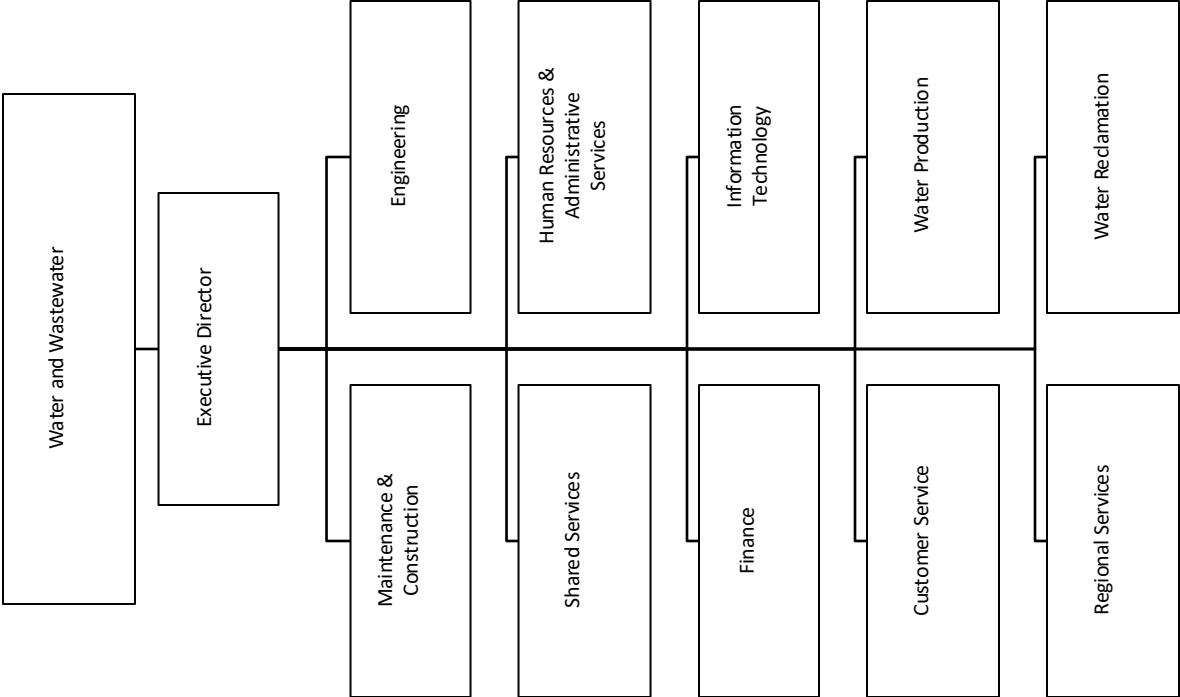
	ACTUAL FY 2025	ACTUAL FY 2026	ACTUAL FY 2027	PROJECTED ACTUALS FY 2028	APPROVED BUDGET FY 2029
<b>SOURCES:</b>					
Beginning balances:					
Unrestricted reserves	\$ 3,500,000	\$ 4,500,000	\$ 304,895	\$ 1,103,297	\$ 5,500,000
Committed project funds	12,200,000	12,200,000	8,000,000	12,000,000	20,000,000
Project contingencies (working capital)	32,024,623	22,374,733	26,254,604	10,262,513	17,708,176
Total beginning balance	47,724,623	39,074,733	34,559,499	23,365,810	43,208,176
Operating revenues:					
Water	45,078,090	46,846,769	51,620,659	49,286,371	53,996,954
Wastewater	60,668,955	63,597,931	66,629,235	63,981,947	70,254,101
Connection charges	938,561	1,038,485	1,168,700	1,481,016	900,000
Miscellaneous revenues	1,487,336	1,966,438	1,693,492	-	1,500,000
Capital improvement fee	9,685,319	9,808,682	9,957,227	9,766,186	10,000,000
Sewer improvement fee	6,232,522	6,318,000	6,561,977	6,441,342	6,750,000
Total operating income	124,090,783	129,576,305	137,631,290	130,956,861	143,401,055
Other income:					
Interest income	1,388,153	1,602,285	7,256,448	7,988,384	4,500,000
Impact fees	6,064,350	8,678,166	7,534,856	4,924,526	5,000,000
Grants and contributions	2,772,242	2,928,955	1,224,273	19,951,567	900,000
Total other	10,224,745	13,209,406	16,015,577	32,864,477	10,400,000
Total Sources	\$ 182,040,151	\$ 181,860,444	\$ 188,206,366	\$ 187,187,149	\$ 197,009,231
<b>USES:</b>					
Operating expenses:					
Personal services	35,581,707	34,971,690	37,675,514	41,899,001	\$ 45,774,898
Support services	19,782,979	20,299,310	20,285,779	25,801,876	30,115,697
Materials & supplies	8,130,933	9,263,138	11,017,101	11,611,563	16,063,851
Total operating expenses	63,495,619	64,534,138	68,978,394	79,312,440	91,954,446
Debt service:					
Bonds, loans, and leases	36,943,762	36,846,230	37,047,221	36,846,230	37,258,006
Capital improvements:					
CIP Projects	6,816,821	7,719,372	9,309,594	12,928,502	11,840,000
R & R Projects	23,509,216	25,006,100	33,108,644	29,745,003	20,810,000
Prior year committed projects	12,200,000	8,000,000	12,000,000	12,000,000	22,000,000
Total capital improvements	42,526,037	40,725,472	54,418,238	54,673,505	54,650,000
Total uses	142,965,418	142,105,840	160,443,853	170,832,175	183,862,452
Ending balances:					
Unrestricted reserves	4,500,000	5,500,000	5,500,000	5,500,000	5,500,000
Project contingencies	34,574,733	34,254,604	22,262,513	10,854,974	7,646,779
Total Uses & Reserves	\$ 182,040,151	\$ 181,860,444	\$ 188,206,366	\$ 187,187,149	\$ 197,009,231



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# EMERALD COAST UTILITIES AUTHORITY WATER & WASTEWATER



## WATER AND WASTEWATER SYSTEM

EMERALD COAST UTILITIES AUTHORITY  
WATER AND WASTEWATER SYSTEMS  
SOURCES AND USES STATEMENTS  
9/30/2025 - 9/30/2029

	ACTUAL FY 2025	ACTUAL FY 2026	ACTUAL FY 2027	PROJECTED ACTUALS FY 2028	APPROVED BUDGET FY 2029
<b>SOURCES:</b>					
Beginning balances:					
Unrestricted reserves	\$ 3,500,000	\$ 4,500,000	\$ 304,895	\$ 1,103,297	\$ 5,500,000
Committed project funds	12,200,000	12,200,000	8,000,000	12,000,000	20,000,000
Project contingencies (working capital)	32,024,623	22,374,733	26,254,604	10,262,513	17,708,176
Total beginning balance	47,724,623	39,074,733	34,559,499	23,365,810	43,208,176
Operating revenues:					
Water	45,078,090	46,846,769	51,620,659	49,286,371	53,996,954
Wastewater	60,668,955	63,597,931	66,629,235	63,981,947	70,254,101
Connection charges	938,561	1,038,485	1,168,700	1,481,016	900,000
Miscellaneous revenues	1,487,336	1,966,438	1,693,492	-	1,500,000
Capital improvement fee	9,685,319	9,808,682	9,957,227	9,766,186	10,000,000
Sewer improvement fee	6,232,522	6,318,000	6,561,977	6,441,342	6,750,000
Total operating income	124,090,783	129,576,305	137,631,290	130,956,861	143,401,055
Other income:					
Interest income	1,388,153	1,602,285	7,256,448	7,988,384	4,500,000
Impact fees	6,064,350	8,678,166	7,534,856	4,924,526	5,000,000
Grants and contributions	2,772,242	2,928,955	1,224,273	19,951,567	900,000
Total other	10,224,745	13,209,406	16,015,577	32,864,477	10,400,000
Total Sources	\$ 182,040,151	\$ 181,860,444	\$ 188,206,366	\$ 187,187,149	\$ 197,009,231
<b>USES:</b>					
Operating expenses:					
Personal services	35,581,707	34,971,690	37,675,514	41,899,001	\$ 45,774,898
Support services	19,782,979	20,299,310	20,285,779	25,801,876	30,115,697
Materials & supplies	8,130,933	9,263,138	11,017,101	11,611,563	16,063,851
Total operating expenses	63,495,619	64,534,138	68,978,394	79,312,440	91,954,446
Debt service:					
Bonds, loans, and leases	36,943,762	36,846,230	37,047,221	36,846,230	37,258,006
Capital improvements:					
CIP Projects	6,816,821	7,719,372	9,309,594	12,928,502	11,840,000
R & R Projects	23,509,216	25,006,100	33,108,644	29,745,003	20,810,000
Prior year committed projects	12,200,000	8,000,000	12,000,000	12,000,000	22,000,000
Total capital improvements	42,526,037	40,725,472	54,418,238	54,673,505	54,650,000
Total uses	142,965,418	142,105,840	160,443,853	170,832,175	183,862,452
Ending balances:					
Unrestricted reserves	4,500,000	5,500,000	5,500,000	5,500,000	5,500,000
Project contingencies	34,574,733	34,254,604	22,262,513	10,854,974	7,646,779
Total Uses & Reserves	\$ 182,040,151	\$ 181,860,444	\$ 188,206,366	\$ 187,187,149	\$ 197,009,231

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
23 INSURANCE	\$ 1,466	\$ -	\$ 580,000
26 OTHER	1,083,996	1,050,000	1,050,000
34 OTHER CONTRACTUAL SVC	43,000	160,000	160,000
49 OTHER CURRENT CHARGES	701,538	583,400	583,400
58 OVERHEAD ALLOCATION	(51,876)	(51,876)	(51,876)
98 CONTINGENCY	1,500,000	1,500,000	1,500,000
52 OPERATING SUPPLIES	267,892	-	-
TOTAL	<u>\$ 3,546,016</u>	<u>\$ 3,241,524</u>	<u>\$ 3,821,524</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

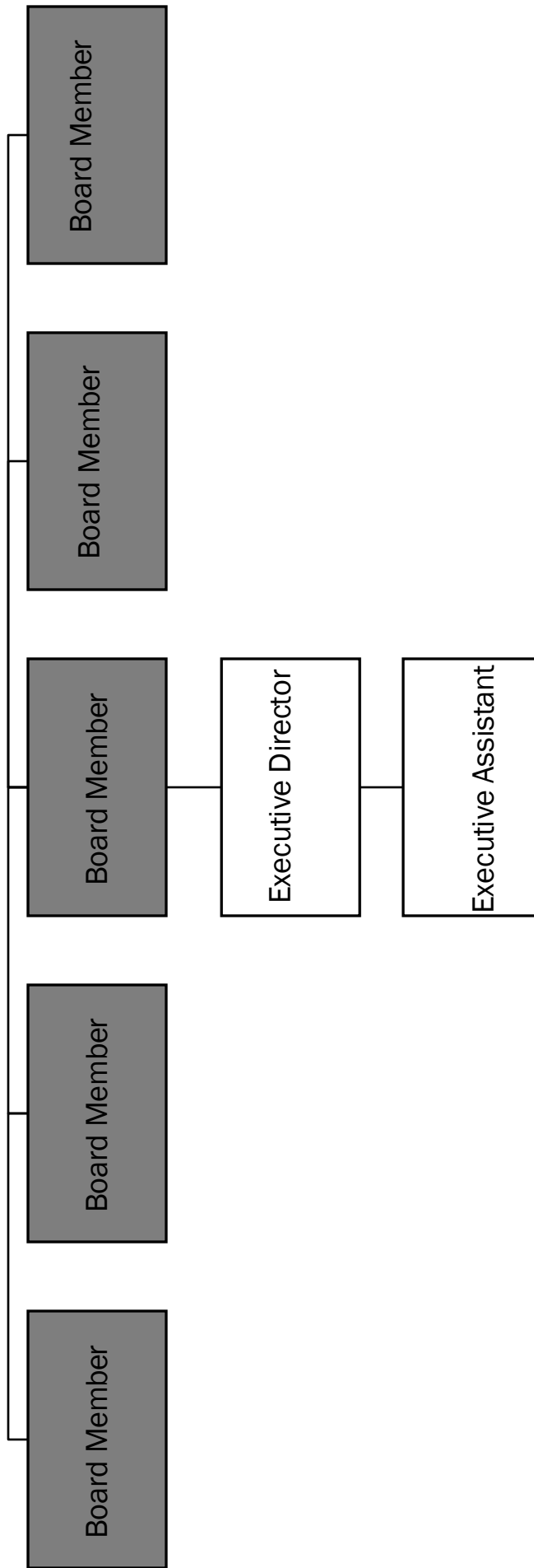
PERSONAL SERVICES	\$ 1,085,462	\$ 1,050,000	\$ 1,630,000
SUPPORT SERVICES	2,192,662	2,191,524	2,191,524
MATERIALS & SUPPLIES	267,892	-	-
TOTAL	<u>\$ 3,546,016</u>	<u>\$ 3,241,524</u>	<u>\$ 3,821,524</u>



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# EMERALD COAST UTILITIES AUTHORITY ADMINISTRATION







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EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
BOARD MEMBERS

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
11 EXECUTIVE SALARIES	\$ 242,505	\$ 235,465	\$ 248,930
21 FICA MATCHING	16,639	16,157	16,976
22 RETIREMENT	132,383	131,130	139,030
23 INSURANCE	66,493	73,290	67,955
31 PROFESSIONAL SERVICES	5,475	6,000	6,000
40 TRAVEL	413	7,000	7,000
41 COMMUNICATIONS	84	2,550	2,550
55 PROFESSIONAL DEVELOPMENT		3,000	3,000
54 SUBSCR/MEMBERSHIPS	-	200	200
TOTAL	<u>\$ 463,992</u>	<u>\$ 474,792</u>	<u>\$ 491,641</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 458,020	\$ 456,042	\$ 472,891
SUPPORT SERVICES	5,972	18,550	18,550
MATERIALS & SUPPLIES	-	200	200
TOTAL	<u>\$ 463,992</u>	<u>\$ 474,792</u>	<u>\$ 491,641</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
ADMINISTRATION DEPARTMENT

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
11 EXECUTIVE SALARIES	\$ 242,505	\$ 235,465	\$ 248,930
12 REGULAR SALARIES	279,688	278,990	289,599
21 FICA MATCHING	34,154	33,632	35,276
22 RETIREMENT	161,692	161,055	170,132
23 INSURANCE	90,809	96,716	92,051
31 PROFESSIONAL SERVICES	634,818	666,000	706,000
40 TRAVEL	1,592	11,500	11,500
41 COMMUNICATIONS	84	2,550	2,550
44 RENTALS & LEASES	2,481	3,500	3,500
46 REPAIRS & MAINTENANCE	739	500	2,500
48 PROMOTIONAL	40,000	44,500	44,500
49 OTHER CURRENT CHARGES	1,938	13,000	3,000
55 PROFESSIONAL DEVELOPMENT	1,449	5,000	5,000
42 TRANSPORTATION (POSTAGE)	-	200	200
51 OFFICE SUPPLIES	2,786	3,500	3,500
52 OPERATING SUPPLIES	2,571	2,000	3,000
54 SUBSCR/MEMBERSHIPS	9,963	14,400	14,550
TOTAL	<u>\$ 1,507,268</u>	<u>\$ 1,572,508</u>	<u>\$ 1,635,788</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 808,847	\$ 805,858	\$ 835,988
SUPPORT SERVICES	683,100	746,550	778,550
MATERIALS & SUPPLIES	15,321	20,100	21,250
TOTAL	<u>\$ 1,507,268</u>	<u>\$ 1,572,508</u>	<u>\$ 1,635,788</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, coordination with outside legal counsel, 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 and to do so at a financially efficient cost to ratepayers.

**OBJECTIVES:**

1. Complete a Strategic Plan by the end of the first quarter of FY25. Start applying its recommendations within the confines of the FY25 budget, and then use it in the development of the FY26 budget.
2. Develop Key Performance Indicators by the end of the first quarter of FY25 that provide better means to make business decisions and policy recommendations.
3. To provide the ECUA Board with timely and accurate information, and coordinate staff activities consistent with Board policies.
4. To recommend policy consistent with national utility standards and state environmental objectives. Maintain current policies and resolutions, and recommend amendments, as necessary. Involve appropriate stakeholder review on major upgrades to policy documents.
5. To promote a positive public and internal image of the ECUA through communications with the media and direct contact with customers (e.g. phone, mail, email, webpage, and social media).
6. To foster strong mutual trust between the ECUA, its customers, the media, businesses, other governmental units, and the general public.
7. 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.

**2025 TARGETED GOALS:**

1. Complete a Strategic Plan in FY25 with the Board and senior leadership team.
2. Monitor the efficient provision of utility services to customers to keep the operations portion of rate increases commensurate with the Consumer Price Index (CPI).
3. Closely monitor CIP and operations expenses related to PFAS regulatory compliance and make recommendations for supplementing settlement funds with necessary rate increases. Identify the most efficient types and use of PFAS filter equipment to reduce the rate at which operations expenses will grow due to the new PFAS treatment systems.
4. Provide timely responses (within 24 hours) to inquiries by ECUA Board members and the public regarding services.
5. Analyze the quarterly metrics for each ECUA department and implement management changes to provide efficient utility operations.
6. Continue making improvements to website, billing and payment systems to increase convenience and improve ease of use.
7. Seek grant opportunities to reduce dependence on rates for CIP and operations projects, where applicable.
8. Monitor regulatory compliance in all three enterprise activities.
9. Conform with the Florida Department of Environmental Protection (FDEP) Consent Order for Inflow & Infiltration (I&I) reduction.

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$279,688	\$278,990	\$289,599
21 FICA MATCHING	17,514	17,475	18,300
22 RETIREMENT	29,309	29,925	31,102
23 INSURANCE	24,316	23,426	24,096
31 PROFESSIONAL SERVICES	629,343	660,000	700,000
40 TRAVEL	1,179	4,500	4,500
44 RENTALS & LEASES	2,481	3,500	3,500
46 REPAIRS & MAINTENANCE	739	500	2,500
48 PROMOTIONAL	40,000	44,500	44,500
49 OTHER CURRENT CHARGES	1,938	13,000	3,000
55 PROFESSIONAL DEVELOPMENT	1,449	2,000	2,000
42 TRANSPORTATION (POSTAGE)	-	200	200
51 OFFICE SUPPLIES	2,786	3,500	3,500
52 OPERATING SUPPLIES	2,571	2,000	3,000
54 SUBSCR/MEMBERSHIPS	9,963	14,200	14,350
TOTAL	<u>\$ 1,043,276</u>	<u>\$ 1,097,716</u>	<u>1,144,147</u>

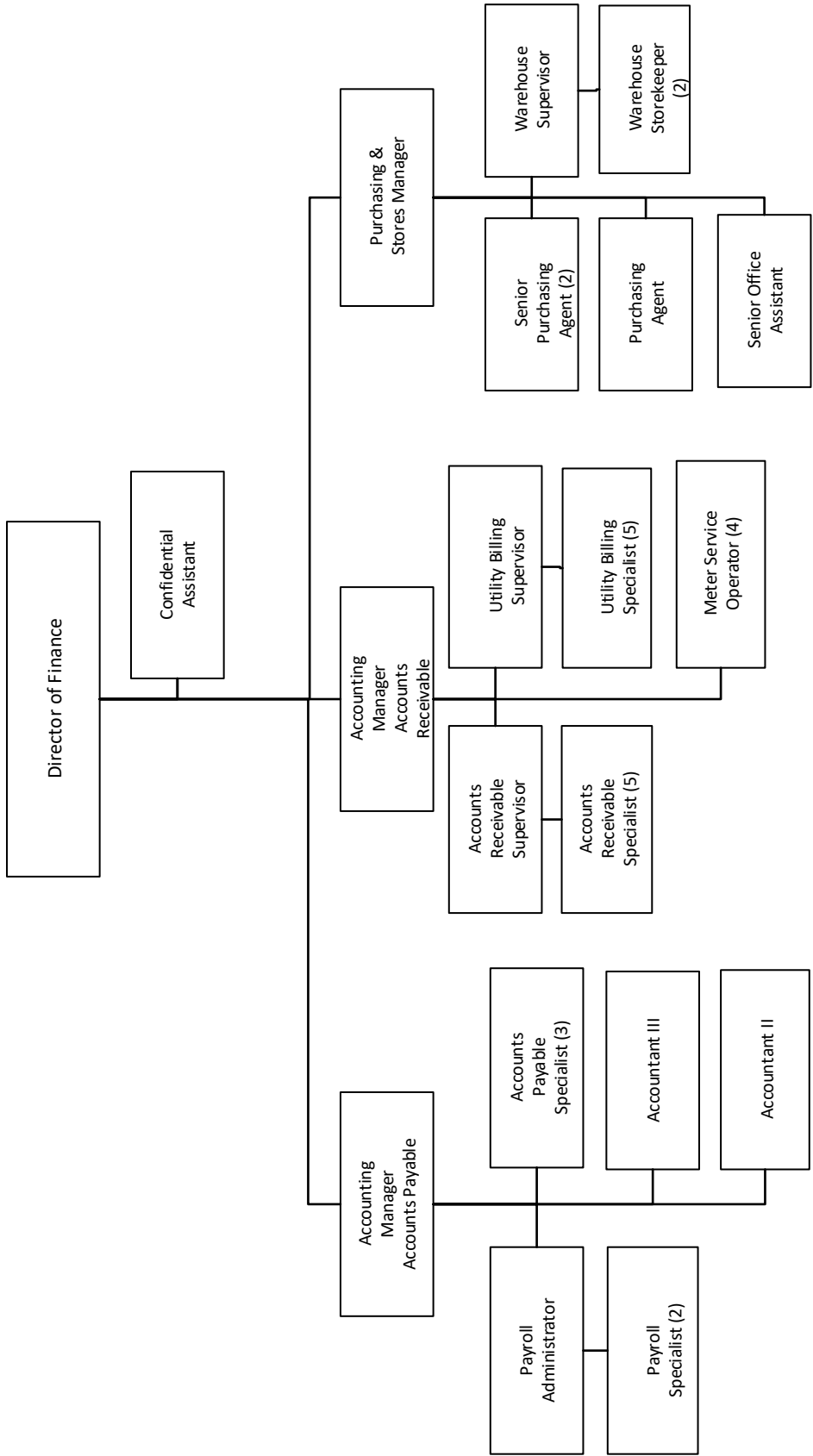
DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 350,827	\$ 349,816	\$ 363,097
SUPPORT SERVICES	677,128	728,000	760,000
MATERIALS & SUPPLIES	15,321	19,900	21,050
TOTAL	<u>\$ 1,043,276</u>	<u>\$ 1,097,716</u>	<u>\$ 1,144,147</u>



# EMERALD COAST UTILITIES AUTHORITY

## FINANCE







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EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
FINANCE DEPARTMENT

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 1,914,362	\$ 1,939,339	\$ 1,972,461
13 OTHER SALARIES	-	22,880	-
14 OVERTIME	13,998	20,000	15,000
21 FICA MATCHING	139,371	143,505	142,492
22 RETIREMENT	278,448	305,105	321,218
23 INSURANCE	400,115	417,215	378,052
31 PROFESSIONAL SERVICES	14,625	14,600	14,600
32 ACCOUNTING/AUDITING	57,055	62,950	67,500
34 OTHER CONTRACTUAL SVC	193,444	203,600	234,100
40 TRAVEL	3,145	7,926	9,710
41 COMMUNICATIONS	1,572	1,600	1,750
44 RENTALS & LEASES	1,891	2,150	2,150
46 REPAIRS & MAINTENANCE	34,468	42,800	42,800
49 OTHER CURRENT CHARGES	19,547	8,485	6,485
55 PROFESSIONAL DEVELOPMENT	975	4,570	5,050
42 TRANSPORTATION (POSTAGE)	686,826	659,469	741,600
47 PRINTING & BINDING	111	4,150	4,850
51 OFFICE SUPPLIES	18,969	25,900	22,500
52 OPERATING SUPPLIES	13,256	20,250	20,750
54 SUBSCR/MEMBERSHIPS	3,599	3,100	5,520
TOTAL	<u>\$ 3,816,795</u>	<u>\$ 3,909,594</u>	<u>\$ 4,008,588</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,746,294	\$ 2,848,044	\$ 2,829,223
SUPPORT SERVICES	326,722	348,681	384,145
MATERIALS & SUPPLIES	722,761	712,869	795,220
TOTAL	<u>\$ 3,816,795</u>	<u>\$ 3,909,594</u>	<u>\$ 4,008,588</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.

**2024 TARGETED ACCOMPLISHMENTS AND PROGRESS:**

1. Continue to encourage vendors to sign up for electronic payments with a goal of increasing participation by 3% in the upcoming fiscal year. ***As of March 31, 2024 our vendors receiving electronic payments have increased by 7.5% and purchases made by employees using a purchasing card have increased by 2.4%. These items combined have allowed us to reduce the number of checks issued has by 18% from FY 2023.***
2. Increase the number of customers signing up for e-billing with a goal of increasing participation by 5% for FY 2024. ***As of March 31, 2024 we now have over 23,000 customers receiving their bills electronically which is an increase of 27% from***

***March of 2023. We have upgraded the e-billing platform to allow customers to receive a pdf copy of their monthly bill and newsletter with great success.***

3. Increase the number of customers paying their bills electronically by 3%. While we only have approximately 18,000 customers receiving their bills electronically, we receive approximately 90,000 payments (75%) electronically each month. We are currently working on solutions to improve our utility billing platform and online payment platform to make the process better for the customers and ECUA. ***As of March 31, 2024 the number of customers paying their bills electronically has only increased by 0.25%. However, our new online bill payment platform is scheduled to go live at the end of May 2024 which will provide a much better experience for our customers to pay their bills online.***
4. Review and update the ECUA Investment and cash management policy. Government Finance Officers Association (GFOA) recommends governments update their investment policies every 5 years and the last update to the ECUA investment policy was June 28, 2019. ***This is currently underway. We are working with our investment advisors to ensure our new policy will be up to date while also keeping our primary objectives of 1. Safety, 2. Liquidity, and 3. Yield as the backbone of the ECUA Investment Policy.***

#### **2025 TARGETED ACCOMPLISHMENTS:**

1. With the new bill pay platform up and running we will work with Customer Service, Public Information, and Information Technology to run a campaign to move customers to paperless billing. We currently have a number of customers receiving both paper and email bills and with the new and improved online platform we will encourage customers to move to paperless billing. Not only will the new online platform provide a great level of convenience for our customers, a move to paperless billing will also be a significant cost savings for ECUA. We are currently mailing over 100,000 bills per month. For every 1,000 customers that transition to paperless billing we will save \$6,000 per year.
2. Continue to grow the purchasing card program and increase spend by 5% annually. Purchasing cards are used by various employees within each department to make small purchases that fall under the threshold for obtaining multiple quotes. Utilizing the purchasing card saves time and eliminates the need to issue a check to a vendor for these small purchases. In addition to the operational efficiencies, we also receive a rebate from Bank of America based on our annual spend. During calendar year 2023 ECUA earned a rebate of \$47,407 which was a 14% increase over calendar year 2022.
3. 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 generating paper documents.
4. Provide additional training and professional development for staff to prepare them for internal promotions as tenured staff members retire.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
FINANCE / ADMINISTRATION

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 201,793	\$ 192,982	\$ 191,318
14 OVERTIME	27	-	-
21 FICA MATCHING	14,569	13,915	13,481
22 RETIREMENT	54,612	56,137	57,136
23 INSURANCE	35,709	35,141	25,699
31 PROFESSIONAL SERVICES	14,625	14,600	14,600
32 ACCOUNTING/AUDITING	57,055	62,950	67,500
34 OTHER CONTRACTUAL SVC	2,643	3,100	3,300
40 TRAVEL	953	5,800	5,800
46 REPAIRS & MAINTENANCE	-	800	800
49 OTHER CURRENT CHARGES	810	985	985
55 PROFESSIONAL DEVELOPMENT	975	2,450	2,450
47 PRINTING & BINDING	-	1,000	1,000
51 OFFICE SUPPLIES	9,769	12,000	10,000
52 OPERATING SUPPLIES	410	2,000	2,000
54 SUBSCR/MEMBERSHIPS	2,534	1,510	2,630
TOTAL	<u>\$ 396,483</u>	<u>\$ 405,370</u>	<u>\$ 398,699</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 306,709	\$ 298,175	\$ 287,634
SUPPORT SERVICES	77,061	90,685	95,435
MATERIALS & SUPPLIES	12,713	16,510	15,630
TOTAL	<u>\$ 396,483</u>	<u>\$ 405,370</u>	<u>\$ 398,699</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
FINANCE / GENERAL ACCOUNTING

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 518,279	\$ 537,441	\$ 540,775
13 OTHER SALARIES		-	
14 OVERTIME	313	7,500	5,000
21 FICA MATCHING	37,770	39,701	39,440
22 RETIREMENT	64,117	73,948	80,487
23 INSURANCE	82,878	87,377	73,001
55 PROFESSIONAL DEVELOPMENT	-	600	600
47 PRINTING	-	2,900	3,600
52 OPERATING SUPPLIES	-	100	-
54 SUBSCR/MEMBERSHIPS	275	600	600
TOTAL	<u>\$ 703,632</u>	<u>\$ 750,167</u>	<u>\$ 743,503</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 703,357	\$ 745,967	\$ 738,703
SUPPORT SERVICES	-	600	600
MATERIALS & SUPPLIES	275	3,600	4,200
TOTAL	<u>\$ 703,632</u>	<u>\$ 750,167</u>	<u>\$ 743,503</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
FINANCE / ACCOUNTS RECEIVABLE

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 735,608	\$ 748,092	\$ 769,310
13 OTHER SALARIES		22,880	-
14 OVERTIME	1,706	7,500	-
21 FICA MATCHING	52,944	56,222	55,528
22 RETIREMENT	102,156	113,353	115,991
23 INSURANCE	188,076	199,290	181,573
34 OTHER CONTRACTUAL SVC	186,251	196,500	225,800
41 COMMUNICATIONS	1,572	1,600	1,750
44 RENTALS & LEASES	1,891	2,150	2,150
46 REPAIRS & MAINTENANCE	28,688	38,000	38,000
42 TRANSPORTATION (POSTAGE)	686,826	659,469	741,600
47 PRINTING	32	-	-
51 OFFICE SUPPLIES	6,847	9,500	9,500
52 OPERATING SUPPLIES	11,504	15,200	16,000
63 CAPITAL IMPROVEMENTS			
64 MACHINERY & EQUIPMENT	21,017	-	-
TOTAL	<u>\$ 2,025,119</u>	<u>\$ 2,069,756</u>	<u>\$ 2,157,202</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,080,490	\$ 1,147,337	\$ 1,122,402
SUPPORT SERVICES	218,402	238,250	267,700
MATERIALS & SUPPLIES	705,210	684,169	767,100
TOTAL	<u>\$ 2,025,119</u>	<u>\$ 2,069,756</u>	<u>\$ 2,157,202</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 458,683	\$ 460,824	\$ 471,058
14 OVERTIME	11,952	5,000	10,000
21 FICA MATCHING	34,088	33,667	34,043
22 RETIREMENT	57,564	61,667	67,604
23 INSURANCE	93,452	95,407	97,779
34 OTHER CONTRACTUAL SVC	4,551	4,000	5,000
40 TRAVEL	2,191	2,126	3,910
46 REPAIRS & MAINTENANCE	5,780	4,000	4,000
49 OTHER CURRENT CHARGES	18,737	7,500	5,500
55 PROFESSIONAL DEVELOPMENT	-	1,520	2,000
47 PRINTING	79	250	250
51 OFFICE SUPPLIES	2,353	4,400	3,000
52 OPERATING SUPPLIES	1,341	2,950	2,750
54 SUBSCR/MEMBERSHIPS	790	990	2,290
TOTAL	<u>\$ 691,562</u>	<u>\$ 684,301</u>	<u>\$ 709,184</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 655,738	\$ 656,565	\$ 680,484
SUPPORT SERVICES	31,260	19,146	20,410
MATERIALS & SUPPLIES	4,563	8,590	8,290
TOTAL	<u>\$ 691,562</u>	<u>\$ 684,301</u>	<u>\$ 709,184</u>



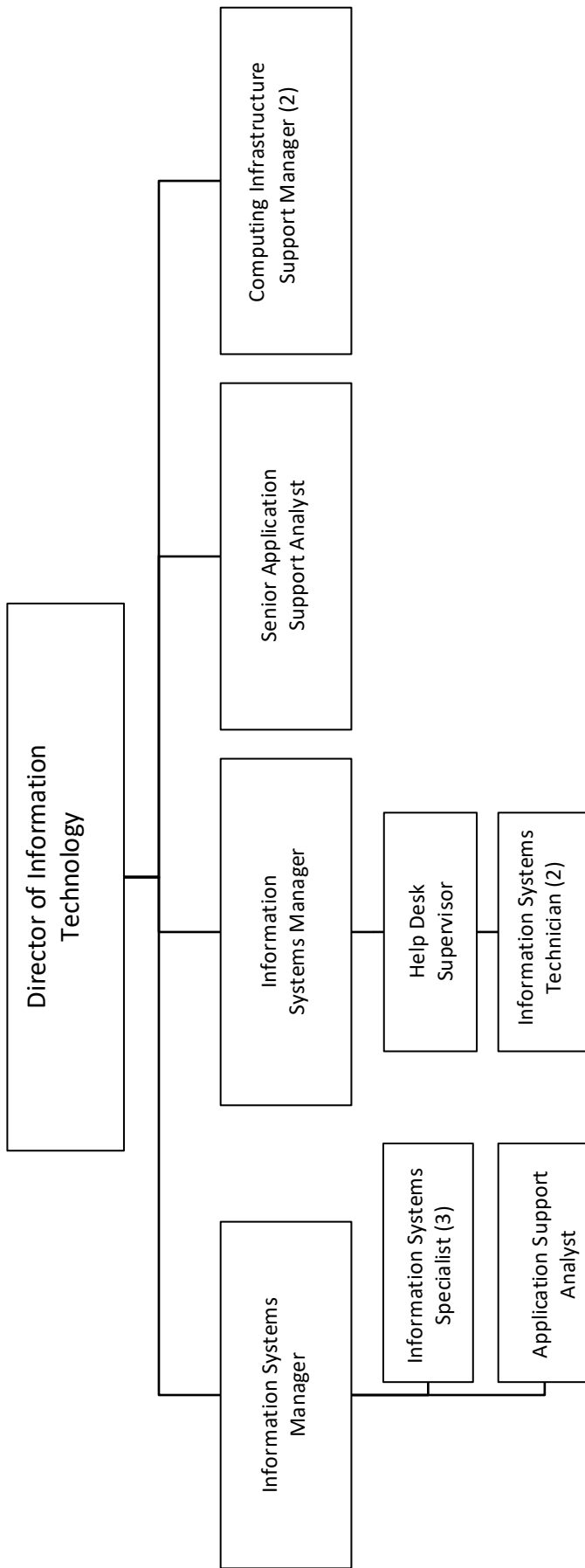


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# EMERALD COAST UTILITIES AUTHORITY

## INFORMATION TECHNOLOGY





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EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
INFORMATION TECHNOLOGY DEPARTMENT

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 555,908	\$ 909,294	\$ 824,948
14 OVERTIME	2,443	4,000	4,000
21 FICA MATCHING	44,263	66,923	60,851
22 RETIREMENT	71,881	144,688	140,268
23 INSURANCE	94,471	146,897	163,454
31 PROFESSIONAL SERVICES	1,500	7,960	7,960
34 OTHER CONTRACTUAL SVC	6,675	10,000	10,000
40 TRAVEL	-	10,500	10,500
41 COMMUNICATIONS	98,633	144,853	149,300
46 REPAIRS & MAINTENANCE	668,396	739,150	817,920
55 PROFESSIONAL DEVELOPMENT	2,465	19,500	19,500
42 TRANSPORTATION (POSTAGE)	56	150	150
51 OFFICE SUPPLIES	2,444	2,600	2,800
52 OPERATING SUPPLIES	16,313	53,850	56,300
54 SUBSCR/MEMBERSHIPS	200	200	200
64 MACHINERY & EQUIPMENT	29,490	-	-
	<u>\$ 1,635,510</u>	<u>\$ 2,260,565</u>	<u>\$ 2,268,151</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 809,299	\$ 1,271,802	\$ 1,193,521
SUPPORT SERVICES	777,669	931,963	1,015,180
MATERIALS & SUPPLIES	19,051	56,800	59,450
CAPITAL OUTLAY	29,490	-	-
TOTAL	<u>\$ 1,635,510</u>	<u>\$ 2,260,565</u>	<u>\$ 2,268,151</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 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:**

The goal of the IT Department is to improve employee productivity and organizational efficiency by deploying industry standard solutions and providing exceptional service at all times with minimal downtime.

**OBJECTIVES:**

1. Provide customers and staff access to services 24 hours a day, seven days a week, 365 days a year by achieving an uptime of 99.9% for all technology systems. This allows for 12 minutes of unplanned downtime per quarter.
2. Provide necessary technical support for applications in use by employees throughout the organization.
3. Improve customer service by enhancing the computing environment for ECUA personnel, including desktops, mobile platforms, associated peripherals and applications.
4. Ensure that the network infrastructure is secure, available, and of sufficient bandwidth and speed, to accommodate ECUA business requirements and customer access.
5. Provide ITD staff with training necessary for the continued support and effective operations of the ECUA enterprise computing and communications infrastructure.
6. Maintain accurate asset and equipment inventory.

**2025 TARGETED ACCOMPLISHMENTS:**

1. Provide enhanced productivity through the PC Replacement project. Replacing 1/6 of our computers each year provides faster and more efficient technology on user desktops.
2. Keep 95% of all phone calls to the help desk under 10 minutes. Help desk personnel answer calls, identify and document problems and issue work orders for appropriate staff.

3. Complete or provide detailed comments on 90% of all IT work orders on or before the requested completion date.
4. 99.99% availability – Achieving 99.99% availability requires implementing redundancy and failover mechanisms, monitoring systems, and proactive maintenance to minimize outages and swiftly address any issues that arise.
5. Security – The network should continuously be monitored and upgraded with security in mind. Endpoint security updates and windows updates will be tested and then applied on a monthly basis. Any emergency updates will be applied as soon as possible. Keep staff trained effectively on Cybersecurity with quarterly phishing campaigns and annual training. Have a trusted 3<sup>rd</sup> party conduct a full security audit to identify any vulnerabilities
6. Storage, Compute, and Network Upgrades- Continue to keep all Network and Storage device firmware up to date with latest improvements. Continue to upgrade network equipment when necessary to improve performance and reliability. Continue to transition all hard disk drive (HDD) storage to solid state storage (SSD) to improve performance, reliability, and keep up with modern technology.
7. Disaster Recovery- Conduct Disaster Recovery simulations with all major services. Test failover internet to ensure we have multiple options for internet services. Audit all server and data backups, and include auditing backup plans for ERP systems and all major applications.
8. Continue to grow and develop our application support team. Support other departments by offering focused in person assistance in modernizing enterprise workflows in departmental specific applications. Provide reporting solutions to ECUA staff as needed.
9. Encourage professional growth to IT department by providing career specific training plans, which will be monitored by management team to ensure success.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
INFORMATION TECHNOLOGY / ADMINISTRATION

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 555,908	\$ 909,294	\$ 824,948
13 OTHER SALARIES	40,333	-	-
14 OVERTIME	2,443	4,000	4,000
21 FICA MATCHING	44,263	66,923	60,851
22 RETIREMENT	71,881	144,688	140,268
23 INSURANCE	94,471	146,897	163,454
31 PROFESSIONAL SERVICES	1,500	7,960	7,960
34 OTHER CONTRACTUAL SVC	6,675	10,000	10,000
40 TRAVEL	-	10,500	10,500
41 COMMUNICATIONS	98,633	144,853	149,300
46 REPAIRS & MAINTENANCE	668,397	739,150	817,920
55 PROFESSIONAL DEVELOPMENT	2,465	19,500	19,500
42 TRANSPORTATION (POSTAGE)	56	150	150
47 PRINTING	37	-	-
51 OFFICE SUPPLIES	2,444	2,600	2,800
52 OPERATING SUPPLIES	16,313	53,850	56,300
54 SUBSCR/MEMBERSHIPS	200	200	200
64 MACHINERY & EQUIPMENT	29,490	-	
TOTAL	<u>\$ 1,635,511</u>	<u>\$ 2,260,565</u>	<u>\$ 2,268,151</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 809,299	\$ 1,271,802	\$ 1,193,521
SUPPORT SERVICES	777,670	931,963	1,015,180
MATERIALS & SUPPLIES	19,051	56,800	59,450
CAPITAL OUTLAY	29,490	-	-
TOTAL	<u>\$ 1,635,511</u>	<u>\$ 2,260,565</u>	<u>\$ 2,268,151</u>

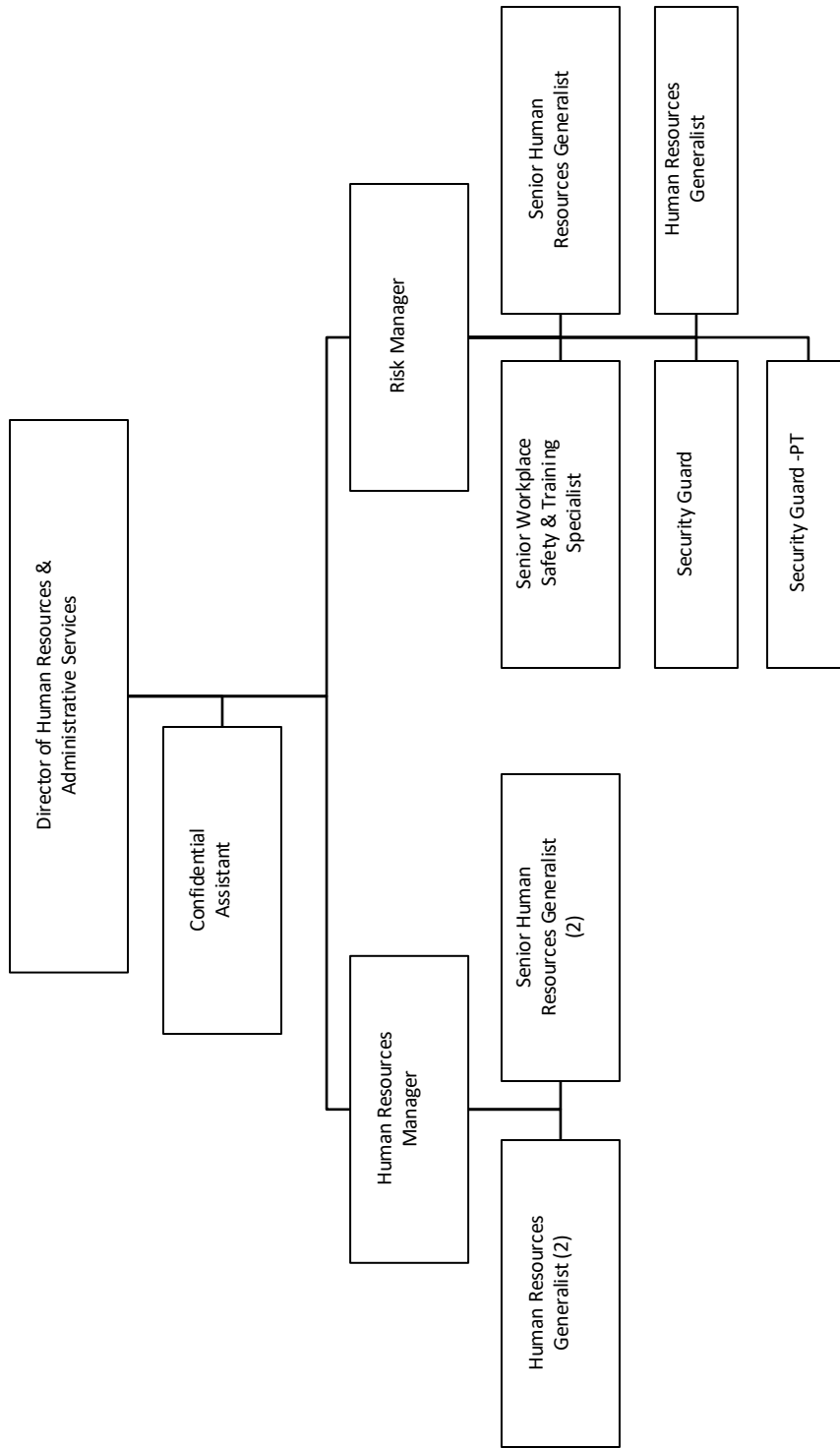


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# EMERALD COAST UTILITIES AUTHORITY HUMAN RESOURCES & ADMINISTRATIVE SERVICES



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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 803,601	\$ 867,880	\$ 933,672
14 OVERTIME	5,981	7,000	7,000
21 FICA MATCHING	57,643	63,517	66,506
22 RETIREMENT	128,640	145,981	155,529
23 INSURANCE	258,332	294,481	299,200
24 WORKERS COMPENSATION	58,742	265,000	256,000
25 UNEMPLOYMENT COMP	16,485	40,000	40,000
31 PROFESSIONAL SERVICES	55,899	115,500	170,500
34 OTHER CONTRACTUAL SVC	8,242	13,000	13,000
40 TRAVEL	2,567	11,870	12,870
44 RENTALS & LEASES	12,249	10,000	8,000
45 INSURANCE	1,422,204	2,220,000	2,512,488
46 REPAIRS & MAINTENANCE	34,864	33,500	35,900
48 PROMOTIONAL	49,015	96,400	100,000
49 OTHER CURRENT CHARGES	75,350	6,150	6,150
55 PROFESSIONAL DEVELOPMENT	136,520	174,120	123,820
51 OFFICE SUPPLIES	5,449	8,050	8,050
52 OPERATING SUPPLIES	39,656	46,150	47,150
54 SUBSCR/MEMBERSHIPS	46,823	63,400	66,400
TOTAL	<u>\$ 3,226,189</u>	<u>\$ 4,504,879</u>	<u>\$ 4,885,535</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,329,425	\$ 1,706,739	\$ 1,780,707
SUPPORT SERVICES	1,796,910	2,680,540	2,983,228
MATERIALS & SUPPLIES	91,929	117,600	121,600
CAPITAL OUTLAY	7,924	-	-
TOTAL	<u>\$ 3,226,189</u>	<u>\$ 4,504,879</u>	<u>\$ 4,885,535</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, and 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;
2. To understand and support all employees as they work 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;
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 to bring about positive change and contribute to an overall healthy and productive workplace culture.

**2025 TARGETED ACCOMPLISHMENTS:**

1. Increase formal employee recognition by 10% to boost employee morale, improve customer experiences, and increase employee motivation.
2. To help attract, motivate, and retain top talent, conduct a comprehensive compensation study by the end of Q2, to ensure competitive compensation for all positions that aligns with the budget and applicable job market(s).
3. Analyze and identify root cause factors for all workplace incidents, injuries, and accidents and effectively communicate the findings to the respective department to mitigate future loss exposures.

4. Conduct the Know Your Numbers event in Q1 and exceed FY2024's participation by 3%.
5. Conduct Workplace Civility Training to train all employees on how to identify uncivil behavior in the workplace, model appropriate standards of behavior, and ultimately to promote respect and dignity among employees.
6. Through community partnerships, facilitate a minimum of four (4) quarterly Lunch & Learn sessions that focus on health and wellness education, to include mental health awareness, preventive care, and financial wellness, and exceed FY2024's annual attendance by 10%.
7. Provide Mental Health First Aid certification training for all managers and supervisors by the end of Q2.
8. Conduct an Employee Benefits Survey during Q1 to gauge satisfaction with current benefit offerings and identify preferred benefit options.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
HR/ADMINISTRATIVE SERVICES

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 160,806	\$ 169,499	\$ 182,208
13 OTHER SALARIES	-	22,880	22,800
14 OVERTIME	286	1,000	1,000
21 FICA MATCHING	11,485	13,785	13,166
22 RETIREMENT	45,941	50,398	53,104
23 INSURANCE	29,948	39,428	35,005
25 UNEMPLOYMENT COMP	16,485	40,000	40,000
31 PROFESSIONAL SERVICES	24,892	42,000	42,000
34 OTHER CONTRACTUAL SVC	4,242	9,000	9,000
40 TRAVEL	-	1,850	1,850
41 COMMUNICATIONS	-	-	500
44 RENTALS & LEASES	12,249	10,000	8,000
55 PROFESSIONAL DEVELOPMENT	1,500	1,920	1,920
51 OFFICE SUPPLIES	1,753	2,500	2,500
52 OPERATING SUPPLIES	861	6,750	6,750
54 SUBSCR/MEMBERSHIPS	886	3,000	3,000
TOTAL	<u>\$ 311,335</u>	<u>\$ 414,010</u>	<u>\$ 422,803</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 264,952	\$ 336,990	\$ 347,283
SUPPORT SERVICES	42,883	64,770	63,270
MATERIALS & SUPPLIES	3,499	12,250	12,250
TOTAL	<u>\$ 311,335</u>	<u>\$ 414,010</u>	<u>\$ 422,803</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
HR / RISK MANAGEMENT

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 331,881	\$ 365,144	\$ 382,533
14 OVERTIME	5,662	6,000	6,000
21 FICA MATCHING	24,352	26,551	27,267
22 RETIREMENT	41,824	50,364	52,140
23 INSURANCE	59,656	75,472	85,251
24 WORKERS COMPENSATION	58,742	265,000	256,000
31 PROFESSIONAL SERVICES	3,717	5,000	15,000
34 OTHER CONTRACTUAL SVC	4,000	4,000	4,000
40 TRAVEL	1,192	1,000	2,000
45 INSURANCE	1,422,204	2,220,000	2,512,488
46 REPAIRS & MAINTENANCE	3,864	3,500	3,900
49 OTHER CURRENT CHARGES	75,000	150	150
55 PROFESSIONAL DEVELOPMENT	101,456	107,300	57,000
51 OFFICE SUPPLIES	922	1,750	1,750
52 OPERATING SUPPLIES	38,795	34,900	35,900
54 SUBSCR/MEMBERSHIPS	975	2,400	2,400
TOTAL	<u>\$ 2,174,241</u>	<u>\$ 3,168,531</u>	<u>\$ 3,443,779</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 522,117	\$ 788,531	\$ 809,191
SUPPORT SERVICES	1,611,433	2,340,950	2,594,538
MATERIALS & SUPPLIES	40,692	39,050	40,050
TOTAL	<u>\$ 2,174,241</u>	<u>\$ 3,168,531</u>	<u>\$ 3,443,779</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
HR/HUMAN RESOURCES

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 310,914	\$ 333,237	\$ 368,931
14 OVERTIME	33		-
21 FICA MATCHING	21,806	23,181	26,073
22 RETIREMENT	40,875	45,219	50,285
23 INSURANCE	168,728	179,581	178,944
31 PROFESSIONAL SERVICES	27,289	68,500	113,500
40 TRAVEL	1,376	9,020	9,020
46 REPAIRS & MAINTENANCE	31,000	30,000	32,000
48 PROMOTIONAL	49,015	96,400	100,000
49 OTHER CURRENT CHARGES	350	6,000	6,000
55 PROFESSIONAL DEVELOPMENT	33,564	64,900	64,900
51 OFFICE SUPPLIES	2,775	3,800	3,800
52 OPERATING SUPPLIES	-	4,500	4,500
54 SUBSCR/MEMBERSHIPS	44,963	58,000	61,000
64 MACHINERY & EQUIPMENT	7,924	-	-
TOTAL	<u>\$ 740,613</u>	<u>\$ 922,338</u>	<u>\$ 1,018,953</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 542,357	\$ 581,218	\$ 624,233
SUPPORT SERVICES	142,595	274,820	325,420
MATERIALS & SUPPLIES	47,737	66,300	69,300
TOTAL	<u>\$ 740,613</u>	<u>\$ 922,338</u>	<u>\$ 1,018,953</u>

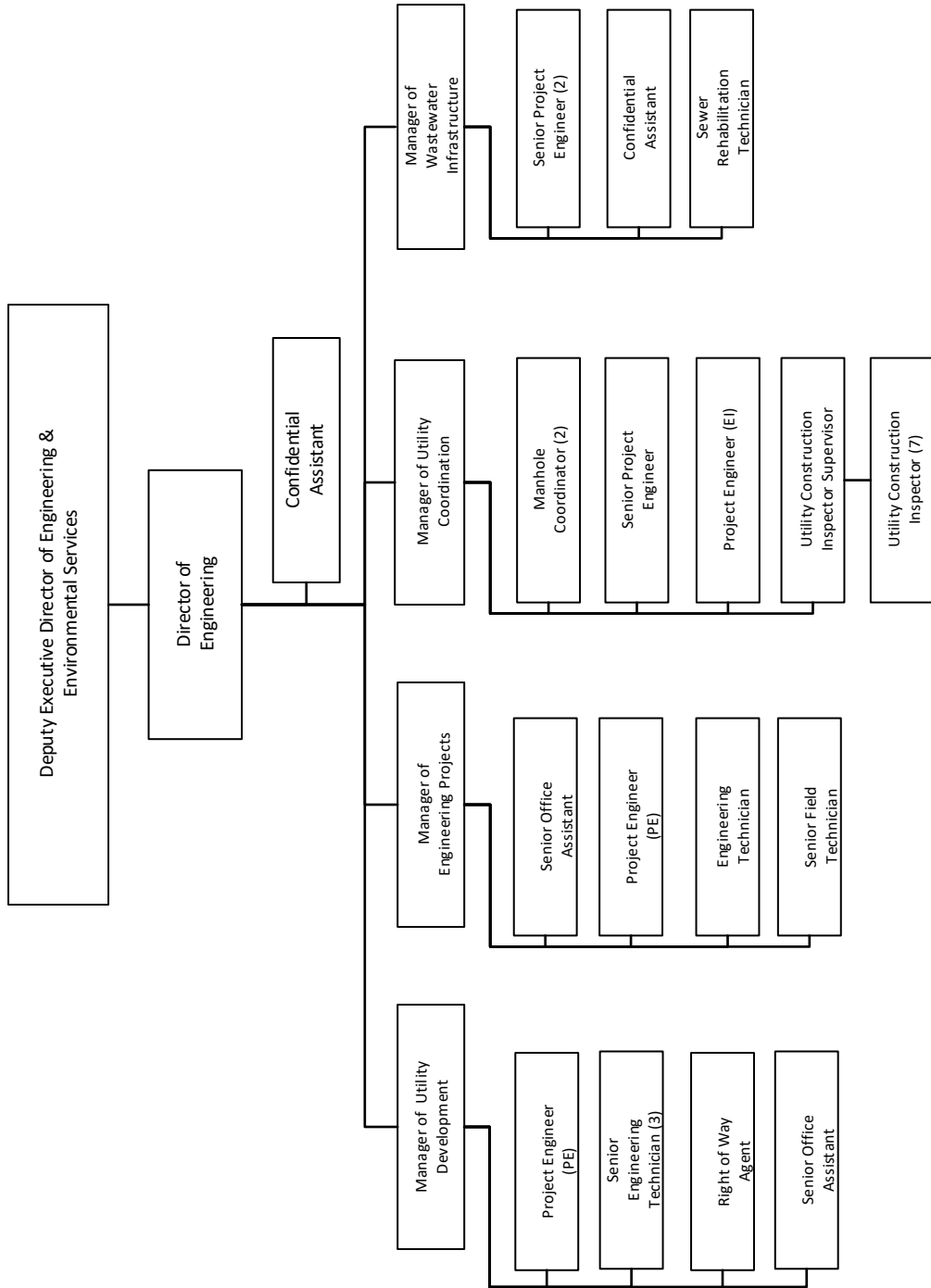


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# EMERALD COAST UTILITIES AUTHORITY ENGINEERING



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
ENGINEERING DEPARTMENT

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 2,230,660	\$ 2,680,731	\$ 2,633,292
14 OVERTIME	56,049	62,650	77,650
21 FICA MATCHING	163,871	192,953	185,087
22 RETIREMENT	353,457	438,649	444,016
23 INSURANCE	453,928	532,152	486,848
31 PROFESSIONAL SERVICES	2,625	45,000	345,000
34 OTHER CONTRACTUAL SVC	4,029	37,000	37,000
40 TRAVEL	11,511	17,900	17,900
41 COMMUNICATIONS	4,124	9,800	9,800
44 RENTALS & LEASES	12,471	15,000	15,000
46 REPAIRS & MAINTENANCE	51,846	51,000	42,000
49 OTHER CURRENT CHARGES	6,443	15,000	15,000
55 PROFESSIONAL DEVELOPMENT	8,844	22,600	22,600
42 TRANSPORTATION (POSTAGE)	-	500	500
47 PRINTING	40	400	400
51 OFFICE SUPPLIES	10,226	10,300	10,300
52 OPERATING SUPPLIES	45,824	77,500	77,500
54 SUBSCR/MEMBERSHIPS	4,939	7,000	7,000
TOTAL	<u>\$ 3,420,886</u>	<u>\$ 4,216,135</u>	<u>\$ 4,426,893</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 3,257,965	\$ 3,907,135	\$ 3,826,893
SUPPORT SERVICES	101,893	213,300	504,300
MATERIALS & SUPPLIES	61,028	95,700	95,700
TOTAL	<u>\$ 3,420,886</u>	<u>\$ 4,216,135</u>	<u>\$ 4,426,893</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 inquires and provide information in a timely manner.
5. Control construction costs and minimize contract change orders.
6. Partner with City, County, and State organizations to ensure ECUA's interests are coordinated with their respective upcoming projects.

**FY 2024 TARGETED ACCOMPLISHMENTS AND PROGRESS:**

<b>Target</b>	<b>Progress</b>
<b><i>Improve the permit review process and move to implement a partial electronic review process</i></b>	Coordinating with a software representative to evaluate permitting solution.
<b><i>Evaluate short-term and long-range impacts of environmental regulatory standards and develop plans for water or sewer system upgrades</i></b>	ECUA is following the requirements of the Revised Lead and Copper Rule and addressing next steps to comply with the amended rule.
<b><i>Continue coordination with City and County for the private side sewer service lateral program</i></b>	Evaluating the need for ECUA to take the lead rather than the City or County.

**FY 2024 TARGETED ACCOMPLISHMENTS AND PROGRESS (Continued):**

<b>Target</b>	<b>Progress</b>
<b><i>Continue to update water and sewer system hydraulic models to assist with master planning and review of new developments</i></b>	Significant development continues and hydraulic models are updated regularly and becoming more crucial as solutions become more complex.
<b><i>Find more ways to utilize GIS to make better decisions with system improvements and extract data from CCTV inspections</i></b>	Regional Services has taken the lead to transition software on its service trucks that is more compatible with our GIS system.
<b><i>Perform more in-house design utilizing Engineering Department staff</i></b>	Massachusetts Ave Sewer Main Replacement, Barber Area Water Main Replacement, Gregory Square WM Extension, Lancer Drive Water Main Replacement, Carpenter Creek Trunk Main Rehab-Phase 3, and Multiple Utility Relocations

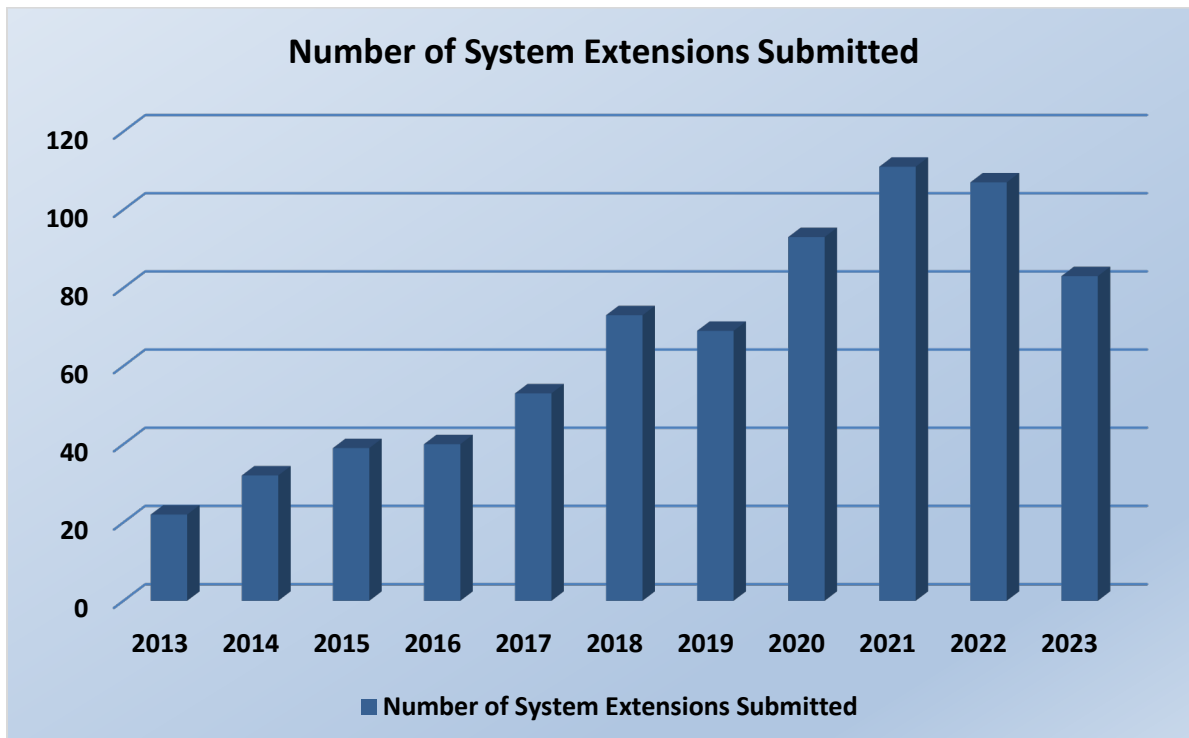
**FY 2025 TARGETED ACCOMPLISHMENTS**

1. Draft policy for the Executive Director and the Board's consideration to expand the private side sewer service lateral program.
2. Perform more in-house design utilizing Engineering Department staff. Water quality improvement connections and antiquated and transite water main replacement projects.
3. Update utility construction inspector certification requirements.
4. Continue to update water and sewer system hydraulic models to assist with master planning and review of new developments. Ongoing development requires more frequent/interim updates to hydraulic models for more complex problems.
5. Scan hard copy files for electronic storage and ease of research.
6. Continuation/revision of sewer expansion strategic plan.

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

Year	Number of System Extensions Submitted	Percent Decrease/Increase From Prior Year
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%
2022	107	-4%
2023	83	-22%
2024	17	N/A

\* Thru April 1, 2024

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

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
ENGINEERING ADMIN

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 1,759,108	\$ 2,144,616	\$ 2,143,099
14 OVERTIME	12,176	12,650	12,650
21 FICA MATCHING	126,695	155,116	149,882
22 RETIREMENT	284,533	362,072	371,670
23 INSURANCE	344,093	420,035	371,935
31 PROFESSIONAL SERVICES	2,625	45,000	345,000
34 OTHER CONTRACTUAL SVC	4,029	37,000	37,000
40 TRAVEL	11,511	14,400	14,400
41 COMMUNICATIONS	393	7,400	7,400
44 RENTALS & LEASES	12,471	15,000	15,000
46 REPAIRS & MAINTENANCE	46,241	45,000	36,000
49 OTHER CURRENT CHARGES	6,443	15,000	15,000
55 PROFESSIONAL DEVELOPMENT	7,686	16,300	16,300
42 TRANSPORTATION (POSTAGE)	-	500	500
47 PRINTING	40	400	400
51 OFFICE SUPPLIES	10,060	10,000	10,000
52 OPERATING SUPPLIES	24,844	51,000	51,000
54 SUBSCR/MEMBERSHIPS	4,939	7,000	7,000
TOTAL	<u>\$ 2,657,886</u>	<u>\$ 3,358,489</u>	<u>\$ 3,604,236</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,526,604	\$ 3,094,489	\$ 3,049,236
SUPPORT SERVICES	91,399	195,100	486,100
MATERIALS & SUPPLIES	39,883	68,900	68,900
TOTAL	<u>\$ 2,657,886</u>	<u>\$ 3,358,489</u>	<u>\$ 3,604,236</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
ENGINEERING / INSPECTIONS

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 471,552	\$ 536,115	\$ 490,193
14 OVERTIME	43,874	50,000	65,000
21 FICA MATCHING	37,176	37,837	35,205
22 RETIREMENT	68,924	76,577	72,346
23 INSURANCE	109,835	112,117	114,913
40 TRAVEL	-	3,500	3,500
41 COMMUNICATIONS	3,731	2,400	2,400
46 REPAIRS & MAINTENANCE	5,605	6,000	6,000
55 PROFESSIONAL DEVELOPMENT	1,158	6,300	6,300
51 OFFICE SUPPLIES	165	300	300
52 OPERATING SUPPLIES	20,981	26,500	26,500
TOTAL	<u>\$ 763,001</u>	<u>\$ 857,646</u>	<u>\$ 822,657</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 731,361	\$ 812,646	\$ 777,657
SUPPORT SERVICES	10,494	18,200	18,200
MATERIALS & SUPPLIES	21,146	26,800	26,800
TOTAL	<u>\$ 763,001</u>	<u>\$ 857,646</u>	<u>\$ 822,657</u>



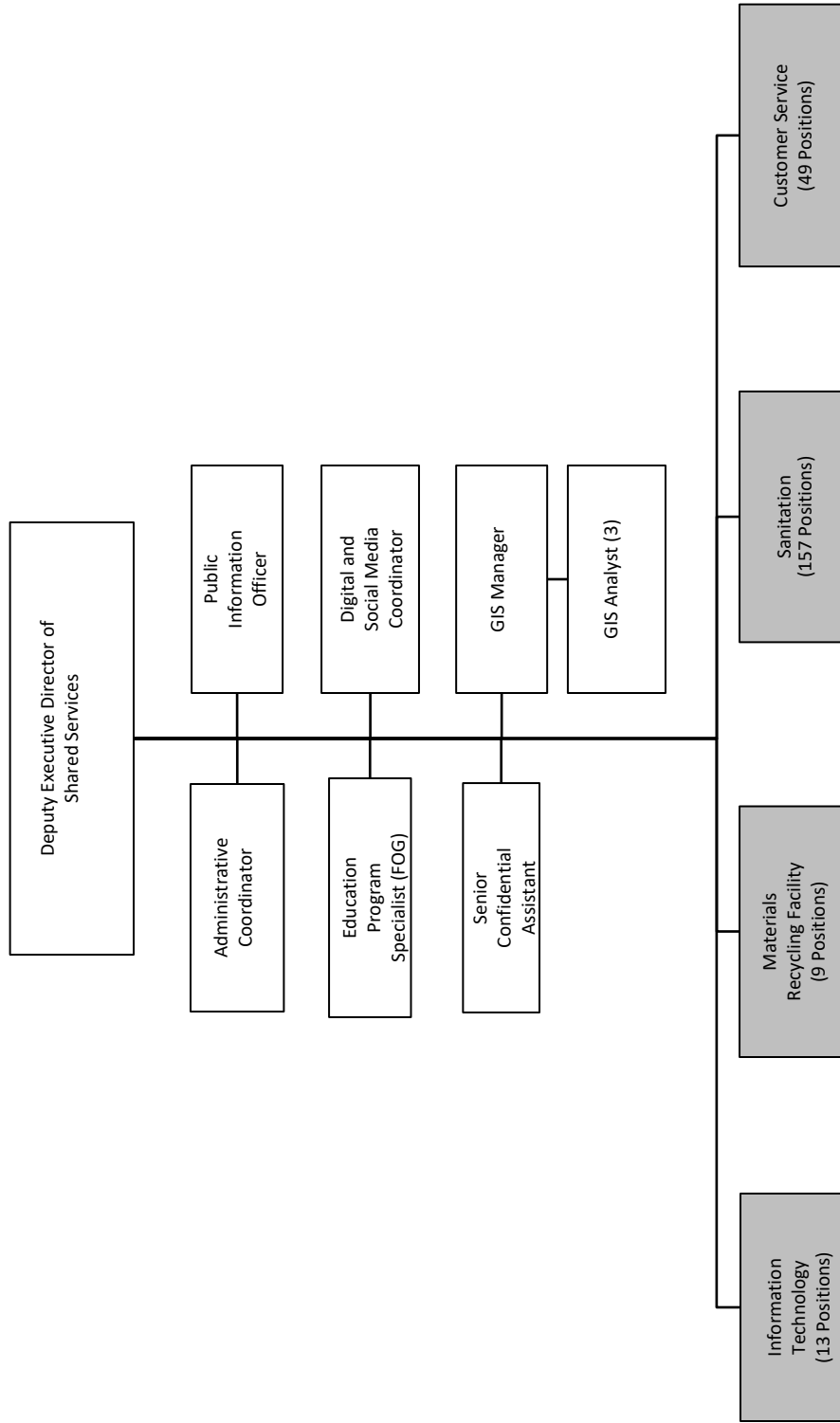
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# EMERALD COAST UTILITIES AUTHORITY

## SHARED SERVICES



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
SHARED SERVICES DEPARTMENT

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 335,271	\$ 496,089	\$ 800,898
14 OVERTIME	1,185	-	5,000
21 FICA MATCHING	23,881	36,336	52,008
22 RETIREMENT	50,468	105,710	146,470
23 INSURANCE	88,827	74,708	128,534
31 PROFESSIONAL SERVICES	965	2,000	2,000
34 OTHER CONTRACTUAL SVC	187	2,000	2,000
40 TRAVEL	2,845	450	6,450
41 COMMUNICATIONS	51,485	55,720	55,720
44 RENTALS & LEASES	3,029	3,900	4,400
46 REPAIRS & MAINTENANCE	2,003	3,000	12,000
48 PROMOTIONAL	271,488	270,000	270,000
55 PROFESSIONAL DEVELOPMENT	1,040	200	4,200
42 TRANSPORTATION (POSTAGE)	-	2,500	2,500
47 PRINTING	40	50,100	55,100
51 OFFICE SUPPLIES	2,084	2,500	3,500
52 OPERATING SUPPLIES	5,288	13,000	15,500
54 SUBSCR/MEMBERSHIPS	506	1,100	2,350
 TOTAL	 <u>\$ 840,592</u>	 <u>\$ 1,119,313</u>	 <u>\$ 1,568,630</u>
 DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 499,632	\$ 712,843	\$ 1,132,910
SUPPORT SERVICES	333,042	337,270	356,770
MATERIALS & SUPPLIES	7,918	69,200	78,950
TOTAL	<u>\$ 840,592</u>	<u>\$ 1,119,313</u>	<u>\$ 1,568,630</u>

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

Shared Services

**DIVISIONS:**

Administrative  
Public Information Office  
Geographic Information Systems (GIS)

**ACTIVITY DESCRIPTION:**

The Shared Services Department is pivotal in coordinating and enhancing operations across various segments, including Administrative functions, Public Information Office, and Geographic Information Systems (GIS), ensuring optimal efficiency and support to the broader organizational objectives.

**GOALS:**

To empower the ECUA by providing robust shared services that enhance efficiency, communication, and technological advancement.

**OBJECTIVES:**

1. To streamline administrative processes for improved efficiency and effectiveness.
2. To enhance public engagement and transparency through proactive communication strategies.
3. To leverage GIS technology for better decision-making and resource management.
4. To foster a culture of continuous improvement and innovation within shared services.

**2025 TARGETED ACCOMPLISHMENTS:**

1. To implement a new administrative process optimization project, resulting in a measurable increase in operational efficiency.
2. To launch a comprehensive public information campaign, increasing community engagement by a specific percentage.
3. To develop and deploy a new GIS-based tool or system that supports strategic planning and operational needs.
4. To conduct a series of workshops or training sessions aimed at promoting innovation and best practices within the department.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
COMMUNICATION & PUBLIC INFORMATION

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 130,718	\$ 211,264	\$ 159,661
21 FICA MATCHING	9,598	15,542	11,836
22 RETIREMENT	22,673	35,634	28,744
23 INSURANCE	18,097	34,426	20,431
31 PROFESSIONAL SERVICES	965	2,000	2,000
40 TRAVEL	2,845	-	4,000
41 COMMUNICATIONS	393	720	720
46 REPAIRS & MAINTENANCE	1,018	1,000	1,000
48 PROMOTIONAL	271,488	270,000	270,000
55 PROFESSIONAL DEVELOPMENT	1,040	-	2,000
42 TRANSPORTATION (POSTAGE)	-	2,500	2,500
47 PRINTING	40	50,000	55,000
51 OFFICE SUPPLIES	812	1,000	1,000
52 OPERATING SUPPLIES	2,102	2,800	5,300
54 SUBSCR/MEMBERSHIPS	506	1,000	1,000
TOTAL	<u>\$ 462,292</u>	<u>\$ 627,886</u>	<u>\$ 565,192</u>

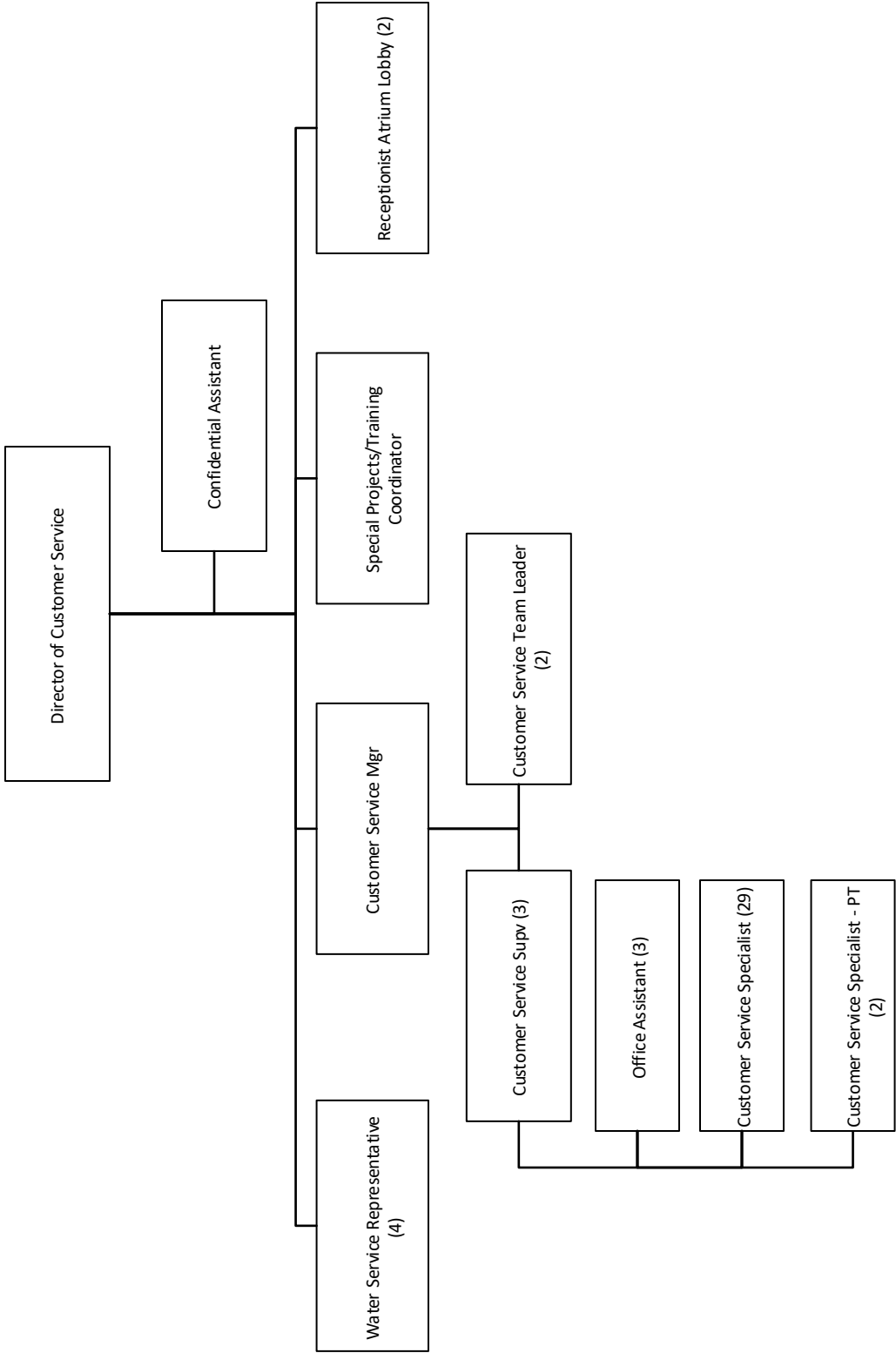
DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 181,084	\$ 296,866	\$ 220,672
SUPPORT SERVICES	276,708	273,720	279,720
MATERIALS & SUPPLIES	3,460	57,300	64,800
TOTAL	<u>\$ 461,252</u>	<u>\$ 627,886</u>	<u>\$ 565,192</u>



# EMERALD COAST UTILITIES AUTHORITY

## CUSTOMER SERVICE





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EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
CUSTOMER SERVICES

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 1,999,532	\$ 2,191,879	\$ 2,268,491
14 OVERTIME	7,943	8,200	15,000
21 FICA MATCHING	146,241	159,613	164,902
22 RETIREMENT	281,198	332,463	342,288
23 INSURANCE	454,141	515,000	522,362
34 OTHER CONTRACTUAL SVC	44,218	41,800	45,000
40 TRAVEL	-	1,400	1,400
41 COMMUNICATIONS	2,359	2,200	2,700
46 REPAIRS & MAINTENANCE	3,743	10,600	10,600
49 OTHER CURRENT CHARGES	2,040	3,500	3,500
55 PROFESSIONAL DEVELOPMENT	-	3,200	3,200
42 TRANSPORTATION (POSTAGE)	8	100	-
47 PRINTING	1,597	2,000	2,000
51 OFFICE SUPPLIES	12,960	13,900	15,500
52 OPERATING SUPPLIES	18,921	17,520	26,889
54 SUBSCR/MEMBERSHIPS	-	600	-
TOTAL	<u>\$ 2,974,900</u>	<u>\$ 3,303,975</u>	<u>\$ 3,423,832</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,889,055	\$ 3,207,155	\$ 3,313,043
SUPPORT SERVICES	52,360	62,700	66,400
MATERIALS & SUPPLIES	33,486	34,120	44,389
TOTAL	<u>\$ 2,974,900</u>	<u>\$ 3,303,975</u>	<u>\$ 3,423,832</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 professional, friendly and knowledgeable 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.

**2025 TARGETED ACCOMPLISHMENTS:**

1. The Remote Program is being revised to accommodate the increased activity in the office and assure there is proper coverage. We hope to have some form of a remote or hybrid program by the third quarter of 2025.
2. Our goal is to have a fully staffed Customer Service Department by First quarter of 2025. We have been under staffed by as many as six employees (18%) this current fiscal year. We have six new employees currently in training. We are striving to have them on the phones no later than the end of May 2024. These employees will be able to process and assist customers confidence and accuracy by the end first quarter of 2025. We
3. Reducing the number of abandon calls without compromising quality service is our focus for the 2025 fiscal year. Our calls have increase 22% ((76,088 calls) since the two changes to our sanitation process (scheduled bulk pickups and an extra garbage can exchange for the recycling can). Our abandon calls have increased from last year comparing the same time to the present from 2.6 % (7,342) to 8.72% (30295). This goal will be accomplished by having a fully trained staff to assist customers in a timely manner and reduce the number of abandon calls.
4. The incentive program has proven to be a success in promoting quality service and high levels of performance by the Customer Service Specialists (CSSs). More of the CSSs have received the incentive pay which has. Several of the quarters 60 to 70% of the employees received extra pay for their outstanding service. We are still pushing



the goal for 2025 that we will have 75 % of pay out for each quarter due to the CSSs consistency in their performance each quarter.

The Customer Service Department continues to promote training and education in our field of expertise. Training enhances the employee's skills and knowledge about changes and trends in the customer service industry. We rely on internal and external vendors such as NEOGOV and Fred Pryor Seminars for professional remote training. Some of the courses offered to our staff include the following: Cutting Edge Communication; mobile training, Creative Positive Impression, Handling Anyone Difficult, Responding Thoughtfully, Surviving Team Conflicts, Using Goals to Grow, Be Confident and Assertive, contribute to the Team and Commit to the Process by Inky Johnson. We have a 100% participation from all employees and the supervisory team in this effort.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
CS / ADMINISTRATION

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 321,087	\$ 360,007	\$ 372,175
14 OVERTIME	941	1,200	2,000
21 FICA MATCHING	22,836	25,958	26,243
22 RETIREMENT	68,087	78,631	81,438
23 INSURANCE	65,095	66,091	71,799
34 OTHER CONTRACTUAL SVC	44,218	41,800	45,000
40 TRAVEL	-	1,200	1,200
41 COMMUNICATIONS	688	600	700
46 REPAIRS & MAINTENANCE	2,758	3,500	3,500
55 PROFESSIONAL DEVELOPMENT	-	1,200	1,200
47 PRINTING	723	1,000	1,000
51 OFFICE SUPPLIES	3,043	3,500	3,500
52 OPERATING SUPPLIES	263	750	750
54 SUBSCR/MEMBERSHIPS	-	100	-
TOTAL	<u>\$ 529,740</u>	<u>\$ 585,537</u>	<u>\$ 610,505</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 478,046	\$ 531,887	\$ 553,655
SUPPORT SERVICES	47,664	48,300	51,600
MATERIALS & SUPPLIES	4,030	5,350	5,250
TOTAL	<u>\$ 529,740</u>	<u>\$ 585,537</u>	<u>\$ 610,505</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 1,509,641	\$ 1,658,838	\$ 1,716,354
14 OVERTIME	6,115	6,000	12,000
21 FICA MATCHING	111,553	121,601	126,172
22 RETIREMENT	190,285	230,215	236,321
23 INSURANCE	335,356	390,119	390,207
40 TRAVEL	-	200	200
46 REPAIRS & MAINTENANCE	-	500	500
49 OTHER CURRENT CHARGES	2,032	3,000	3,000
55 PROFESSIONAL DEVELOPMENT	-	2,000	2,000
47 PRINTING	406	500	500
51 OFFICE SUPPLIES	8,787	8,900	10,000
52 OPERATING SUPPLIES	6,137	5,970	12,840
54 SUBSCR/MEMBERSHIPS	-	500	-
TOTAL	<u>\$ 2,170,313</u>	<u>\$ 2,428,343</u>	<u>\$ 2,510,094</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,152,950	\$ 2,406,773	\$ 2,481,054
SUPPORT SERVICES	2,032	5,700	5,700
MATERIALS & SUPPLIES	15,330	15,870	23,340
TOTAL	<u>\$ 2,170,313</u>	<u>\$ 2,428,343</u>	<u>\$ 2,510,094</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 168,804	\$ 173,034	\$ 179,962
14 OVERTIME	887	1,000	1,000
21 FICA MATCHING	11,852	12,054	12,487
22 RETIREMENT	22,825	23,617	24,529
23 INSURANCE	53,690	58,790	60,356
41 COMMUNICATIONS	1,671	1,600	2,000
46 REPAIRS & MAINTENANCE	985	6,600	6,600
49 OTHER CURRENT CHARGES	8	500	500
55 PROFESSIONAL DEVELOPMENT	-	-	
42 TRANSPORTATION (POSTAGE)	8	100	-
47 PRINTING	468	500	500
51 OFFICE SUPPLIES	1,129	1,500	2,000
52 OPERATING SUPPLIES	12,519	10,800	13,300
TOTAL	<u>\$ 274,847</u>	<u>\$ 290,095</u>	<u>\$ 303,234</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 258,059	\$ 268,495	\$ 278,334
SUPPORT SERVICES	2,663	8,700	9,100
MATERIALS & SUPPLIES	14,124	12,900	15,800
TOTAL	<u>\$ 274,847</u>	<u>\$ 290,095</u>	<u>\$ 303,234</u>

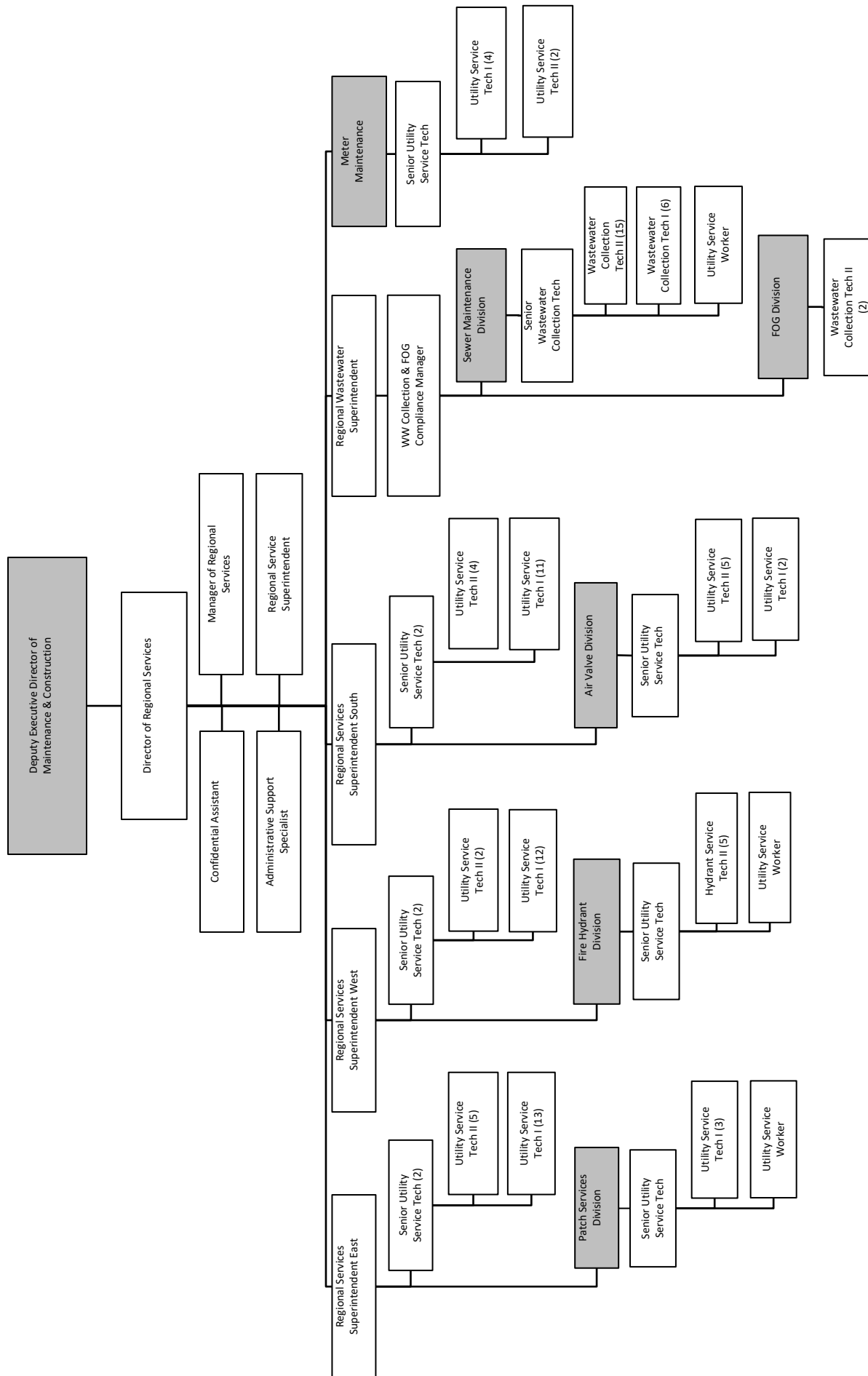


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# EMERALD COAST UTILITIES AUTHORITY

## REGIONAL SERVICES





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EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
REGIONAL SERVICES DEPARTMENT

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 5,515,679	\$ 5,950,663	\$ 6,061,124
14 OVERTIME	1,357,374	961,000	1,151,500
21 FICA MATCHING	505,476	495,541	434,855
22 RETIREMENT	908,848	985,338	1,109,488
23 INSURANCE	1,243,091	1,413,620	1,456,106
31 PROFESSIONAL SERVICES	32,868	40,000	40,000
34 OTHER CONTRACTUAL SVC	764,412	849,000	839,000
40 TRAVEL	2,441	6,000	6,000
41 COMMUNICATIONS	25,857	25,000	35,000
43 UTILITIES	75,408	-	-
44 RENTALS & LEASES	13,806	31,000	31,000
46 REPAIRS & MAINTENANCE	519,979	500,950	550,950
49 OTHER CURRENT CHARGES	83,741	67,340	67,340
55 PROFESSIONAL DEVELOPMENT	20,243	21,000	21,000
42 TRANSPORTATION (POSTAGE)	202	400	400
47 PRINTING	1,092	7,000	4,500
51 OFFICE SUPPLIES	15,661	10,000	10,000
52 OPERATING SUPPLIES	2,928,847	2,962,050	3,168,051
53 ROAD MATERIALS & SUPPLIES	67,003	55,000	65,000
54 SUBSCR/MEMBERSHIPS	235	1,900	1,000
64 MACHINERY & EQUIPMENT	317,839	-	-
TOTAL	<u>\$ 14,400,102</u>	<u>\$ 14,382,802</u>	<u>\$ 15,052,314</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 9,530,468	\$ 9,806,162	\$ 10,213,073
SUPPORT SERVICES	1,538,755	1,540,290	1,590,290
MATERIALS & SUPPLIES	3,013,040	3,036,350	3,248,951
CAPITAL OUTLAY	317,839	-	-
TOTAL	<u>\$ 14,400,102</u>	<u>\$ 14,382,802</u>	<u>\$ 15,052,314</u>



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

Regional Services

**DIVISIONS**

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

**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 almost 975 miles of gravity sewer mains, 19,198 manholes, and 85,167 customer connections. The wastewater transmission system consists of more than 372 miles of force mains, 516 air release valves (ARVs), 114 check valves, and 1,793 control valves for operation of the force mains. The potable water distribution system consists of more than 1,742 miles of water mains, 21,132 valves, and 7,615 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 85,000 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 issues with customers' service laterals and 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. The Meter Maintenance division tests and maintains all water meters with a focus on those meters that are 2-inch and larger.

**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.

**2025 TARGETED ACCOMPLISHMENTS**

1. Test all (nearly 1000) large meters (2 inches and larger) for accuracy. Make repairs as necessary.
2. Upgrade 10 large meter installations per year. This includes replacement of the old meter with a new one and may include replacement of the concrete meter vault, the piping inside and around the vault, and installation of a new metal hatch for access to the vault.
3. Reduce the number of avoidable SSO events to near zero.
4. 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.
5. 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.
6. Clear and maintain easements as necessary to provide access to infrastructure.
7. Flow test and perform preventative maintenance on 2,500 fire hydrants.
8. 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.
9. Perform preventative maintenance on all 435 air release valves in accordance with the established maintenance schedule.
10. 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.

11. Review applications and issue discharge permits to all Food Service Establishments (FSE).
12. Perform inspections of all FSEs in accordance with the established schedule.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
RS / ADMINISTRATION

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 429,493	\$ 428,002	\$ 485,452
14 OVERTIME	5,269	-	
21 FICA MATCHING	30,818	29,897	34,727
22 RETIREMENT	84,079	86,652	108,025
23 INSURANCE	86,689	96,725	94,120
31 PROFESSIONAL SERVICES	32,868	40,000	40,000
34 OTHER CONTRACTUAL SVC	39,667	176,000	166,000
40 TRAVEL	1,737	5,000	5,000
41 COMMUNICATIONS	25,361	25,000	35,000
44 RENTALS & LEASES	3,281	3,000	3,000
46 REPAIRS & MAINTENANCE	3,505	3,000	3,000
49 OTHER CURRENT CHARGES	43,606	37,000	37,000
55 PROFESSIONAL DEVELOPMENT	19,683	20,000	20,000
42 TRANSPORTATION (POSTAGE)	202	400	400
47 PRINTING	1,082	2,500	-
51 OFFICE SUPPLIES	15,190	7,500	7,500
52 OPERATING SUPPLIES	25,460	36,300	44,300
54 SUBSCR/MEMBERSHIPS	235	900	-
64 MACHINERY & EQUIPMENT	14,996		
TOTAL	<u>\$ 863,221</u>	<u>\$ 997,876</u>	<u>\$ 1,083,524</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 636,349	\$ 641,276	\$ 722,324
SUPPORT SERVICES	169,708	309,000	309,000
MATERIALS & SUPPLIES	42,168	47,600	52,200
CAPITAL OUTLAY	14,996	-	-
TOTAL	<u>\$ 863,221</u>	<u>\$ 997,876</u>	<u>\$ 1,083,524</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 723,152	\$ 818,657	\$ 777,142
14 OVERTIME	194,916	143,000	183,000
21 FICA MATCHING	67,887	70,914	55,776
22 RETIREMENT	121,705	136,894	105,745
23 INSURANCE	163,988	179,445	208,257
34 OTHER CONTRACTUAL SVC	59,903	3,000	3,000
44 RENTALS & LEASES	88	1,000	1,000
46 REPAIRS & MAINTENANCE	75,408	71,000	71,000
49 OTHER CURRENT CHARGES	-	200	200
52 OPERATING SUPPLIES	557,373	497,000	522,000
64 MACHINERY & EQUIPMENT	76,485	-	-
TOTAL	<u>\$ 2,040,905</u>	<u>\$ 1,921,110</u>	<u>\$ 1,927,120</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,271,649	\$ 1,348,910	\$ 1,329,920
SUPPORT SERVICES	135,399	75,200	75,200
MATERIALS & SUPPLIES	557,373	497,000	522,000
CAPITAL OUTLAY	76,485	-	-
TOTAL	<u>\$ 2,040,905</u>	<u>\$ 1,921,110</u>	<u>\$ 1,927,120</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 917,018	\$ 985,400	\$ 1,063,824
14 OVERTIME	452,616	324,500	364,000
21 FICA MATCHING	101,048	87,869	74,060
22 RETIREMENT	172,825	177,618	416,480
23 INSURANCE	222,370	257,174	266,050
34 OTHER CONTRACTUAL SVC	66,836	45,000	45,000
44 RENTALS & LEASES	-	5,000	5,000
46 REPAIRS & MAINTENANCE	84,770	90,500	90,500
49 OTHER CURRENT CHARGES	-	3,040	3,040
52 OPERATING SUPPLIES	611,017	628,000	648,000
64 MACHINERY & EQUIPMENT	119,769	-	-
TOTAL	<u>\$ 2,748,268</u>	<u>\$ 2,604,101</u>	<u>\$ 2,975,954</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,865,876	\$ 1,832,561	\$ 2,184,414
SUPPORT SERVICES	151,606	143,540	143,540
MATERIALS & SUPPLIES	611,017	628,000	648,000
CAPITAL OUTLAY	119,769	-	-
TOTAL	<u>\$ 2,748,268</u>	<u>\$ 2,604,101</u>	<u>\$ 2,975,954</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 785,538	\$ 917,013	\$ 888,225
14 OVERTIME	295,956	195,500	236,500
21 FICA MATCHING	79,852	79,842	63,227
22 RETIREMENT	150,050	163,162	132,812
23 INSURANCE	180,606	218,586	210,078
34 OTHER CONTRACTUAL SVC	31,046	15,000	15,000
44 RENTALS & LEASES	1,407	2,000	2,000
46 REPAIRS & MAINTENANCE	89,339	65,500	65,500
49 OTHER CURRENT CHARGES	100	300	300
52 OPERATING SUPPLIES	512,510	479,000	498,000
64 MACHINERY & EQUIPMENT	16,867	-	-
TOTAL	<u>\$ 2,143,269</u>	<u>\$ 2,135,903</u>	<u>\$ 2,111,642</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,492,001	\$ 1,574,103	\$ 1,530,842
SUPPORT SERVICES	121,891	82,800	82,800
MATERIALS & SUPPLIES	512,510	479,000	498,000
CAPITAL OUTLAY	16,867	-	-
TOTAL	<u>\$ 2,143,269</u>	<u>\$ 2,135,903</u>	<u>\$ 2,111,642</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 1,270,312	\$ 1,303,264	\$ 1,363,564
14 OVERTIME	194,757	158,500	193,500
21 FICA MATCHING	108,067	107,671	99,812
22 RETIREMENT	171,961	186,739	174,705
23 INSURANCE	287,649	308,743	325,225
34 OTHER CONTRACTUAL SVC	39,506	45,000	55,000
44 RENTALS & LEASES	-	3,000	3,000
46 REPAIRS & MAINTENANCE	219,212	175,250	225,250
49 OTHER CURRENT CHARGES	38,859	20,200	20,200
47 PRINTING	11	500	500
52 OPERATING SUPPLIES	193,422	234,500	259,500
64 MACHINERY & EQUIPMENT	32,290	-	-
TOTAL	<u>\$ 2,556,047</u>	<u>\$ 2,543,367</u>	<u>\$ 2,720,256</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,032,746	\$ 2,064,917	\$ 2,156,806
SUPPORT SERVICES	297,578	243,450	303,450
MATERIALS & SUPPLIES	193,432	235,000	260,000
TOTAL	<u>\$ 2,556,047</u>	<u>\$ 2,543,367</u>	<u>\$ 2,720,256</u>



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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 388,556	\$ 393,577	\$ 405,268
14 OVERTIME	36,268	31,000	47,000
21 FICA MATCHING	31,820	31,799	29,931
22 RETIREMENT	52,674	57,617	55,237
23 INSURANCE	57,603	58,785	65,619
34 OTHER CONTRACTUAL SVC	6,178	-	-
44 RENTALS & LEASES	-	1,000	1,000
46 REPAIRS & MAINTENANCE	31,778	20,500	20,500
49 OTHER CURRENT CHARGES	1,175	500	500
52 OPERATING SUPPLIES	112,115	141,000	156,000
TOTAL	<u>\$ 718,167</u>	<u>\$ 735,778</u>	<u>\$ 781,055</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 566,921	\$ 572,778	\$ 603,055
SUPPORT SERVICES	39,131	22,000	22,000
MATERIALS & SUPPLIES	112,115	141,000	156,000
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 718,167</u>	<u>\$ 735,778</u>	<u>\$ 781,055</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
RS/ PATCH SERVICES

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 273,730	\$ 291,221	\$ 247,832
14 OVERTIME	112,298	41,000	51,000
21 FICA MATCHING	28,100	23,933	17,130
22 RETIREMENT	54,803	51,580	3,378
23 INSURANCE	55,372	61,776	64,988
34 OTHER CONTRACTUAL SVC	517,604	550,000	550,000
41 COMMUNICATIONS	495	-	-
44 RENTALS & LEASES	9,118	10,000	10,000
46 REPAIRS & MAINTENANCE	17,090	30,000	30,000
49 OTHER CURRENT CHARGES	-	5,100	5,100
52 OPERATING SUPPLIES	71,764	61,500	76,500
53 ROAD MATERIALS & SUPPLIES	67,003	55,000	65,000
TOTAL	<u>\$ 1,207,378</u>	<u>\$ 1,181,110</u>	<u>\$ 1,120,928</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 524,303	\$ 469,510	\$ 384,328
SUPPORT SERVICES	544,308	595,100	595,100
MATERIALS & SUPPLIES	138,767	116,500	141,500
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 1,207,378</u>	<u>\$ 1,181,110</u>	<u>\$ 1,120,928</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 417,365	\$ 411,861	\$ 395,741
14 OVERTIME	48,336	46,500	49,000
21 FICA MATCHING	33,791	33,300	28,746
22 RETIREMENT	60,377	67,719	53,941
23 INSURANCE	104,515	102,585	103,585
34 OTHER CONTRACTUAL SVC	2,572	5,000	5,000
44 RENTALS & LEASES	-	3,000	3,000
46 REPAIRS & MAINTENANCE	34,628	15,000	15,000
52 OPERATING SUPPLIES	79,835	98,000	117,000
TOTAL	<u>\$ 781,419</u>	<u>\$ 782,965</u>	<u>\$ 771,013</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 664,383	\$ 661,965	\$ 631,013
SUPPORT SERVICES	37,200	23,000	23,000
MATERIALS & SUPPLIES	79,835	98,000	117,000
TOTAL	<u>\$ 781,419</u>	<u>\$ 782,965</u>	<u>\$ 771,013</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 116,531	\$ 117,083	\$ 120,599
14 OVERTIME	22	1,000	1,000
21 FICA MATCHING	8,209	8,327	8,474
22 RETIREMENT	14,442	16,024	16,438
23 INSURANCE	33,523	34,205	35,083
40 TRAVEL AND PER DIEM	616	1,000	1,000
46 REPAIRS & MAINTENANCE	8,773	4,000	4,000
55 PROFESSIONAL DEVELOPMENT	560	1,000	1,000
47 PRINTING	-	4,000	4,000
51 OFFICE SUPPLIES	471	2,500	2,500
52 OPERATING SUPPLIES	64,285	64,750	64,750
54 SUBSCR/MEMBERSHIPS	-	1,000	1,000
	-		
TOTAL	<u>\$ 247,432</u>	<u>\$ 254,889</u>	<u>\$ 259,844</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 172,727	\$ 176,639	\$ 181,594
SUPPORT SERVICES	9,949	6,000	6,000
MATERIALS & SUPPLIES	64,756	72,250	72,250
TOTAL	<u>\$ 247,432</u>	<u>\$ 254,889</u>	<u>\$ 259,844</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
RS / METER MAINTENANCE

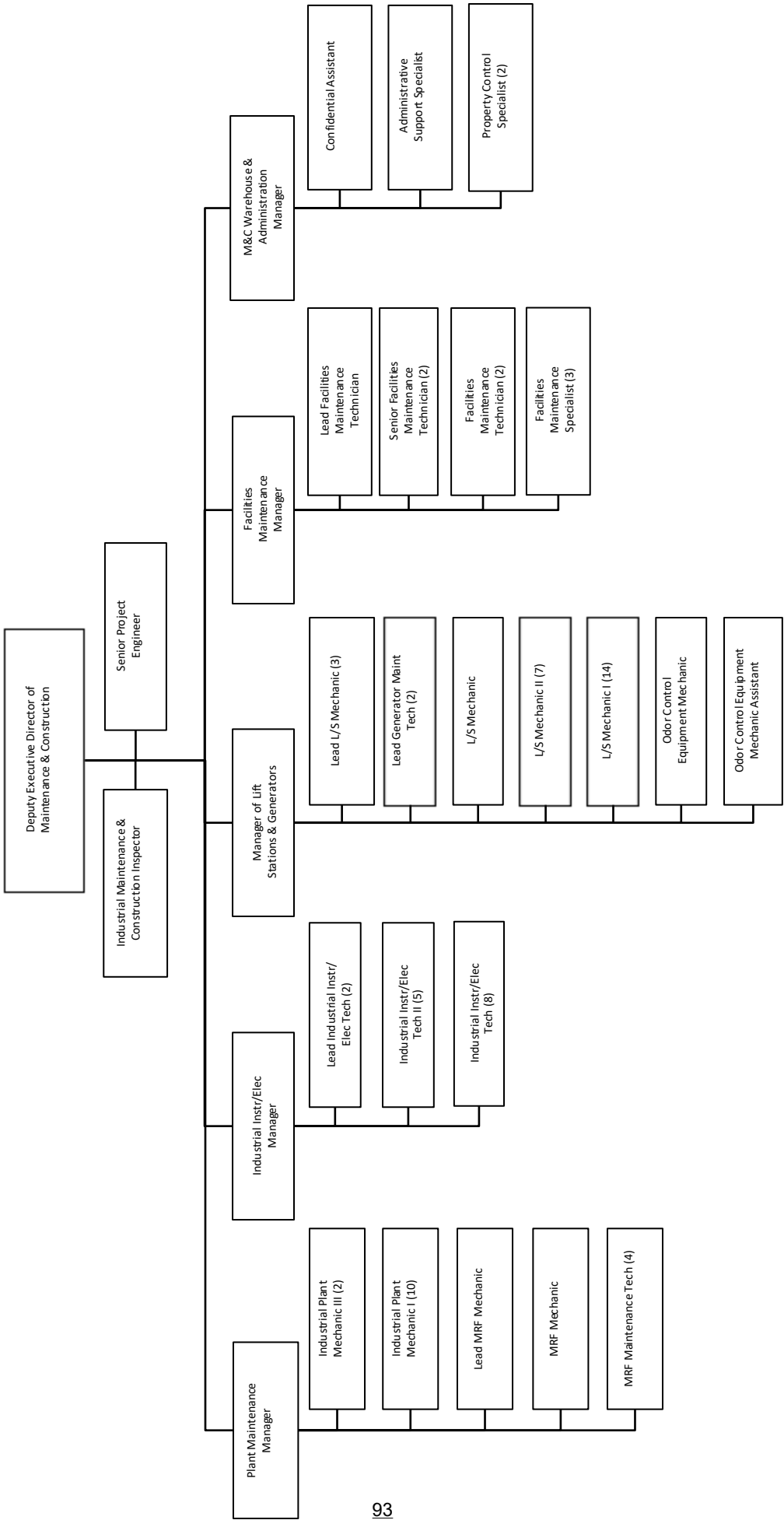
	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 193,984	\$ 284,585	\$ 313,477
14 OVERTIME	16,936	20,000	26,500
21 FICA MATCHING	15,884	21,989	22,972
22 RETIREMENT	25,933	41,333	42,727
23 INSURANCE	50,776	95,596	83,101
34 OTHER CONTRACTUAL SVC	1,100	10,000	-
44 RENTALS & LEASES	-	3,000	3,000
46 REPAIRS & MAINTENANCE	30,885	26,200	26,200
49 OTHER CURRENT CHARGES	-	1,000	1,000
52 OPERATING SUPPLIES	701,066	722,000	782,000
64 MACHINERY & EQUIPMENT	57,432	-	-
TOTAL	<u>\$ 1,093,996</u>	<u>\$ 1,225,703</u>	<u>\$ 1,300,977</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 303,513	\$ 463,503	\$ 488,777
SUPPORT SERVICES	31,985	40,200	30,200
MATERIALS & SUPPLIES	701,066	722,000	782,000
TOTAL	<u>\$ 1,093,996</u>	<u>\$ 1,225,703</u>	<u>\$ 1,300,977</u>



# EMERALD COAST UTILITIES AUTHORITY MAINTENANCE & CONSTRUCTION





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

ELEMENT	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 4,177,890	\$ 4,654,568	\$ 5,005,188
14 OVERTIME	522,390.57	604,000.00	639,150.00
21 FICA MATCHING	343,748.46	381,997.00	362,295.00
22 RETIREMENT	654,959.75	783,674.00	893,688.00
23 INSURANCE	805,754.31	962,530.00	1,058,802.00
31 PROFESSIONAL SERVICES	2,360.00	47,000.00	47,000.00
34 OTHER CONTRACTUAL SVC	525,697.18	673,220.00	715,475.00
40 TRAVEL	1,151.71	20,750.00	21,750.00
41 COMMUNICATIONS	15,301.20	16,000.00	16,000.00
43 UTILITIES	1,686,242.85	1,739,200.00	1,831,020.00
44 RENTALS & LEASES	88,501.85	166,000.00	166,000.00
46 REPAIRS & MAINTENANCE	2,625,070.90	4,933,230.00	5,524,230.00
49 OTHER CURRENT CHARGES	13,075.56	30,450.00	30,450.00
55 PROFESSIONAL DEVELOPMENT	35,078.49	89,500.00	90,000.00
42 TRANSPORTATION (POSTAGE)	5,985.33	7,000.00	7,000.00
47 PRINTING	95.12	1,400.00	1,400.00
51 OFFICE SUPPLIES	16,755.89	17,000.00	17,000.00
52 OPERATING SUPPLIES	2,193,633.40	2,510,595.00	2,671,595.00
54 SUBSCR/MEMBERSHIPS	879.81	4,445.00	4,021.00
64 MACHINERY & EQUIPMENT	157,122.10	-	-
TOTAL	<u>\$ 13,871,694</u>	<u>\$ 17,642,559</u>	<u>\$ 19,102,064</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 6,504,743	\$ 7,386,769	\$ 7,959,123
SUPPORT SERVICES	4,992,480	7,715,350	8,441,925
MATERIALS & SUPPLIES	2,217,350	2,540,440	2,701,016
CAPITAL OUTLAY	157,122	-	-
TOTAL	<u>\$ 13,871,694</u>	<u>\$ 17,642,559</u>	<u>\$ 19,102,064</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

**DEPARTMENT:**

Regional Services

**ACTIVITY DESCRIPTION:**

The Maintenance & Construction Department is comprised of the Regional Services Department (itself comprising 10 divisions) and seven other divisions.

The Maintenance & Construction Department is responsible for the maintenance of the waste water collection system; water distribution system; lift stations; emergency stand-by power; facilities maintenance; mechanical and electrical maintenance of waste water plants, composting and the materials recycling facility.

Regional Services and the seven divisions work together to provide maintenance services for all ECUA facilities, including water reclamation facilities; water mains; gravity sewer; force mains; electrical for water wells, lift stations, and ECUA buildings; and ensuring all associated infrastructure is properly maintained. 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 capable of handling 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 utilizing almost 400 pump stations around the county.

**OBJECTIVES:**

1. Reduce maintenance 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.

**2025 TARGETED ACCOMPLISHMENTS:**

1. Continue to maintain the number of avoidable SSO events at all Lift Stations at or near zero.
2. Complete the Ellyson Customer Service Building geothermal and HVAC system improvements and upgrades (CIP Project RA210C).
3. Continue to design, purchase and install emergency standby power systems for critical infrastructure for use during natural disasters.
4. Begin the construction phase of the Bayou Marcus Boardwalk improvements (CIP Project RS332). The project will be executed in three phases allowing two thirds of the boardwalk to remain open at all times.
5. Continue with the SCADA panel upgrades and the installation of new panel backboards that will broadcast both on UHF radio and cellular systems and receive the cellular data into VT-SCADA, to ultimately build out the backup system. (CIP Project RA211E).
6. Bid and construct the Ellyson Warehouse renovations which will include a new meter shop and test bench to test and calibrate all water meters used within our distribution system.
7. Complete the design and begin the first phase of RS425 - Bayou Marcus WRF Electrical Upgrades, which includes the installation by Florida Power & Light of a second service to the facility, and ordering the new electrical distribution equipment.

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 497,738	\$ 608,453	\$ 602,223
14 OVERTIME	29,992	34,100	34,100
21 FICA MATCHING	38,291	46,654	43,542
22 RETIREMENT	101,658	125,305	121,607
23 INSURANCE	53,156	70,341	91,972
40 TRAVEL	1,152	8,000	9,000
41 COMMUNICATIONS	-	-	-
44 RENTALS & LEASES	2,420	3,000	3,000
46 REPAIRS & MAINTENANCE	97,526	120,400	145,400
49 OTHER CURRENT CHARGES	-	650	650
55 PROFESSIONAL DEVELOPMENT	-	13,000	13,500
42 TRANSPORTATION (POSTAGE)	5,985	7,000	7,000
47 PRINTING & BINDING	-	200	200
51 OFFICE SUPPLIES	12,975	10,200	10,200
52 OPERATING SUPPLIES	37,363	46,550	46,550
54 SUBSCR/MEMBERSHIPS	775	1,630	1,206
TOTAL	<u>\$ 879,031</u>	<u>\$ 1,095,483</u>	<u>\$ 1,130,150</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 720,835	\$ 884,853	\$ 893,444
SUPPORT SERVICES	101,098	145,050	171,550
MATERIALS & SUPPLIES	57,098	65,580	65,156
TOTAL	<u>\$ 879,031</u>	<u>\$ 1,095,483</u>	<u>\$ 1,130,150</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 1,235,561	\$ 1,399,738	\$ 1,436,760
14 OVERTIME	223,617	190,000	221,150
21 FICA MATCHING	105,526	112,819	102,508
22 RETIREMENT	195,636	228,871	209,340
23 INSURANCE	295,461	372,888	353,257
34 OTHER CONTRACTUAL SVC	24,000	50,000	50,000
40 TRAVEL	-	2,000	2,000
41 COMMUNICATIONS	5,111	5,700	5,700
43 UTILITIES	1,314,043	1,350,000	1,403,000
44 RENTALS & LEASES	15,671	62,500	62,500
46 REPAIRS & MAINTENANCE	55,860	837,650	892,650
49 OTHER CURRENT CHARGES	8,274	21,500	21,500
55 PROFESSIONAL DEVELOPMENT	4,923	18,000	18,000
47 PRINTING	-	1,000	1,000
51 OFFICE SUPPLIES	765	3,000	3,000
52 OPERATING SUPPLIES	391,369	485,295	540,295
54 SUBSCR/MEMBERSHIPS	75	75	75
64 MACHINERY & EQUIPMENT	107,996	-	-
TOTAL	<u>\$ 3,983,888</u>	<u>\$ 5,141,036</u>	<u>\$ 5,322,735</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,055,802	\$ 2,304,316	\$ 2,323,015
SUPPORT SERVICES	1,427,882	2,347,350	2,455,350
MATERIALS & SUPPLIES	392,209	489,370	544,370
CAPITAL OUTLAY	107,996	-	-
TOTAL	<u>\$ 3,983,888</u>	<u>\$ 5,141,036</u>	<u>\$ 5,322,735</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	-	-
52 OPERATING SUPPLIES	1,911	-	-
TOTAL	<u>\$ 1,911</u>	<u>\$ -</u>	<u>\$ -</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ -	\$ -	\$ -
SUPPORT SERVICES	-	-	-
MATERIALS & SUPPLIES	1,911	-	-
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 1,911</u>	<u>\$ -</u>	<u>\$ -</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 1,033,953	\$ 1,100,714	\$ 1,139,571
14 OVERTIME	86,907	142,800	146,800
21 FICA MATCHING	82,866	92,095	84,306
22 RETIREMENT	145,696	175,422	298,224
23 INSURANCE	171,215	182,273	189,669
31 PROFESSIONAL SERVICES	2,360	16,000	16,000
34 OTHER CONTRACTUAL SVC	113,697	140,000	150,000
40 TRAVEL	-	-	-
41 COMMUNICATIONS	7,076	8,000	8,000
44 RENTALS & LEASES	1,380	4,500	4,500
46 REPAIRS & MAINTENANCE	497,146	753,000	923,000
49 OTHER CURRENT CHARGES	-	250	250
55 PROFESSIONAL DEVELOPMENT	19,244	30,000	30,000
47 PRINTING	95	200	200
51 OFFICE SUPPLIES	188	1,000	1,000
52 OPERATING SUPPLIES	56,945	87,000	87,000
54 SUBSCR/MEMBERSHIPS		2,000	2,000
TOTAL	<u>\$ 2,218,766</u>	<u>\$ 2,735,254</u>	<u>\$ 3,080,520</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,520,637	\$ 1,693,304	\$ 1,858,570
SUPPORT SERVICES	640,902	951,750	1,131,750
MATERIALS & SUPPLIES	57,227	90,200	90,200
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 2,218,766</u>	<u>\$ 2,735,254</u>	<u>\$ 3,080,520</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 658,184	\$ 786,734	\$ 1,041,767
14 OVERTIME	106,323	126,600	126,600
21 FICA MATCHING	56,348	66,719	74,534
22 RETIREMENT	94,928	120,658	141,788
23 INSURANCE	144,042	185,099	270,426
31 PROFESSIONAL SERVICES	-	6,000	6,000
34 OTHER CONTRACTUAL SVC	166,028	215,000	230,000
40 TRAVEL	-	8,000	8,000
41 COMMUNICATIONS	1,131	1,000	1,000
44 RENTALS & LEASES	34,783	85,000	85,000
46 REPAIRS & MAINTENANCE	1,587,898	2,811,500	3,111,500
49 OTHER CURRENT CHARGES	188	500	500
55 PROFESSIONAL DEVELOPMENT	7,807	21,000	21,000
51 OFFICE SUPPLIES	1,659	1,200	1,200
52 OPERATING SUPPLIES	177,392	180,500	190,500
54 SUBSCR/MEMBERSHIPS	30	500	500
64 MACHINERY & EQUIPMENT	49,126	-	
TOTAL	<u>\$ 3,085,868</u>	<u>\$ 4,616,010</u>	<u>\$ 5,310,315</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,059,825	\$ 1,285,810	\$ 1,655,115
SUPPORT SERVICES	1,797,836	3,148,000	3,463,000
MATERIALS & SUPPLIES	179,081	182,200	192,200
CAPITAL OUTLAY	49,126	-	-
TOTAL	<u>\$ 3,085,868</u>	<u>\$ 4,616,010</u>	<u>\$ 5,310,315</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 116,964	\$ 117,520	\$ 121,035
14 OVERTIME	1,983	7,000	7,000
21 FICA MATCHING	8,309	8,731	8,685
22 RETIREMENT	14,753	16,898	16,497
23 INSURANCE	23,485	23,984	24,576
31 PROFESSIONAL SERVICES	-	25,000	25,000
34 OTHER CONTRACTUAL SVC	115,020	115,020	132,275
40 TRAVEL	-	750	750
41 COMMUNICATIONS	393	500	500
44 RENTALS & LEASES	1,178	-	-
46 REPAIRS & MAINTENANCE	48,159	69,500	69,500
49 OTHER CURRENT CHARGES	-	500	500
55 PROFESSIONAL DEVELOPMENT	-	3,000	3,000
51 OFFICE SUPPLIES	-	250	250
52 OPERATING SUPPLIES	1,398,505	1,551,250	1,641,250
54 SUBSCR/MEMBERSHIPS	-	150	150
TOTAL	<u>\$ 1,728,749</u>	<u>\$ 1,940,053</u>	<u>\$ 2,050,968</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 165,494	\$ 174,133	\$ 177,793
SUPPORT SERVICES	164,750	214,270	231,525
MATERIALS & SUPPLIES	1,398,505	1,551,650	1,641,650
TOTAL	<u>\$ 1,728,749</u>	<u>\$ 1,940,053</u>	<u>\$ 2,050,968</u>



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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 143,038	\$ 143,915	\$ 149,677
14 OVERTIME	35,657	53,500	53,500
21 FICA MATCHING	13,455	14,886	11,235
22 RETIREMENT	22,121	26,789	20,401
23 INSURANCE	19,463	19,856	20,398
40 TRAVEL	-	2,000	2,000
41 COMMUNICATIONS	1,591	800	800
44 RENTALS & LEASES	712	6,000	6,000
46 REPAIRS & MAINTENANCE	195,623	211,180	240,180
49 OTHER CURRENT CHARGES	-	50	50
55 PROFESSIONAL DEVELOPMENT	-	3,000	3,000
51 OFFICE SUPPLIES	3	150	150
52 OPERATING SUPPLIES	79,818	97,000	103,000
54 SUBSCR/MEMBERSHIPS		90	90
TOTAL	<u>\$ 511,481</u>	<u>\$ 579,216</u>	<u>\$ 610,481</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 233,734	\$ 258,946	\$ 255,211
SUPPORT SERVICES	197,926	223,030	252,030
MATERIALS & SUPPLIES	79,821	97,240	103,240
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 511,481</u>	<u>\$ 579,216</u>	<u>\$ 610,481</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 492,452	\$ 497,494	\$ 514,155
14 OVERTIME	37,911	50,000	50,000
21 FICA MATCHING	38,953	40,093	37,485
22 RETIREMENT	80,168	89,731	85,831
23 INSURANCE	98,932	108,089	108,504
34 OTHER CONTRACTUAL SVC	106,952	153,200	153,200
43 UTILITIES	372,200	389,200	428,020
44 RENTALS & LEASES	32,358	5,000	5,000
46 REPAIRS & MAINTENANCE	142,859	130,000	142,000
49 OTHER CURRENT CHARGES	4,613	7,000	7,000
55 PROFESSIONAL DEVELOPMENT	3,104	1,500	1,500
51 OFFICE SUPPLIES	1,166	1,200	1,200
52 OPERATING SUPPLIES	50,331	63,000	63,000
64 MACHINERY & EQUIPMENT		-	-
TOTAL	<u>\$ 1,462,000</u>	<u>\$ 1,535,507</u>	<u>\$ 1,596,895</u>

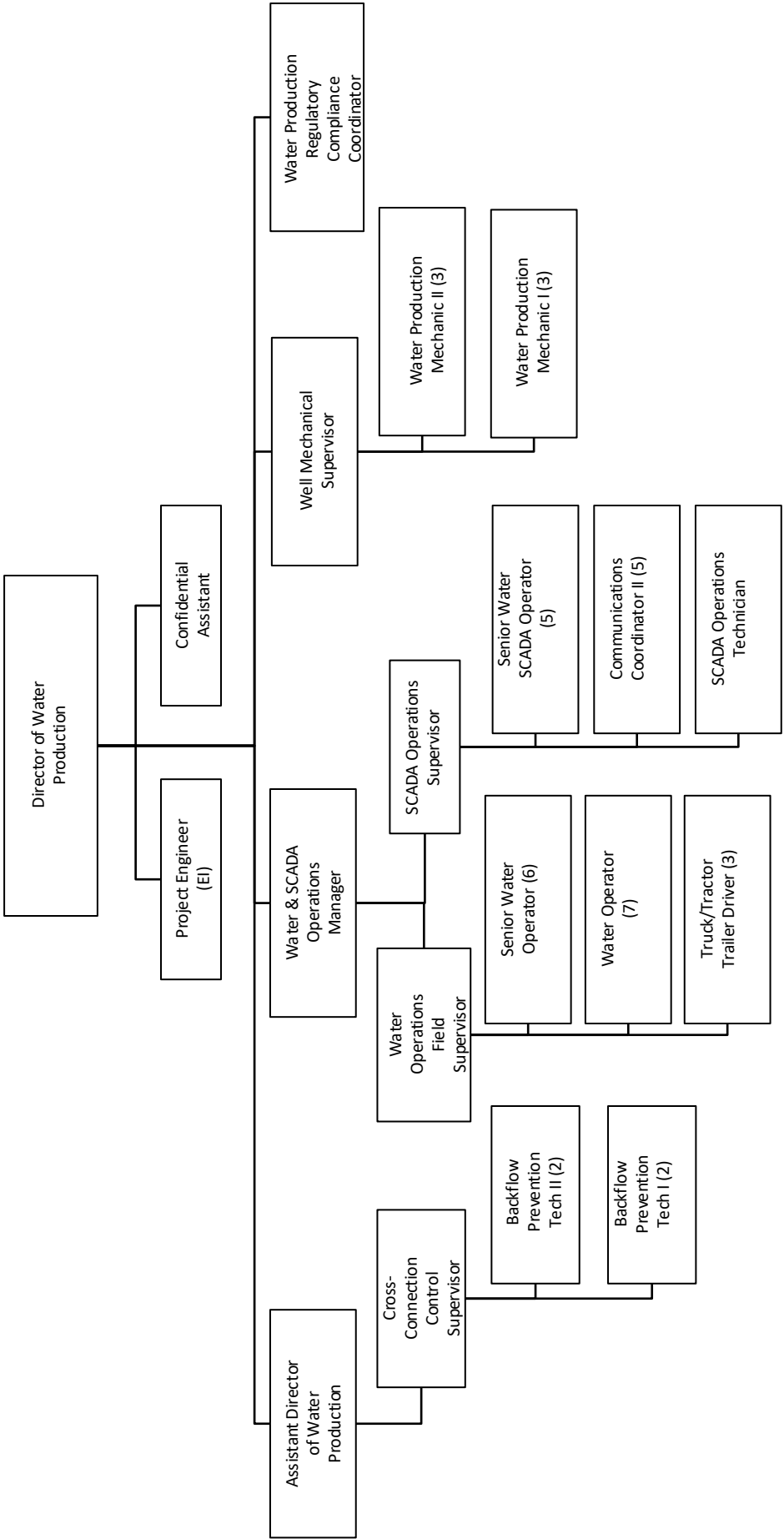
DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 748,417	\$ 785,407	\$ 795,975
SUPPORT SERVICES	662,086	685,900	736,720
MATERIALS & SUPPLIES	51,497	64,200	64,200
TOTAL	<u>\$ 1,462,000</u>	<u>\$ 1,535,507</u>	<u>\$ 1,596,895</u>



# EMERALD COAST UTILITIES AUTHORITY

## WATER PRODUCTION





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EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WATER PRODUCTION DEPARTMENT

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 2,669,658	\$ 2,821,848	\$ 2,996,046
13 OTHER SALARIES	-	-	-
14 OVERTIME	372,601	333,500	354,500
21 FICA MATCHING	223,173	230,751	292,178
22 RETIREMENT	456,202	504,818	467,403
23 INSURANCE	522,349	557,930	516,252
31 PROFESSIONAL SERVICES	13,227	17,500	102,500
34 OTHER CONTRACTUAL SVC	74,427	137,500	137,500
40 TRAVEL	12,775	18,400	18,000
41 COMMUNICATIONS	1,432	3,600	8,600
43 UTILITIES	2,405,507	2,523,000	2,523,000
44 RENTALS & LEASES	30,599	44,900	48,000
46 REPAIRS & MAINTENANCE	554,351	646,300	956,300
49 OTHER CURRENT CHARGES	75,003	99,960	109,960
55 PROFESSIONAL DEVELOPMENT	11,447	20,500	20,500
42 TRANSPORTATION (POSTAGE)	4,762	6,250	9,500
47 PRINTING	3,604	3,500	3,500
51 OFFICE SUPPLIES	11,607	14,500	14,500
52 OPERATING SUPPLIES	2,737,234	3,477,600	5,712,200
53 ROAD MATERIALS & SUPPLIES	-	1,000	1,000
54 SUBSCR/MEMBERSHIPS	8,290	11,700	11,700
64 MACHINERY & EQUIPMENT	57,432	-	-
TOTAL	<u>\$ 10,245,680</u>	<u>\$ 11,475,057</u>	<u>\$ 14,303,139</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 4,243,983	\$ 4,448,847	\$ 4,626,379
SUPPORT SERVICES	3,178,768	3,511,660	3,924,360
MATERIALS & SUPPLIES	2,765,497	3,514,550	5,752,400
CAPITAL OUTLAY	57,432	-	-
TOTAL	<u>\$ 10,245,680</u>	<u>\$ 11,475,057</u>	<u>\$ 14,303,139</u>

**EMERALD COAST UTILITIES AUTHORITY****FY25 GOALS AND WORK PLAN****DEPARTMENT:**

Water Production

**ACTIVITY DESCRIPTION:**

The Water Production Department operates and maintains 31 (28 of which are currently in service) 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 Supervisory Control and Data Acquisition (SCADA). 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. SCADA monitors, operates and communicates the status of ECUA's Water Production Facilities and monitors and communicates the status of ECUA's Sanitary Sewer Lift Stations and are responsible for the communication with field personnel for water and sewer leaks and all after hours customer emergencies.

**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.
8. Stay informed and follow proposed regulatory changes to be ready when regulations change.

**2025 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 and construction of Capital Improvement Projects (CIPs) to enhance the potable water system.
3. Complete construction of the new Elvin McCorvey Water Production Facility, including new water treatment facility, new GAC treatment facility and new booster pump station. Once the new well and water treatment facility are in service, the facilities at the existing well will be demolished and the existing well will be abandoned in a future fiscal year.
4. Complete construction of the GAC vessel foundations and receive and set 8 GAC vessels on the foundations. Complete design of GAC piping, bid out and start construction of the piping for the new GAC System at the Nine Mile Well.
5. Perform all annual tank inspections and all five year comprehensive tank evaluations. Perform work to address any deficiencies identified in these reports.
6. Pull the pump and pump discharge column at the W&Avery Well. Clean the inner casing and screen. Evaluate the condition of the pump and discharge pipe. Repair or replace as needed.
7. Award the purchase of up to 15 Granular Activated Carbon (GAC) vessels for three well sites for PFAS treatment.
8. Design and start construction of GAC treatment at Royce Well.
9. Design and start construction of GAC treatment at W&Avery Well.
10. Design and start construction of a new Water Treatment Facility and GAC treatment system at Hagler Well.
11. Complete Olive Well Water Treatment Facility design, bid, award contracts and begin construction.
12. Review recommendations of chosen PFAS expert and evaluate each well that needs new PFAS treatment for the treatment appropriate for that particular well. For existing installations, review operation changes/options that could be more cost effective.
13. With completed Iron and Manganese Treatment Report, review treatment options for all contaminants, including PFAS. Complete Davis Well Water Treatment Facility design, Iron and Manganese Treatment Design, bid, award contracts and begin construction.
14. Continue to enhance the usability and functionality of the SCADA workstations interface.
15. Continue to evaluate and install additional security at water production sites.
16. Evaluate results of Beulah Test Well performed to determine feasibility of a well at this site. If the production well is feasible, begin design of production well and water treatment facility.

17. Complete Planning Assistance to States (PAS) Phase II Optimization Project. Sign agreements for and start work on PAS Phase III Optimization work in coordination with the Army Corps of Engineers.
18. Complete FDEP permitting and design for construction of a bulkhead at the Pensacola Beach property that will provide adequate erosion protection for a planned new ground storage tank to replace the existing 1 MG and 0.5 MG tanks.
19. Continue with implementation of the residential portion of the new Cross Connection Control Program which includes administration of the “Opt-In” Program.



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WP / WATER OPERATION

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 1,303,858	\$ 1,397,376	\$ 1,547,708
13 OTHER SALARIES	-	-	-
14 OVERTIME	194,215	152,000	157,000
21 FICA MATCHING	109,907	113,457	185,907
22 RETIREMENT	236,595	260,787	245,040
23 INSURANCE	240,510	260,112	252,734
31 PROFESSIONAL SERVICES	13,227	15,000	100,000
34 OTHER CONTRACTUAL SVC	56,107	117,500	117,500
40 TRAVEL	6,407	7,000	7,000
41 COMMUNICATIONS	393	1,000	6,000
43 UTILITIES	2,405,507	2,523,000	2,523,000
44 RENTALS & LEASES	7,973	12,600	15,000
46 REPAIRS & MAINTENANCE	107,229	120,750	170,750
49 OTHER CURRENT CHARGES	73,623	98,300	108,300
55 PROFESSIONAL DEVELOPMENT	4,735	8,000	8,000
42 TRANSPORTATION (POSTAGE)	4,762	6,000	6,000
47 PRINTING	40	500	500
51 OFFICE SUPPLIES	3,489	4,500	4,500
52 OPERATING SUPPLIES	2,668,058	3,399,000	5,631,500
53 ROAD MATERIALS & SUPPLIES	-	1,000	1,000
54 SUBSCR/MEMBERSHIPS	7,248	8,000	8,000
64 MACHINERY & EQUIPMENT	28,716		
TOTAL	<u>\$ 7,472,600</u>	<u>\$ 8,505,882</u>	<u>\$ 11,095,439</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,085,086	\$ 2,183,732	\$ 2,388,389
SUPPORT SERVICES	2,675,202	2,903,150	3,055,550
MATERIALS & SUPPLIES	2,683,597	3,419,000	5,651,500
CAPITAL OUTLAY	28,716	-	-
TOTAL	<u>\$ 7,472,600</u>	<u>\$ 8,505,882</u>	<u>\$ 11,095,439</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 383,929	\$ 400,754	\$ 424,485
14 OVERTIME	39,479	47,000	56,500
21 FICA MATCHING	31,512	33,174	31,741
22 RETIREMENT	59,164	68,000	65,258
23 INSURANCE	74,680	82,363	70,753
31 PROFESSIONAL SERVICES	-	2,500	2,500
40 TRAVEL	365	1,500	1,500
44 RENTALS & LEASES	5,509	14,000	14,000
46 REPAIRS & MAINTENANCE	403,395	478,550	730,550
49 OTHER CURRENT CHARGES	930	960	960
55 PROFESSIONAL DEVELOPMENT	3,083	4,500	4,500
51 OFFICE SUPPLIES	299	500	500
52 OPERATING SUPPLIES	33,219	44,900	46,900
54 SUBSCR/MEMBERSHIPS	500	1,500	1,500
64 MACHINERY & EQUIPMENT	28,716	-	-
TOTAL	<u>\$ 1,064,779</u>	<u>\$ 1,180,201</u>	<u>\$ 1,451,647</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 588,763	\$ 631,291	\$ 648,737
SUPPORT SERVICES	413,281	502,010	754,010
MATERIALS & SUPPLIES	34,018	46,900	48,900
TOTAL	<u>\$ 1,064,779</u>	<u>\$ 1,180,201</u>	<u>\$ 1,451,647</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WP / COMMUNICATIONS CENTER

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 771,119	\$ 802,046	\$ 787,855
14 OVERTIME	134,590	126,000	131,000
21 FICA MATCHING	65,879	67,480	57,035
22 RETIREMENT	129,110	140,657	120,155
23 INSURANCE	163,103	169,139	145,034
34 OTHER CONTRACTUAL SVC	2,760	2,000	2,000
40 TRAVEL	3,091	6,000	6,000
41 COMMUNICATIONS	-	1,000	1,000
44 RENTALS & LEASES	17,117	18,000	18,500
46 REPAIRS & MAINTENANCE	40,654	44,000	47,500
49 OTHER CURRENT CHARGES	450	700	700
55 PROFESSIONAL DEVELOPMENT	805	4,500	4,500
51 OFFICE SUPPLIES	5,320	5,000	5,000
52 OPERATING SUPPLIES	12,860	10,800	11,000
54 SUBSCR/MEMBERSHIPS	198	1,200	1,200
TOTAL	<u>\$ 1,347,056</u>	<u>\$ 1,398,522</u>	<u>\$ 1,338,479</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,263,802	\$ 1,305,322	\$ 1,241,079
SUPPORT SERVICES	64,877	76,200	80,200
MATERIALS & SUPPLIES	18,377	17,000	17,200
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 1,347,056</u>	<u>\$ 1,398,522</u>	<u>\$ 1,338,479</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 210,752	\$ 217,672	\$ 235,998
14 OVERTIME	4,316	8,500	10,000
21 FICA MATCHING	15,875	16,640	17,495
22 RETIREMENT	31,333	35,374	36,950
23 INSURANCE	44,057	46,316	47,731
34 OTHER CONTRACTUAL SVC	15,560	18,000	18,000
40 TRAVEL	2,912	3,900	3,500
41 COMMUNICATIONS	1,039	1,600	1,600
44 RENTALS & LEASES	-	300	500
46 REPAIRS & MAINTENANCE	3,073	3,000	7,500
55 PROFESSIONAL DEVELOPMENT	2,824	3,500	3,500
42 TRANSPORTATION (POSTAGE)	-	250	3,500
47 PRINTING	3,564	3,000	3,000
51 OFFICE SUPPLIES	2,500	4,500	4,500
52 OPERATING SUPPLIES	23,098	22,900	22,800
54 SUBSCR/MEMBERSHIPS	344	1,000	1,000
TOTAL	<u>\$ 361,246</u>	<u>\$ 386,452</u>	<u>\$ 417,574</u>

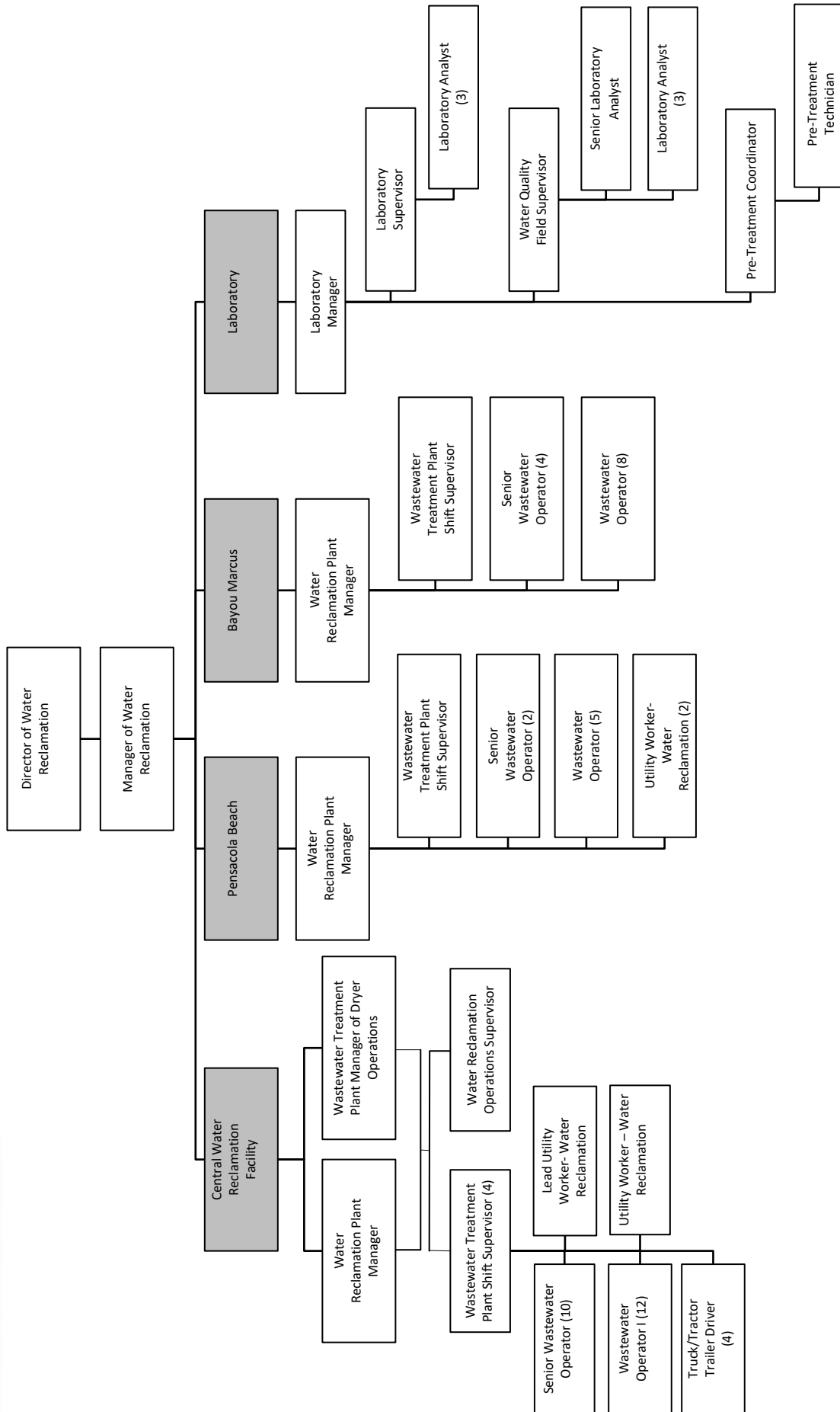
DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 306,332	\$ 324,502	\$ 348,174
SUPPORT SERVICES	25,407	30,300	34,600
MATERIALS & SUPPLIES	29,506	31,650	34,800
TOTAL	<u>\$ 361,246</u>	<u>\$ 386,452</u>	<u>\$ 417,574</u>



# EMERALD COAST UTILITIES AUTHORITY

## WATER RECLAMATION





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

Water Reclamation

**DIVISIONS:**

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

**ACTIVITY DESCRIPTION:**

The Water Reclamation Department operates our three wastewater treatment plants, effluent discharge, reclaimed water facilities, biosolids handling, Water Quality Laboratory, and Pretreatment Program.

The three treatment plants process more than 8.0 billion gallons of wastewater annually, a majority of which is beneficially reused, and provide support for the ECUA's composting facility. The Water Quality Laboratory, which is home to the laboratory and field operations, collects, analyzes, and reports more than 22,000 sample results each year in addition to assisting customers with questions at their homes and business. Our Pretreatment Program works with industries throughout our service area, assisting them with rules and regulations compliance as established by the Environmental Protection Agency (EPA), Florida Department of Environmental Protection (FDEP), and ECUA Code.

**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 and biosolids criteria are met;
3. Work respectfully with citizens and other ECUA departments to answer questions and concerns regarding water quality and system operations.
4. Protect wastewater infrastructure from all users of the sanitary sewer system.

**OBJECTIVES:**

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

**2025 TARGETED ACCOMPLISHMENTS:**

1. Complete the 5-year permit application process on-time and as required by the FDEP for the Pensacola Beach Water Reclamation Facility.
2. Come in to compliance within the authorized time for updated water quality parameters as written in the new operating permits issued by the FDEP for the Central Water Reclamation Facility and the Bayou Marcus Water Reclamation Facility.
3. Receive no marginal or non-compliance comments on inspections and/or reports at any location from the FDEP and FDOH
4. Submit all required regulatory reports correctly and on time
5. Exceed 99.9% compliance with all FDEP Operating Permits
6. Develop a local limit plan of study for both Central WRF and Bayou Marcus WRF, for approval by FDEP and provide new and/or updated local limit technical evaluations in accordance with Rule 62-625.400.(3), F.A.C., within the timeframes prescribed by FDEP and ECUA's operating permits.



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WATER RECLAMATION DEPARTMENT

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	3,696,153	3,869,794	3,985,156
13 OTHER SALARIES	-	-	-
14 OVERTIME	520,727	560,000	563,500
21 FICA MATCHING	308,089	308,139	284,701
22 RETIREMENT	577,341	647,267	726,792
23 INSURANCE	768,205	833,773	873,889
31 PROFESSIONAL SERVICES	144,654	247,000	247,000
34 OTHER CONTRACTUAL SVC	384,290	1,125,000	1,066,000
40 TRAVEL	3,554	18,750	18,750
41 COMMUNICATIONS	4,083	4,500	13,000
43 UTILITIES	4,648,204	5,936,500	5,867,500
44 RENTALS & LEASES	7,435	16,000	16,000
46 REPAIRS & MAINTENANCE	292,025	445,425	457,425
49 OTHER CURRENT CHARGES	158,626	176,250	176,250
55 PROFESSIONAL DEVELOPMENT	8,891	15,500	17,100
42 TRANSPORTATION (POSTAGE)	517	3,000	3,000
47 PRINTING	-	300	50
51 OFFICE SUPPLIES	6,012	6,800	6,800
52 OPERATING SUPPLIES	2,575,709	2,905,425	2,984,825
54 SUBSCR/MEMBERSHIPS	22,605	33,250	33,250
64 MACHINERY & EQUIPMENT	37,326	64,000	117,000
TOTAL	<u>\$ 14,164,446</u>	<u>\$ 17,216,673</u>	<u>\$ 17,457,988</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 5,870,515	\$ 6,218,973	\$ 6,434,038
SUPPORT SERVICES	5,651,762	7,984,925	7,879,025
MATERIALS & SUPPLIES	2,604,844	2,948,775	3,027,925
CAPITAL OUTLAY	37,326	64,000	117,000
TOTAL	<u>\$ 14,164,446</u>	<u>\$ 17,216,673</u>	<u>\$ 17,457,988</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WR / ADMINISTRATION

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 131,203	\$ 131,976	\$ 152,360
21 FICA MATCHING	9,307	9,310	11,243
22 RETIREMENT	42,539	45,558	52,595
23 INSURANCE	14,569	14,880	15,272
40 TRAVEL	-	1,000	1,000
46 REPAIRS & MAINTENANCE	302	500	500
49 OTHER CURRENT CHARGES	75	500	500
55 PROFESSIONAL DEVELOPMENT	409	1,500	1,500
47 PRINTING	-	50	50
51 OFFICE SUPPLIES	125	200	200
52 OPERATING SUPPLIES	1,350	2,000	2,000
54 SUBSCR/MEMBERSHIPS	20,528	25,000	25,000
TOTAL	<u>\$ 220,408</u>	<u>\$ 232,474</u>	<u>\$ 262,220</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 197,618	\$ 201,724	\$ 231,470
SUPPORT SERVICES	786	3,500	3,500
MATERIALS & SUPPLIES	22,003	27,250	27,250
TOTAL	<u>\$ 220,408</u>	<u>\$ 232,474</u>	<u>\$ 262,220</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 691,651	\$ 702,287	\$ 704,343
14 OVERTIME	62,271	80,000	83,500
21 FICA MATCHING	54,173	55,601	50,014
22 RETIREMENT	100,895	112,609	102,620
23 INSURANCE	170,724	176,858	168,352
31 PROFESSIONAL SERVICES	25,000	-	-
34 OTHER CONTRACTUAL SVC	55,553	50,000	50,000
40 TRAVEL	192	1,000	1,000
43 UTILITIES	653,121	776,250	771,250
44 RENTALS & LEASES	3,879	6,000	6,000
46 REPAIRS & MAINTENANCE	96,051	121,125	126,125
49 OTHER CURRENT CHARGES	39,359	39,000	39,000
55 PROFESSIONAL DEVELOPMENT	2,057	1,500	2,100
52 OPERATING SUPPLIES	566,760	625,825	625,225
54 SUBSCR/MEMBERSHIPS	295	1,250	1,250
64 MACHINERY & EQUIPMENT	17,210	-	-
TOTAL	<u>\$ 2,539,193</u>	<u>\$ 2,749,305</u>	<u>\$ 2,730,779</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,079,716	\$ 1,127,355	\$ 1,108,829
SUPPORT SERVICES	850,212	994,875	995,475
MATERIALS & SUPPLIES	567,055	627,075	626,475
CAPITAL OUTLAY	17,210	-	-
TOTAL	<u>\$ 2,514,193</u>	<u>\$ 2,749,305</u>	<u>\$ 2,730,779</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 521,400	\$ 527,919	\$ 554,667
14 OVERTIME	88,519	97,000	97,000
21 FICA MATCHING	44,489	44,949	39,675
22 RETIREMENT	81,941	89,470	209,067
23 INSURANCE	128,310	132,837	136,067
31 PROFESSIONAL SERVICES	-	50,000	50,000
34 OTHER CONTRACTUAL SVC	5,885	275,000	275,000
40 TRAVEL	-	250	250
43 UTILITIES	187,463	276,000	276,000
44 RENTALS & LEASES	-	1,000	1,000
46 REPAIRS & MAINTENANCE	13,503	30,300	25,300
49 OTHER CURRENT CHARGES	12,161	17,250	17,250
55 PROFESSIONAL DEVELOPMENT	685	1,000	1,000
51 OFFICE SUPPLIES	590	600	600
52 OPERATING SUPPLIES	179,149	213,300	218,300
54 SUBSCR/MEMBERSHIPS	210	500	500
64 MACHINERY & EQUIPMENT		-	
TOTAL	<u>\$ 1,264,306</u>	<u>\$ 1,757,375</u>	<u>\$ 1,901,676</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 864,659	\$ 892,175	\$ 1,036,476
SUPPORT SERVICES	219,698	650,800	645,800
MATERIALS & SUPPLIES	179,949	214,400	219,400
TOTAL	<u>\$ 1,264,306</u>	<u>\$ 1,757,375</u>	<u>\$ 1,901,676</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WR / CENTRAL WRF

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 1,681,400	\$ 1,764,585	\$ 1,857,831
14 OVERTIME	338,873	340,000	340,000
21 FICA MATCHING	148,317	140,201	131,948
22 RETIREMENT	262,447	291,765	264,926
23 INSURANCE	347,999	411,369	419,320
31 PROFESSIONAL SERVICES	60,485	110,000	110,000
34 OTHER CONTRACTUAL SVC	286,326	745,000	720,000
40 TRAVEL	-	4,000	4,000
43 UTILITIES	3,734,501	4,780,000	4,716,000
44 RENTALS & LEASES	1,701	4,000	4,000
46 REPAIRS & MAINTENANCE	170,598	258,000	270,000
49 OTHER CURRENT CHARGES	100,812	106,500	106,500
55 PROFESSIONAL DEVELOPMENT	3,860	5,000	6,000
52 OPERATING SUPPLIES	1,690,107	1,894,500	1,969,500
54 SUBSCR/MEMBERSHIPS	690	2,200	2,200
64 MACHINERY & EQUIPMENT	20,116	-	-
TOTAL	<u>\$ 8,848,230</u>	<u>\$ 10,857,120</u>	<u>\$ 10,922,225</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,779,036	\$ 2,947,920	\$ 3,014,025
SUPPORT SERVICES	4,358,282	6,012,500	5,936,500
MATERIALS & SUPPLIES	1,690,797	1,896,700	1,971,700
CAPITAL OUTLAY	20,116	-	-
TOTAL	<u>\$ 8,848,230</u>	<u>\$ 10,857,120</u>	<u>\$ 10,922,225</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 544,434	\$ 620,403	\$ 546,934
14 OVERTIME	30,829	42,000	42,000
21 FICA MATCHING	42,368	49,074	39,890
22 RETIREMENT	73,697	91,768	74,547
23 INSURANCE	93,222	87,401	101,677
31 PROFESSIONAL SERVICES	45,260	45,000	45,000
34 OTHER CONTRACTUAL SVC	36,525	55,000	21,000
40 TRAVEL	1,438	8,000	8,000
41 COMMUNICATIONS	4,083	4,500	13,000
43 UTILITIES	73,119	104,250	104,250
44 RENTALS & LEASES	1,855	5,000	5,000
46 REPAIRS & MAINTENANCE	5,915	25,500	25,500
49 OTHER CURRENT CHARGES	6,002	12,000	12,000
55 PROFESSIONAL DEVELOPMENT	1,135	4,000	4,000
42 TRANSPORTATION (POSTAGE)	517	1,500	1,500
47 PRINTING	-	250	-
51 OFFICE SUPPLIES	4,997	5,000	5,000
52 OPERATING SUPPLIES	134,036	162,700	162,700
54 SUBSCR/MEMBERSHIPS	792	3,500	3,500
64 MACHINERY & EQUIPMENT		-	117,000
TOTAL	<u>\$ 1,100,224</u>	<u>\$ 1,326,846</u>	<u>\$ 1,332,498</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 784,550	\$ 890,646	\$ 805,048
SUPPORT SERVICES	175,331	263,250	237,750
MATERIALS & SUPPLIES	140,343	172,950	172,700
CAPITAL OUTLAY	-	-	117,000
TOTAL	<u>\$ 1,100,224</u>	<u>\$ 1,326,846</u>	<u>\$ 1,332,498</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WR/ Pretreat

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 126,065	\$ 117,624	\$ 169,021
14 OVERTIME	234	1,000	1,000
21 FICA MATCHING	9,434	9,004	11,931
22 RETIREMENT	15,822	16,097	23,037
23 INSURANCE	13,381	10,428	33,201
31 PROFESSIONAL SERVICES	13,910	42,000	42,000
40 TRAVEL	1,924	4,500	4,500
46 REPAIRS & MAINTENANCE	5,656	10,000	10,000
49 OTHER CURRENT CHARGES	217	1,000	1,000
55 PROFESSIONAL DEVELOPMENT	745	2,500	2,500
42 TRANSPORTATION (POSTAGE)	-	1,500	1,500
51 OFFICE SUPPLIES	300	1,000	1,000
52 OPERATING SUPPLIES	4,308	7,100	7,100
54 SUBSCR/MEMBERSHIPS	90	800	800
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	<u>\$ 192,085</u>	<u>\$ 224,553</u>	<u>\$ 308,590</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 164,936	\$ 154,153	\$ 238,190
SUPPORT SERVICES	22,452	60,000	60,000
MATERIALS & SUPPLIES	4,698	10,400	10,400
TOTAL	<u>\$ 192,085</u>	<u>\$ 224,553</u>	<u>\$ 308,590</u>



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EMERALD COAST UTILITIES AUTHORITY  
 ESCAMBIA SANITATION AND MATERIAL RECYCLING FACILITY  
 ADOPTED SOURCES & USES  
 FISCAL YEAR 2025

<u>SOURCES</u>	ESCAMBIA SYSTEM	MATERIALS RECYCLING	TOTAL
Beginning balances:			
Unrestricted reserves	-	592,958	592,958
Total beginning balances	-	592,958	592,958
Operating revenues:			
Residential services	32,394,735	-	32,394,735
Commercial services	2,580,429	-	2,580,429
Capital funding fee	1,350,000	-	1,350,000
Transfer station fee	1,100,000		1,100,000
Recyclable commodities	-	475,000	475,000
Recyclable tipping fees	-	250,000	250,000
Compost sales	50,000	-	50,000
Miscellaneous	45,000	-	45,000
Total operating revenues	37,520,164	725,000	38,245,164
Other income:			
Interest income	25,000	-	25,000
Interfund transfer - recycle fee	(1,650,000)	1,650,000	-
Lease purchase funds	5,000,000	-	5,000,000
Transfer station appropriation	3,000,000		3,000,000
Total other income	6,375,000	1,650,000	8,025,000
Total sources	<u>\$ 43,895,164</u>	<u>\$ 2,967,958</u>	<u>\$ 46,863,122</u>
<u>USES</u>			
Operating expenses:			
Personal services	14,124,095	792,990	14,917,085
Support services	12,424,892	1,629,650	14,054,542
Materials & supplies	1,841,720	89,200	1,930,920
Operating contingency	750,000	20,000	770,000
Overhead allocation	1,048,800	(996,924)	51,876
Total operating expenses	30,189,507	1,534,916	31,724,423
Debt service:			
Debt service bonds & loans	830,000	833,333	1,663,333
Equipment lease payments	3,201,343	348,083	3,549,426
New Debt- Transfer Station	1,113,500		1,113,500
New Debt Service-Equipment	400,000	-	400,000
Total debt service	5,544,843	1,181,416	6,726,259
Capital improvements:			
CIP projects	850,000	200,000	1,050,000
R&R projects		-	-
Equipment replacement fund	6,750,000	-	6,750,000
Total capital improvements	7,600,000	200,000	7,800,000
Ending balances:			
Unrestricted reserves	560,814	51,626	612,440
Total uses	<u>\$ 43,895,164</u>	<u>\$ 2,967,958</u>	<u>\$ 46,863,122</u>

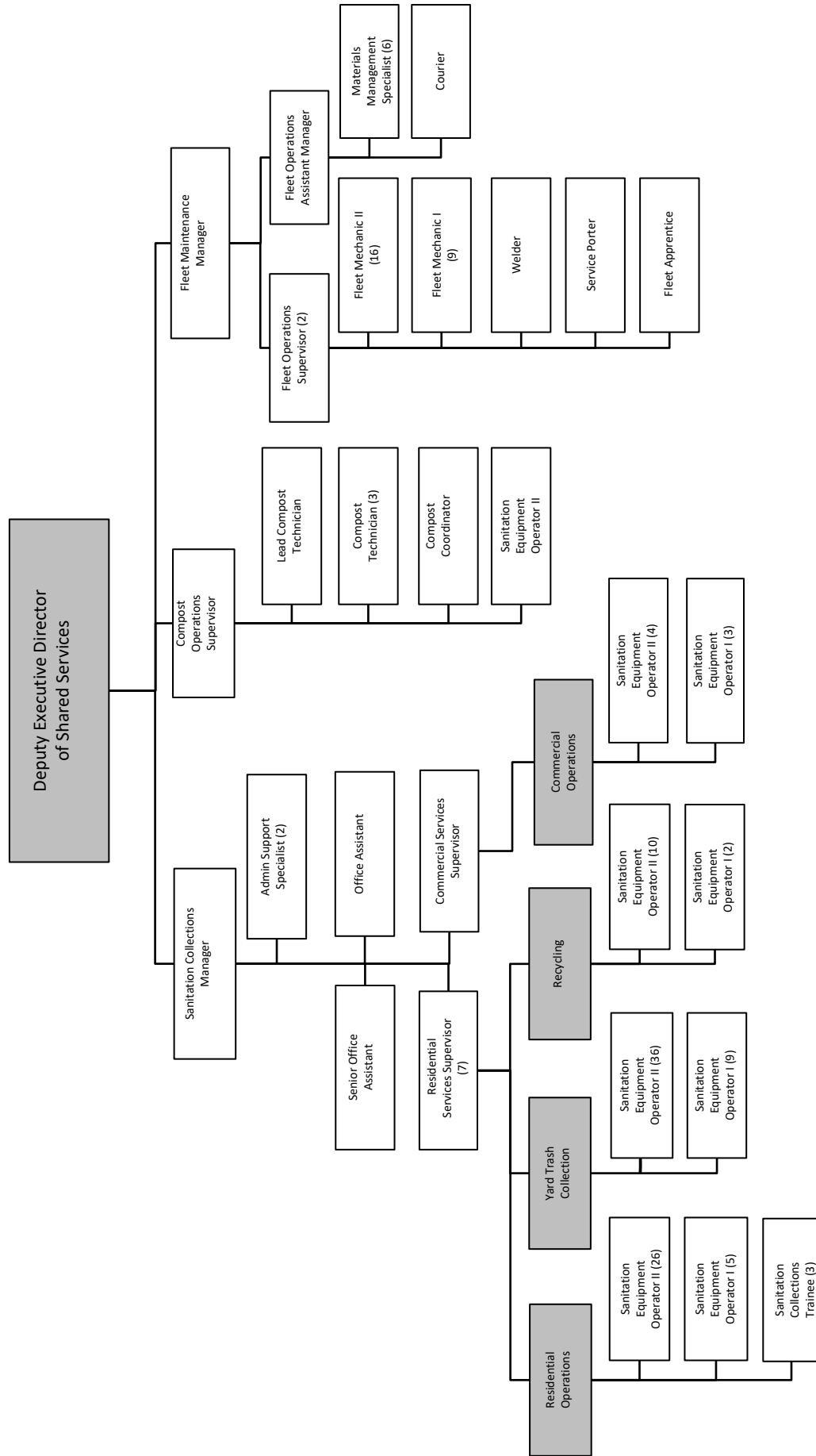


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# EMERALD COAST UTILITIES AUTHORITY

## SANITATION





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EMERALD COAST UTILITIES AUTHORITY  
SANITATION SYSTEMS AND MATERIALS RECYCLING FACILITY  
SOURCES AND USES STATEMENTS  
9/30/2025 - 9/30/2029

	ACTUAL FY 2021	ACTUAL FY 2022	ACTUAL FY 2023	PROJECTED ACTUAL FY 2024	APPROVED BUDGET FY 2025
<b>SOURCES :</b>					
Beginning balances:					
Unrestricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ 592,958
Total beginning balance	-	-	-	-	592,958
Operating revenues:					
Sanitation - Residential	24,383,242	27,123,043	28,963,382	28,500,025	32,394,735
Sanitation - Commercial	2,638,319	2,464,079	2,718,573	2,583,412	2,580,429
Sanitation - Santa Rosa	1,748,815	-	-	-	-
Capital funding fee	1,527,061	1,553,218	2,643,225	2,428,243	2,450,000
Recyclable commodities	1,857,284	1,979,008	686,466	922,720	475,000
Recyable tipping fees	441,787	455,159	606,394	924,632	250,000
Composting	420,141	425,013	76,765	89,415	50,000
Miscellaneous revenues	1,053,081	493,663	-	69,717	45,000
Total operating income	34,069,730	34,493,183	35,694,805	35,518,164	38,245,164
Other income:					
Interest income	1,258	6,340	38,175	37,363	25,000
Lease purchase funds	461,501	2,321,980	-	-	5,000,000
Transfer Station Appropriation	-	-	-	-	3,000,000
Total other	462,759	2,328,320	38,175	37,363	8,025,000
Total Sources	<u>\$ 34,532,489</u>	<u>\$ 36,821,503</u>	<u>\$ 35,732,979</u>	<u>\$ 35,555,527</u>	<u>\$ 46,863,122</u>
<b>USES:</b>					
Operating expenses:					
Personal services	11,841,707	11,393,713	12,828,353	13,775,600	14,917,085
Support services	13,550,182	13,450,863	15,714,433	14,399,500	14,054,542
Materials & supplies	1,659,063	2,070,820	1,828,496	1,883,620	1,930,920
Operating Contingency	-	-	-	-	770,000
Overhead Allocation	-	-	-	-	51,876
Total operating expenses	27,050,952	26,915,396	30,371,282	30,058,720	31,724,423
Debt service:					
Bonds, loans, and leases	5,176,323	5,307,573	5,672,174	-	2,844,749
Equipment lease payments	-	-	-	-	7,907,675
Total debt service	5,176,323	5,307,573	5,672,174	-	10,752,424
Capital improvements:					
CIP Projects	151,062	534,124	3,908,000	-	1,050,000
R & R Projects	1,664,148	504,428	1,375,000	-	-
Equipment Replacement Fund	461,501	2,321,980	-	-	6,750,000
Total capital improvements	2,276,711	3,360,532	5,283,000	-	7,800,000
Total uses	34,503,986	35,583,501	41,326,456	30,058,720	50,276,847
Ending balances:					
Unrestricted Reserves	28,503	1,238,002	(5,593,477)	5,496,807	(3,413,725)
Total Uses & Reserves	<u>\$ 34,532,489</u>	<u>\$ 36,821,503</u>	<u>\$ 35,732,979</u>	<u>\$ 35,555,527</u>	<u>\$ 46,863,122</u>

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

Sanitation:

**DIVISIONS:**

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

**ACTIVITY DESCRIPTION:**

The Sanitation Department comprises seven dedicated divisions that collaboratively offer comprehensive solid waste collection services to Escambia County's residents. These divisions are bolstered by the Shared Services Department's robust fleet maintenance operation, which also extends its support to other ECUA departments.

**GOALS:**

Our primary aim is to ensure all customers fully benefit from our diverse services. This encompasses providing residential customers with efficient and reliable collection services for garbage, recycling, bulk waste, and yard trash. For our commercial clientele, we pledge timely collection schedules coupled with swift and customer-focused service to ensure utmost satisfaction.

**OBJECTIVES:**

1. To uphold punctual collection schedules across all operations.
2. To deliver unparalleled customer service.
3. To strive for the highest achievable productivity levels.
4. To manage operating costs effectively to adhere to the annual budget.
5. To optimize employee and equipment management to meet and surpass departmental goals.

**2025 TARGETED ACCOMPLISHMENTS:**

1. To aim for a 3% annual reduction in preventable accidents and injuries.
2. To decrease missed pickup complaints by 2% annually.
3. To commit to composting 20,000 tons of yard trash yearly, eliminating the necessity for landfill use for yard trash from our residential services.
4. To enhance the enforcement of correct recycling bin usage to minimize contamination levels in our curbside recycling program, potentially removing up to 10% of recycling containers through strict compliance measures.
5. To enhance the effectiveness of the bulk waste call-in (work ticket) system by improving customer outreach and education, aiming to optimize scheduling efficiency and reduce operational costs from unscheduled collections.
6. To expand the compost program's reach by introducing targeted marketing initiatives and community partnerships, aiming to enhance awareness and drive increased adoption among both residential and commercial sectors.
7. To expand our commercial trash customer base by leveraging strategic marketing and competitive pricing to attract more businesses.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION SYSTEMS

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 7,072,890	\$ 7,454,285	\$ 7,684,098
14 OVERTIME	1,267,619	1,266,500	1,273,000
21 FICA MATCHING	617,366	607,342	650,147
22 RETIREMENT	978,118	1,171,974	1,236,032
23 INSURANCE	1,548,899	1,868,099	1,865,818
24 WORKERS COMPENSATION	213,586	510,000	500,000
26 OTHER	113,574	897,400	735,000
31 PROFESSIONAL SERVICES	-	12,800	2,500
34 OTHER CONTRACTUAL SVC	1,176,986	1,141,000	1,284,592
40 TRAVEL	-	3,000	12,500
41 COMMUNICATIONS	26,766	30,000	32,000
43 UTILITIES	161,100	169,000	167,000
44 RENTALS & LEASES	198,800	320,000	320,000
45 INSURANCE	593,900	300,000	608,000
46 REPAIRS & MAINTENANCE	5,076,386	3,230,000	3,651,000
48 PROMOTIONAL	6,670	15,000	10,000
49 OTHER CURRENT CHARGES	6,687,182	6,485,050	6,499,800
55 PROFESSIONAL DEVELOPMENT	10,136	14,200	17,500
58 OVERHEAD ALLOCATION	1,048,800	1,048,800	1,048,800
98 CONTINGENCY	-	500,000	750,000
47 PRINTING	3,385	3,870	3,870
51 OFFICE SUPPLIES	12,015	7,500	8,500
52 OPERATING SUPPLIES	1,718,628	1,757,050	1,827,350
54 SUBSCR/MEMBERSHIPS	974	2,000	2,000
TOTAL	<u>\$ 28,533,780</u>	<u>\$ 28,814,870</u>	<u>\$ 30,189,507</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 11,812,051	\$ 13,775,600	\$ 13,944,095
SUPPORT SERVICES	14,986,727	13,268,850	14,403,692
MATERIALS & SUPPLIES	1,735,002	1,770,420	1,841,720
TOTAL	<u>\$ 28,533,780</u>	<u>\$ 28,814,870</u>	<u>\$ 30,189,507</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
24 WORKERS COMPENSATION	53,323	510,000	500,000
27 OTHER	113,574	897,400	735,000
31 PROFESSIONAL SERVICES		2,500	2,500
45 INSURANCE	593,900	300,000	608,000
46 REPAIRS & MAINTENANCE	72,435	5,000	5,000
49 OTHER CURRENT CHARGES	198,301	165,000	165,000
58 OVERHEAD ALLOCATION	1,048,800	1,048,800	1,048,800
98 CONTINGENCY	-	500,000	750,000
TOTAL	<u>\$ 2,080,333</u>	<u>\$ 3,428,700</u>	<u>\$ 3,814,300</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 166,897	\$ 1,407,400	\$ 1,235,000
SUPPORT SERVICES	1,913,436	2,021,300	2,579,300
TOTAL	<u>\$ 2,080,333</u>	<u>\$ 3,428,700</u>	<u>\$ 3,814,300</u>



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION - ESCAMBIA COUNTY

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	7,072,890	7,454,285	7,684,098
14 OVERTIME	1,267,619	1,266,500	1,273,000
21 FICA MATCHING	617,366	607,342	650,147
22 RETIREMENT	978,118	1,171,974	1,236,032
23 INSURANCE	1,548,899	1,868,099	1,865,818
24 WORKERS COMPENSATION	160,263	-	-
31 PROFESSIONAL SERVICES	-	10,300	-
34 OTHER CONTRACTUAL SVC	1,176,986	1,141,000	1,284,592
40 TRAVEL	-	3,000	12,500
41 COMMUNICATIONS	26,766	30,000	32,000
43 UTILITIES	161,100	169,000	167,000
44 RENTALS & LEASES	198,800	320,000	320,000
46 REPAIRS & MAINTENANCE	5,003,951	3,225,000	3,646,000
48 PROMOTIONAL	6,670	15,000	10,000
49 OTHER CURRENT CHARGES	6,488,881	6,320,050	6,334,800
55 PROFESSIONAL DEVELOPMENT	10,136	14,200	17,500
47 PRINTING	3,385	3,870	3,870
51 OFFICE SUPPLIES	12,015	7,500	8,500
52 OPERATING SUPPLIES	1,718,628	1,757,050	1,827,350
54 SUBSCR/MEMBERSHIPS	974	2,000	2,000
TOTAL	<u>\$ 26,453,447</u>	<u>\$ 25,386,170</u>	<u>\$ 26,375,207</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 11,645,154	\$ 12,368,200	\$ 12,709,095
SUPPORT SERVICES	13,073,291	11,247,550	11,824,392
MATERIALS & SUPPLIES	1,735,002	1,770,420	1,841,720
TOTAL	<u>\$ 26,453,447</u>	<u>\$ 25,386,170</u>	<u>\$ 26,375,207</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / ADMINISTRATION

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 176,280	\$ 166,566	\$ 255,695
14 OVERTIME	5,992	1,500	8,000
21 FICA MATCHING	13,189	12,139	19,089
22 RETIREMENT	23,506	22,806	39,131
23 INSURANCE	31,205	26,863	58,759
31 PROFESSIONAL SERVICES	-	10,300	-
34 OTHER CONTRACTUAL SVC	64,264	85,000	150,000
40 TRAVEL	-	500	7,000
41 COMMUNICATIONS	26,766	30,000	32,000
43 UTILITIES	159,997	165,000	165,000
44 RENTALS & LEASES	159,843	200,000	200,000
46 REPAIRS & MAINTENANCE	27,827	43,000	43,000
49 OTHER CURRENT CHARGES	30,775	15,500	30,500
55 PROFESSIONAL DEVELOPMENT	-	700	4,000
47 PRINTING	-	500	500
51 OFFICE SUPPLIES	1,264	500	1,500
52 OPERATING SUPPLIES	3,497	1,500	3,250
54 SUBSCR/MEMBERSHIPS	499	1,000	1,000
TOTAL	<u>\$ 724,905</u>	<u>\$ 783,374</u>	<u>\$ 1,018,424</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 250,172	\$ 229,874	\$ 380,674
SUPPORT SERVICES	469,473	550,000	631,500
MATERIALS & SUPPLIES	5,261	3,500	6,250
TOTAL	<u>\$ 724,905</u>	<u>\$ 783,374</u>	<u>\$ 1,018,424</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / RESIDENTIAL OPERATIONS

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 2,048,845	\$ 1,958,654	\$ 2,083,806
14 OVERTIME	260,729	300,000	300,000
21 FICA MATCHING	166,745	160,276	173,159
22 RETIREMENT	266,729	306,504	324,911
23 INSURANCE	474,553	490,655	486,085
44 RENTALS & LEASES	178	-	-
46 REPAIRS & MAINTENANCE	2,768,003	1,700,000	2,000,000
49 OTHER CURRENT CHARGES	5,156,235	5,501,500	5,501,500
47 PRINTING	1,060	120	120
52 OPERATING SUPPLIES	870,507	985,250	987,500
 TOTAL	 <u><u>\$ 12,013,583</u></u>	 <u><u>\$ 11,402,959</u></u>	 <u><u>\$ 11,857,081</u></u>
 DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 3,217,600	\$ 3,216,089	\$ 3,367,961
SUPPORT SERVICES	7,924,416	7,201,500	7,501,500
 TOTAL	 <u><u>\$ 12,013,583</u></u>	 <u><u>\$ 11,402,959</u></u>	 <u><u>\$ 11,857,081</u></u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / GARAGE

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 1,600,743	\$ 2,018,665	\$ 1,984,626
14 OVERTIME	449,462	355,000	355,000
21 FICA MATCHING	150,772	168,351	166,765
22 RETIREMENT	272,544	334,357	326,227
23 INSURANCE	329,918	482,363	518,148
34 OTHER CONTRACTUAL SVC	19,466	-	85,592
40 TRAVEL	-	2,500	2,500
43 UTILITIES	1,103	4,000	2,000
44 RENTALS & LEASES	2,411	-	-
46 REPAIRS & MAINTENANCE	261,614	232,000	246,000
49 OTHER CURRENT CHARGES	502,015	1,000	1,000
55 PROFESSIONAL DEVELOPMENT	10,136	10,000	10,000
51 OFFICE SUPPLIES	10,751	7,000	7,000
52 OPERATING SUPPLIES	527,322	468,000	468,300
TOTAL	<u>\$ 4,138,256</u>	<u>\$ 4,083,236</u>	<u>\$ 4,173,158</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 2,803,439	\$ 3,358,736	\$ 3,350,766
SUPPORT SERVICES	796,745	249,500	347,092
MATERIALS & SUPPLIES	538,073	475,000	475,300
TOTAL	<u>\$ 4,138,256</u>	<u>\$ 4,083,236</u>	<u>\$ 4,173,158</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / COMMERCIAL OPERATIONS

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 387,652	\$ 347,132	\$ 338,311
14 OVERTIME	178,944	135,000	150,000
21 FICA MATCHING	42,011	35,316	36,608
22 RETIREMENT	69,075	69,905	66,557
23 INSURANCE	74,485	81,473	71,105
34 OTHER CONTRACTUAL SVC	-	4,000	4,000
46 REPAIRS & MAINTENANCE	421,846	300,000	300,000
49 OTHER CURRENT CHARGES	799,340	800,750	800,750
47 PRINTING	649	750	750
52 OPERATING SUPPLIES	78,143	80,500	80,500
 TOTAL	 <u><u>\$ 2,052,145</u></u>	 <u><u>\$ 1,854,826</u></u>	 <u><u>\$ 1,848,581</u></u>
 DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 752,168	\$ 668,826	\$ 662,581
SUPPORT SERVICES	421,846	1,104,750	1,104,750
 TOTAL	 <u><u>\$ 1,252,805</u></u>	 <u><u>\$ 1,854,826</u></u>	 <u><u>\$ 1,848,581</u></u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / YARD TRASH

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 1,968,630	\$ 1,904,163	\$ 2,038,277
14 OVERTIME	293,244	250,000	300,000
21 FICA MATCHING	165,687	156,162	171,788
22 RETIREMENT	256,575	292,312	318,708
23 INSURANCE	483,650	537,990	482,196
34 OTHER CONTRACTUAL SVC	1,069,326	1,020,000	1,020,000
46 REPAIRS & MAINTENANCE	521,154	400,000	400,000
49 OTHER CURRENT CHARGES	366	800	800
52 OPERATING SUPPLIES	67,732	92,500	83,500
TOTAL	<u>\$ 4,826,364</u>	<u>\$ 4,653,927</u>	<u>\$ 4,815,269</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 3,167,786	\$ 3,140,627	\$ 3,310,969
SUPPORT SERVICES	1,590,846	1,420,800	1,420,800
TOTAL	<u>\$ 4,826,364</u>	<u>\$ 4,653,927</u>	<u>\$ 4,815,269</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / RECYCLING

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	562,149	\$ 756,817	\$ 630,927
14 OVERTIME	24,203	160,000	105,000
21 FICA MATCHING	51,262	48,868	53,693
22 RETIREMENT	45,892	96,248	104,962
23 INSURANCE	75,234	163,148	157,846
44 RENTALS & LEASES	590	-	-
46 REPAIRS & MAINTENANCE	238,928	200,000	250,000
48 PROMOTIONAL	6,670	15,000	10,000
49 OTHER CURRENT CHARGES	150	500	250
47 PRINTING	648	500	500
52 OPERATING SUPPLIES	8,196	2,000	17,000
 TOTAL	 <u>\$ 1,174,185</u>	 <u>\$ 1,443,081</u>	 <u>\$ 1,330,178</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 919,003	\$ 1,225,081	\$ 1,052,428
SUPPORT SERVICES	246,338	215,500	260,250
MATERIALS & SUPPLIES	8,844	2,500	17,500
 TOTAL	 <u>\$ 1,174,185</u>	 <u>\$ 1,443,081</u>	 <u>\$ 1,330,178</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / COMPOSTING

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 328,591	\$ 302,288	\$ 352,456
14 OVERTIME	55,045	65,000	55,000
21 FICA MATCHING	27,700	26,230	29,045
22 RETIREMENT	43,796	49,842	55,536
23 INSURANCE	79,854	85,607	91,679
34 OTHER CONTRACTUAL SVC	23,930	32,000	25,000
40 TRAVEL		-	3,000
44 RENTALS & LEASES	35,778	120,000	120,000
46 REPAIRS & MAINTENANCE	764,579	350,000	407,000
55 PROFESSIONAL DEVELOPMENT	-	3,500	3,500
47 PRINTING	1,029	2,000	2,000
52 OPERATING SUPPLIES	163,231	127,300	187,300
54 SUBSCR/MEMBERSHIPS	475	1,000	1,000
TOTAL	<u>\$ 1,524,009</u>	<u>\$ 1,164,767</u>	<u>\$ 1,332,516</u>

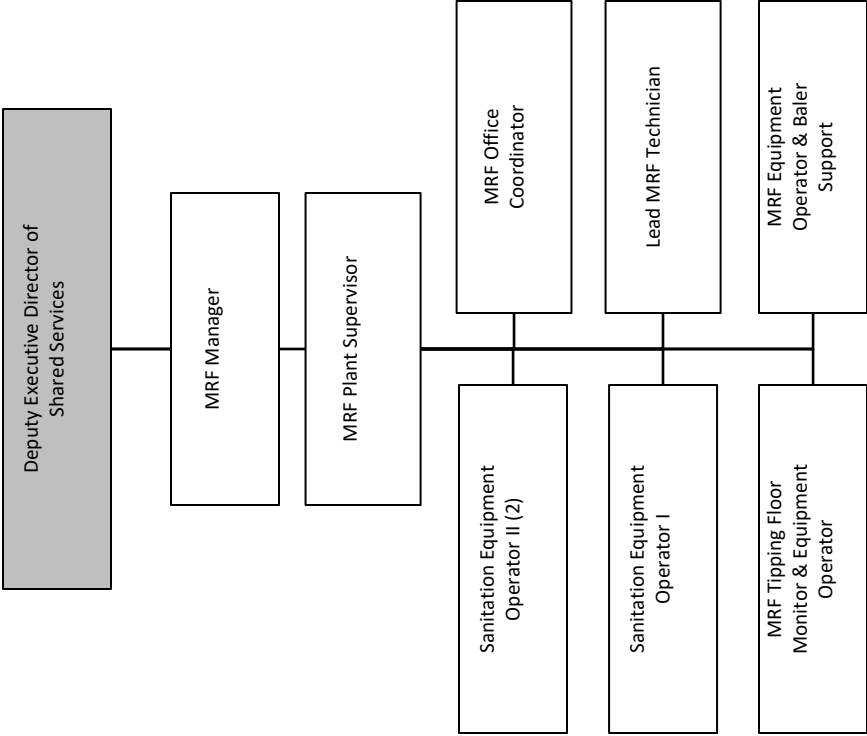
DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 534,987	\$ 528,967	\$ 583,716
SUPPORT SERVICES	824,288	505,500	558,500
MATERIALS & SUPPLIES	164,735	130,300	190,300
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 1,524,009</u>	<u>\$ 1,164,767</u>	<u>\$ 1,332,516</u>





# EMERALD COAST UTILITIES AUTHORITY MATERIALS RECYCLING FACILITY





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EMERALD COAST UTILITIES AUTHORITY  
MATERIALS RECYCLING FACILITY  
SOURCES AND USES STATEMENT  
9/30/2025 - 9/30/2029

	ACTUAL FY2021	ACTUAL FY 2022	ACTUAL FY 2023	PROJECTED ACTUAL FY 2024	APPROVED BUDGET FY 2025
<b>SOURCES:</b>					
Beginning balances:					
Unrestricted Reserves	\$ 180,648	\$ (241,444)	\$ 304,892	\$ 1,103,297	\$ 592,958
Total Beginning Balance	<u>180,648</u>	<u>(241,444)</u>	<u>304,892</u>	<u>1,103,297</u>	<u>592,958</u>
Operating revenues:					
Recyclable commodities	1,857,284	1,979,008	686,466	922,720	475,000
Recyclable tipping fees	441,787	455,159	606,394	924,632	250,000
Total operating income	<u>2,299,071</u>	<u>2,434,167</u>	<u>1,292,860</u>	<u>1,847,352</u>	<u>725,000</u>
Other income:					
Interfund Loan	-	-	-	-	1,650,000
Total Other	<u>-</u>	<u>-</u>	<u>1,394,922</u>	<u>825,000</u>	<u>1,650,000</u>
Total Sources	<u>\$ 2,479,719</u>	<u>\$ 2,192,723</u>	<u>\$ 2,992,675</u>	<u>\$ 3,775,649</u>	<u>\$ 2,967,958</u>
<b>USES:</b>					
Operating expenses:					
Personal services	\$ 1,023,379	\$ 1,023,379	\$ 1,016,302	1,223,176	792,990
Support services	320,676	320,676	1,776,506	1,130,650	1,629,650
Materials & supplies	106,450	106,450	93,494	113,200	89,200
Operating Contingency	-	-	-	20,000	20,000
Overhead Allocation	-	-	(996,924)	(996,924)	(996,924)
Total operating expenses	<u>1,450,505</u>	<u>1,450,505</u>	<u>1,889,378</u>	<u>1,490,102</u>	<u>1,534,916</u>
Debt service:					
Bonds, loans, and leases	<u>833,332</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,181,416</u>
Capital improvements:					
CIP projects	-	-	-	-	200,000
R & R projects	<u>437,326</u>	<u>437,326</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total capital improvements	<u>437,326</u>	<u>437,326</u>	<u>-</u>	<u>-</u>	<u>200,000</u>
Total uses	<u>2,721,163</u>	<u>1,887,831</u>	<u>1,889,378</u>	<u>1,490,102</u>	<u>2,916,332</u>
Ending balances:					
Unrestricted reserves	(241,444)	304,892	1,103,297	2,285,547	51,626
Total Uses & Reserves	<u>\$ 2,479,719</u>	<u>\$ 2,192,723</u>	<u>\$ 2,992,675</u>	<u>\$ 3,775,649</u>	<u>\$ 2,967,958</u>

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

Materials Recycling Facility (MRF)

**DIVISIONS:**

MRF Operations

**ACTIVITY DESCRIPTION:**

Over the past few years, the ECUA has directly managed and optimized the sorting operations at the facility, transitioning from third-party management to in-house expertise. In FY23, we streamlined our approach by integrating maintenance responsibilities within the Maintenance and Construction division, while Fleet Maintenance staff continued their stewardship of our vehicle assets.

**GOALS:**

Our overarching mission remains to operate the ECUA MRF with a focus on safety, efficiency, and fiscal responsibility, delivering value to our ratepayers and fostering strong partnerships in recycling.

**OBJECTIVES:**

1. To cultivate a secure and healthful work setting for all ECUA personnel and patrons of the MRF, while delivering unparalleled service quality to our internal and external partners.
2. To strive for the pinnacle of operational efficiency, minimizing downtime and maximizing productivity.
3. To diligently oversee operating expenditures, ensuring alignment with our annual fiscal plan.
4. To guide our team and manage resources prudently, ensuring our collective efforts contribute meaningfully towards our departmental ambitions.
5. To reduce equipment maintenance-related downtime to under 10% and target processing an average of 150 tons of recyclables daily.

**2025 TARGETED ACCOMPLISHMENTS:**

1. To reduce equipment maintenance-related downtime to under 10%, reinforcing our commitment to continuous operation and service reliability.
2. To process an average of 150 tons of recyclables daily, reflecting our drive for heightened productivity and environmental stewardship..
3. To diminish contamination levels in the recycling stream to an optimal 20% through public education initiatives, demonstrating our dedication to environmental purity and operational efficiency..
4. To evaluate and adjust existing contractual agreements, setting fees that more accurately mirror our operational costs, particularly with our out-of-county associates, underscoring our commitment to equitable and sustainable partnerships.
5. To provide informed recommendations to the Board on the selection of commodities for market versus those that are not economically beneficial, aligning our operations with market realities and environmental objectives.
6. To operate the facility in a manner that balances or surpasses the interplay between operating/capital improvement costs and generated revenues, illustrating our strategic approach to financial health and sustainability.

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 557,855	\$ 645,485	\$ 466,482
14 OVERTIME	179,410	175,000	75,000
21 FICA MATCHING	54,183	59,012	39,156
22 RETIREMENT	85,344	111,339	73,805
23 INSURANCE	139,510	207,340	113,547
26 OTHER	-	25,000	25,000
31 PROFESSIONAL SERVICES	-	10,000	20,000
34 OTHER CONTRACTUAL SVC	768,408	505,000	743,000
40 TRAVEL	-	-	4,000
41 COMMUNICATIONS	5,390	8,000	8,000
43 UTILITIES	129,399	132,300	119,300
44 RENTALS & LEASES	72,132	50,000	50,000
45 INSURANCE	1,322	350	350
46 REPAIRS & MAINTENANCE	748,745	425,000	650,000
49 OTHER CURRENT CHARGES	51,111	-	35,000
55 PROFESSIONAL DEVELOPMENT	-	-	1,000
58 OVERHEAD ALLOCATION	(996,924)	(996,924)	(996,924)
98 CONTINGENCY	-	20,000	20,000
51 OFFICE SUPPLIES	1,982	800	800
52 OPERATING SUPPLIES	90,997	111,000	86,000
54 SUBSCR/MEMBERSHIPS	515	1,400	1,400
TOTAL	<u>\$ 1,889,378</u>	<u>\$ 1,490,102</u>	<u>\$ 1,534,916</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,016,302	\$ 1,223,176	\$ 792,990
SUPPORT SERVICES	779,582	153,726	653,726
MATERIALS & SUPPLIES	93,494	113,200	88,200
TOTAL	<u>\$ 1,889,378</u>	<u>\$ 1,490,102</u>	<u>\$ 1,534,916</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
12 REGULAR SALARIES	\$ 557,855	\$ 645,485	\$ 466,482
14 OVERTIME	179,410	175,000	75,000
21 FICA MATCHING	54,183	59,012	39,156
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23 INSURANCE	139,510	207,340	113,547
31 PROFESSIONAL SERVICES	-	10,000	20,000
34 OTHER CONTRACTUAL SVC	768,408	505,000	743,000
40 TRAVEL	-	-	4,000
41 COMMUNICATIONS	5,390	8,000	8,000
43 UTILITIES	129,399	132,300	119,300
44 RENTALS & LEASES	72,132	50,000	50,000
45 INSURANCE	1,322	350	350
46 REPAIRS & MAINTENANCE	748,745	425,000	650,000
49 OTHER CURRENT CHARGES	51,111	-	35,000
55 MRF TRAINING/DEVELOPMENT	-	-	1,000
51 OFFICE SUPPLIES	1,982	800	800
52 OPERATING SUPPLIES	90,997	111,000	86,000
54 SUBSCR/MEMBERSHIPS	515	1,400	1,400
TOTAL	<u>\$ 2,886,302</u>	<u>\$ 2,442,026</u>	<u>\$ 2,486,840</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,016,302	\$ 1,198,176	\$ 767,990
SUPPORT SERVICES	1,776,506	1,130,650	1,630,650
MATERIALS & SUPPLIES	93,494	113,200	88,200
TOTAL	<u>\$ 2,886,302</u>	<u>\$ 2,442,026</u>	<u>\$ 2,486,840</u>

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

	ACTUAL 2023	APPROVED 2024	APPROVED 2025
26 OTHER	-	25,000	25,000
58 OVERHEAD ALLOCATION	(996,924)	(996,924)	(996,924)
98 CONTINGENCY	-	20,000	20,000
TOTAL	<u>\$ (996,924)</u>	<u>\$ (951,924)</u>	<u>\$ (951,924)</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	-	25,000	25,000
SUPPORT SERVICES	(996,924)	(976,924)	(976,924)
TOTAL	<u>\$ (996,924)</u>	<u>\$ (951,924)</u>	<u>\$ (951,924)</u>



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