

EMERALD COAST UTILITIES AUTHORITY

# OPERATING BUDGET

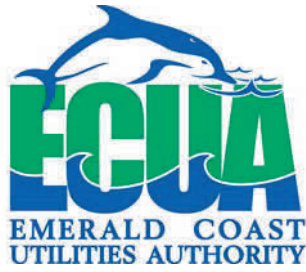
FISCAL YEAR 2024



Quality drinking water is  
our #1 Priority



For the Fiscal Year Ending 9/30/2024



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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, 2024

As Approved by the ECUA Board  
08/22/23

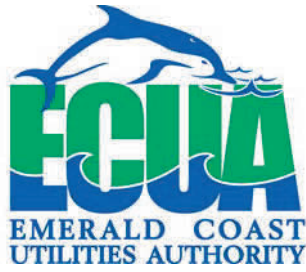
Prepared by  
The Finance Department

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Director of Finance

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





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## AUTHORITY PROFILE

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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 nearly 80,000 customers, conveying wastewater to three treatment plants with a total permitted capacity of 33.1 million gallons. The Authority began providing solid waste collection in 1992 through an acquisition of the system previously operated by Escambia County. Prior to conveying the sanitation system to the ECUA, the County passed an ordinance that mandated garbage collection throughout the unincorporated area of Escambia County. The ECUA implemented that mandatory collection service, and subsequently implemented voluntary recycling throughout the service area. The Authority also purchased two additional residential sanitation systems in 1994. The Authority currently serves over 95,000 sanitation customers in Escambia County. In September 2016, the Authority opened a Materials Recycling Facility (MRF) to process recyclable materials out of the solid waste stream. After having contracted with a third party to manage and operate the facility, the Authority now manages and operates the facility entirely in-house.



# Emerald Coast Utilities Authority

Board of Directors  
(at time of publication)

Fiscal Year 2024

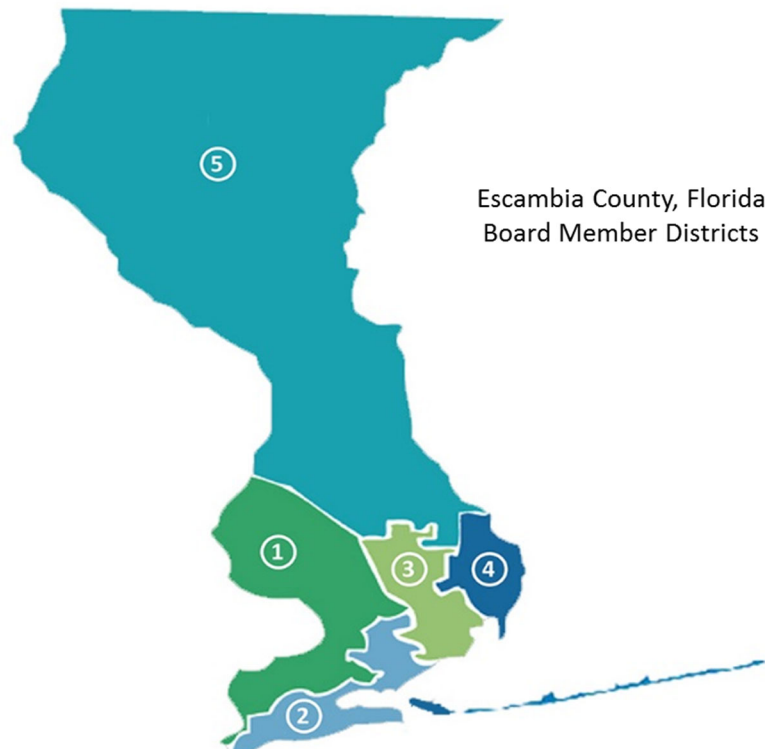
Vicki Campbell, District 1

Lois Benson, District 2, Chair

Larry Williams, District 3

Dale Perkins, District 4

Kevin Stephens, District 5 Vice Chair







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**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 2023 (FY 2023) 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 an additional 0.3% in June 2023 bringing the 12-month increase to 3.3%. While prices are not increasing as rapidly as they were during 2022, we are still seeing increases across the board.

Looking ahead to Fiscal Year 2024 (FY 2024) we continue to be mindful of providing financially efficient and conservative services to our ratepayers. The budget for FY 2023 includes a 5% rate increase for water and wastewater services. For sanitation services, an increase of 9.5% was approved for services in Escambia County to cover increases in operating expenses due to growth in the service area and the increased cost of providing curbside recycling. 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 2024.

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 2024 Water/Wastewater budget presented is showing projected revenues that include a 5% rate increase. The FY 2024 budget also includes additional revenue from growth at 0.5%. The Capital Improvement Fee (CIF) established in FY 2018 is generating approximately \$9.8 million in order to help pay for capital improvements.

Departmental budget requests for FY 2024 increased 6.49%, due to following anticipated increases: Personnel Costs (Salaries, Benefits, FICA, Retirement) \$1,423,000; Electric and Natural Gas Utilities Increase \$1,587,000; Repairs and Maintenance \$502,000; Chemical Supplies \$1,114,000. 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 2024. 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 2024's projected carryforward reserves is \$6.5 million.

The illustrated FY 2024 budget for Water/Wastewater includes a Capital Improvement Program (CIP) in the sum of \$35.4 million. The FY 2024 CIP budget includes \$30 million in funding from prior year carryforwards, FY 2024 impact fees, and FY 2024 rate revenues and the remaining \$5.4 million will be funded by reprioritizing previously budgeted projects.

As always, the staff spent many hours discussing and prioritizing the recommended list of system needs. The FY 2024 CIP budget includes \$9.6 million in funding for Inflow & Infiltration (I&I) in response to the FDEP consent order. Other recommended projects include general utility relocations, elevated tank maintenance, meter register replacements, West Well Water Treatment Facility replacement, Bayou Marcus Water Reclamation Facility electrical upgrades, fleet vehicle replacements, and Phase I of the Beulah Well Transmission Main.

We anticipate the annual carryforward amount to be approximately \$13 million at the end of FY 2023 and this should provide an adequate rollover amount to start out with in FY 2024. A strong reserve will provide emergency funds in case of disaster and help us achieve a favorable interest rate in the debt market should we find the need to borrow funds for the matching portion of our FDEP grant funded sewer expansion projects approved in FY 2023.

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 1.47%.

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

The Sanitation System overall has a 5.14% increase in operating expenses in the FY 2024 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 2023’s original budget is \$1.2 million for the ECSS. We are anticipating increases of nearly \$650,000 in personnel costs, \$305,000 increase in repair and maintenance costs on our aging vehicles, and a \$90,000 increase in electric utilities cost.

The Sanitation CIP Budget for FY 2023 includes \$5,000,000 for the replacement of 11 residential side-loader collection vehicles that were originally purchased in 2012 and have reached the end of their programmed life. These purchases would be financed through a 7 year equipment lease-purchase under our existing Master Lease Agreement. The CIP budget also includes funding for additional containers for our growing customer base and composting equipment replacement.

As provided for in FY 2023, FY 2024’s budget also includes a transfer from the ECSS to the MRF for the ECSS solid waste materials diverted to the MRF. Loan requirements on MRF equipment dictate that the MRF be solvent and therefore the MRF must charge tipping fees to the ECSS operations like other entities that are tipping materials at the MRF. This allocation will vary year to year depending upon the commodities market values for the recycled materials. The Capital Funding Fee (CFF) is providing sufficient capital funds at this time and is completely separate from the operating costs.

The ECSS budget presented includes a 9.5% rate increase to all customers. Along with the rate increase, the ECUA Board also approved a change to the base rate language to provide all customers with two containers of the customers’ choice which can included either one garbage and one recycle container or two garbage containers and no recycle container. This change was

made in an effort to reduce contamination at our materials recycling facility by giving customers who do not wish to recycle an extra garbage container at no additional cost.

The MRF is now in its seventh 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 2024 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 40,000 – 50,000 tons of materials from a variety of private and public entities that otherwise would be buried in the landfill and sorting the raw materials to sell on the commodities market. We currently have seven (7) 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 2024 Approved Operating Budget is an accurate reflection of the financial plan necessary to continue our positive movement in the direction of providing our customers with the high quality service they expect and deserve.

Respectfully,

*J. Bruce Woody*

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

*Justin Smith*

Justin Smith, CPA  
Director of Finance

**EMERALD COAST UTILITIES AUTHORITY  
OPERATING BUDGET  
FISCAL YEAR 2024**

	<b>WATER &amp; WASTEWATER</b>	<b>SANITATION AND MRF</b>	<b>TOTAL ADOPTED FY 2024</b>
<b>SOURCES:</b>			
Operating revenues:			
Water	\$ 52,424,227	\$ -	\$ 52,424,227
Wastewater	68,207,865	-	68,207,865
Sewer Improvement Fee	6,350,000	-	6,350,000
Capital Improvement Fee	9,850,000	2,400,000	12,250,000
Sanitation - Residential	-	31,600,513	31,600,513
Sanitation-Commercial	-	2,507,261	2,507,261
Connection Charges	900,000	-	900,000
Recyclable Commodities	-	680,000	680,000
Recyclable Tipping Fees	-	650,000	650,000
Compost & Yard Waste Tipping Fees	-	400,000	400,000
Miscellaneous Revenues	1,500,000	45,000	1,545,000
Subtotal Operating Revenues	139,232,092	38,282,774	177,514,866
Non-operating revenues:			
Interest Income	2,000,000	25,000	2,025,000
Impact Fees	5,000,000	-	5,000,000
Bond/Bank Loan Proceeds	-	5,000,000	5,000,000
Unrestricted Reserves	5,500,000	-	5,500,000
Committed project funds	12,000,000	-	12,000,000
Carry-forward project funds	13,550,332	-	13,550,332
Subtotal Non-operating Revenues	38,050,332	5,025,000	43,075,332
<b>TOTAL SOURCES</b>	<b>\$ 177,282,424</b>	<b>\$ 43,307,774</b>	<b>\$ 220,590,198</b>
<b>USES:</b>			
Operating expenses:			
Personal Services	\$ 43,299,327	\$ 14,988,776	\$ 58,288,103
Support Services	28,399,753	13,432,576	41,832,329
Materials & Supplies	13,146,504	1,883,620	15,030,124
Subtotal operating expenses	84,845,584	30,304,972	115,150,556
Non-operating expenses:			
Debt Service	38,462,992	6,101,200	44,564,192
CIP, Renewal & Replacement	41,919,429	6,220,000	48,139,429
Unrestricted Reserves	5,500,000	681,602	6,181,602
Project Contingencies	6,554,419	-	6,554,419
Subtotal non-operating expenses	92,436,840	13,002,802	105,439,642
<b>TOTAL USES</b>	<b>\$ 177,282,424</b>	<b>\$ 43,307,774</b>	<b>\$ 220,590,198</b>



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# EMERALD COAST UTILITIES AUTHORITY PERSONNEL COMPARISON

	<u>2022 POSITIONS</u>	<u>2023 FUNDED POSITIONS</u>	<u>2024 FUNDED POSITIONS</u>
ADMINISTRATION DEPARTMENT			
OFFICE OF THE EXECUTIVE DIRECTOR	<u>2</u>	<u>2</u>	<u>2</u>
FINANCE DEPARTMENT			
ADMINISTRATION	4	4	2
GENERAL ACCOUNTING	7	7	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	5	6	6
HUMAN RESOURCES	4	5	5
EMPLOYMENT	<u>2</u>	<u>0</u>	<u>0</u>
HUMAN RESOURCES/ADMIN SERVICES TOTAL	<u>13</u>	<u>13</u>	<u>13</u>
ENGINEERING DEPARTMENT			
ADMINISTRATION	28	28	29
INSPECTIONS	<u>8</u>	<u>8</u>	<u>8</u>
ENGINEERING TOTAL	<u>36</u>	<u>36</u>	<u>37</u>
SHARED SERVICES			
ADMINISTRATION	5	5	3
PUBLIC INFORMATION	<u>1</u>	<u>1</u>	<u>3</u>
SHARED SERVICES TOTAL	<u>6</u>	<u>6</u>	<u>6</u>
CUSTOMER SERVICES			
ADMINISTRATION	7	7	7
OPERATIONS	38	38	38
CUT NON-PAYS	<u>5</u>	<u>5</u>	<u>4</u>
CUSTOMER SERVICES TOTAL	<u>50</u>	<u>50</u>	<u>49</u>

# EMERALD COAST UTILITIES AUTHORITY PERSONNEL COMPARISON

	<u>2022 POSITIONS</u>	<u>2023 FUNDED POSITIONS</u>	<u>2024 FUNDED POSITIONS</u>
REGIONAL SERVICES DEPARTMENT			
ADMINISTRATION	4	5	5
REGION 2 (WEST REGION)	20	20	17
REGION 3 (EAST REGION)	23	23	21
REGION 4 (SOUTH REGION)	19	19	19
SEWER MAINTENANCE SERVICES	24	24	25
FIRE HYDRANT INSTALL/MAINT.	8	7	7
PATCH SERVICES	4	4	5
AIR RELEASE VALVES	8	8	7
FATS, OILS, & GREASE	3	3	2
METER MAINTENANCE	2	2	7
REGIONAL SERVICES TOTAL	<u>115</u>	<u>115</u>	<u>115</u>
FIELD & CUSTOMER SERVICES GROUP TOTAL	<u>171</u>	<u>171</u>	<u>170</u>
MAINTENANCE AND CONSTRUCTION			
ADMINISTRATION	6	8	8
LIFTSTATIONS	26	26	26
INFO SYSTEMS/WAREHOUSE	2	0	0
INSTRUMENT, ELECTRICAL (I/E)	15	15	16
PLANT MAINTENANCE	13	13	19
ODOR CONTROL	2	2	2
GENERATOR MAINTENANCE	2	2	2
FACILITIES MAINTENANCE	9	9	9
MAINTENANCE AND CONSTRUCTION TOTAL	<u>75</u>	<u>75</u>	<u>82</u>
WATER PRODUCTION			
WATER OPERATIONS	22	22	22
WELL MECHANICAL MAINTENANCE	7	7	7
COMMUNICATIONS CENTER	12	12	12
CROSS CONNECTION CONTROLS	5	5	5
WATER PRODUCTION TOTAL	<u>46</u>	<u>46</u>	<u>46</u>
WATER RECLAMATION			
ADMINISTRATION	1	1	1
BAYOU MARCUS WRF	15	14	14
PENSACOLA BEACH WWTP	11	11	11
CENTRAL WRF	34	35	35
WATER QUALITY/LAB	13	13	11
PRETREATMENT PROGRAM	0	0	2
WATER RECLAMATION TOTAL	<u>74</u>	<u>74</u>	<u>74</u>
WATER & WASTEWATER TOTAL	<u>466</u>	<u>466</u>	<u>473</u>

EMERALD COAST UTILITIES AUTHORITY  
PERSONNEL COMPARISON

	<u>2022</u> <u>POSITIONS</u>	<u>2023</u> <u>FUNDED</u> <u>POSITIONS</u>	<u>2024</u> <u>FUNDED</u> <u>POSITIONS</u>
SANITATION DEPARTMENT			
ADMINISTRATION	4	3	3
RESIDENTIAL OPERATIONS	50	45	40
GARAGE	39	39	40
COMMERCIAL OPERATIONS	8	8	7
YARD TRASH COLLECTION	30	40	46
RECYCLING	15	11	15
COMPOSTING	6	6	6
SANITATION TOTAL	<u>152</u>	<u>152</u>	<u>157</u>
MATERIALS RECYCLING SYSTEM			
MATERIALS RECYCLING FACILITY OPERATIONS	<u>16</u>	<u>16</u>	<u>9</u>
GRAND TOTAL	<u><u>634</u></u>	<u><u>634</u></u>	<u><u>639</u></u>



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## **Financial Health**

ECUA received an unqualified opinion for the FY 2022 Annual Audit Report. This means the financial statements were presented fairly and in all material respects were in accordance with accounting principles generally accepted in the United States of America. Debt service coverage for FY 2023 is projected to be 250% while meeting debt covenant requirements for reserve targets and all key performance indicators.

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

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

### **Water/Wastewater:**

- ❖ \$86,384,803 State of Florida Department of Environmental Protection Revolving Loans, interest from 2.04% to 3.27%, maturing through October 2032, secured by net revenue. As of September 30, 2023, the outstanding balance is \$34,978,037.
- ❖ \$130,000,000 Utility System Revenue Note, Series 2008, interest at 4.91%, maturing in annual installments through July 2028, secured by net revenue. As of September 30, 2023, the outstanding balance is \$63,955,000.
- ❖ \$42,399,000 Utility System Revenue Note, Series 2010, interest at 6%, maturing in annual installments through January 2031, secured by net revenue. As of September 30, 2023, the outstanding balance is \$20,984,000.
- ❖ \$25,010,000 Utility System Refunding Revenue Note, Series 2013, interest at 2.3%, maturing in annual installments through January 2028, secured by net revenue. As of September 30, 2023, the outstanding balance is \$8,620,000.
- ❖ \$11,200,000 Utility System Refunding Revenue Note, Series 2014, interest at 3.12%, maturing in annual installments through January 2027, secured by net revenue. As of September 30, 2023, the outstanding balance is \$3,940,000.
- ❖ \$52,285,000 Utility System Refunding Revenue Bonds, Series 2015, interest from 2.00% to 5.00%, maturing in annual installments through January 2036, secured by net revenue. As of September 30, 2023, the outstanding balance is \$37,720,000.
- ❖ \$33,115,000 Utility System Refunding Revenue Note, Series 2016, interest at 2.11%, maturing in annual installments through July 2032, secured by net revenue. As of September 30, 2023, the outstanding balance is \$21,110,000.

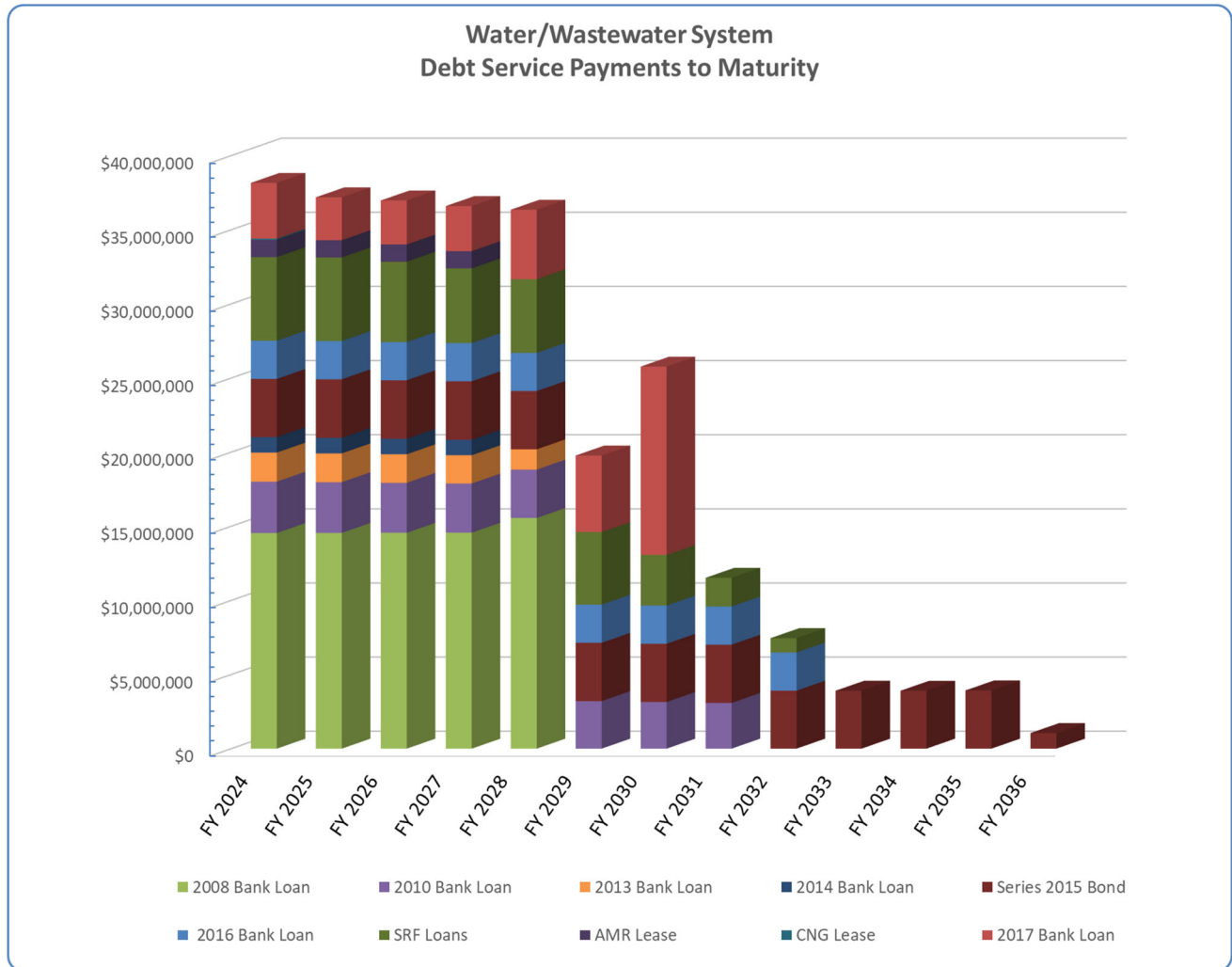
- ❖ \$40,085,000 Utility System Revenue Note, Series 2017, interest at 2.59%, maturing in annual installments through July 2030, secured by net revenue. As of September 30, 2023, the outstanding balance is \$31,440,000.
- ❖ \$15,500,000 capital lease, interest at 4.41%, payments due annually through September 2027. As of September 30, 2023, the outstanding balance is \$4,181,753.
- ❖ \$965,655 capital lease, interest at 2.09%, payments due monthly through February 2024. As of September 30, 2023, the outstanding balance is \$79,706.

Sanitation and MRF:

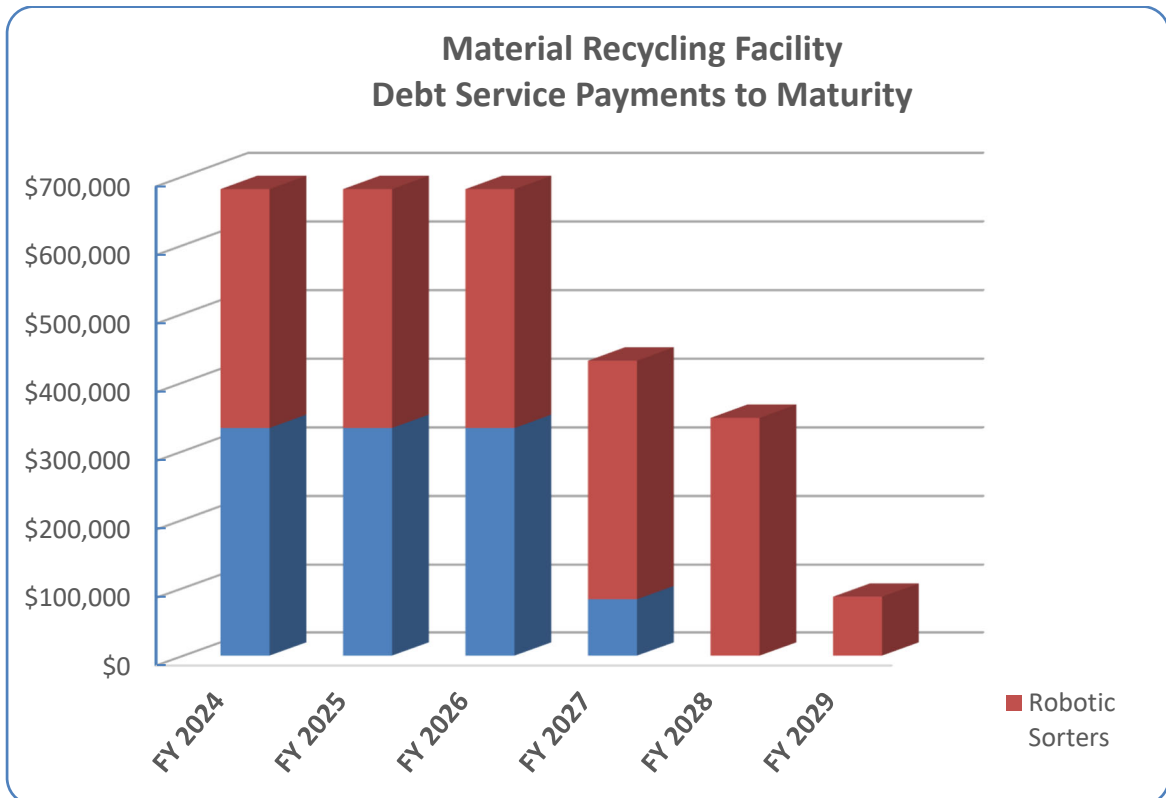
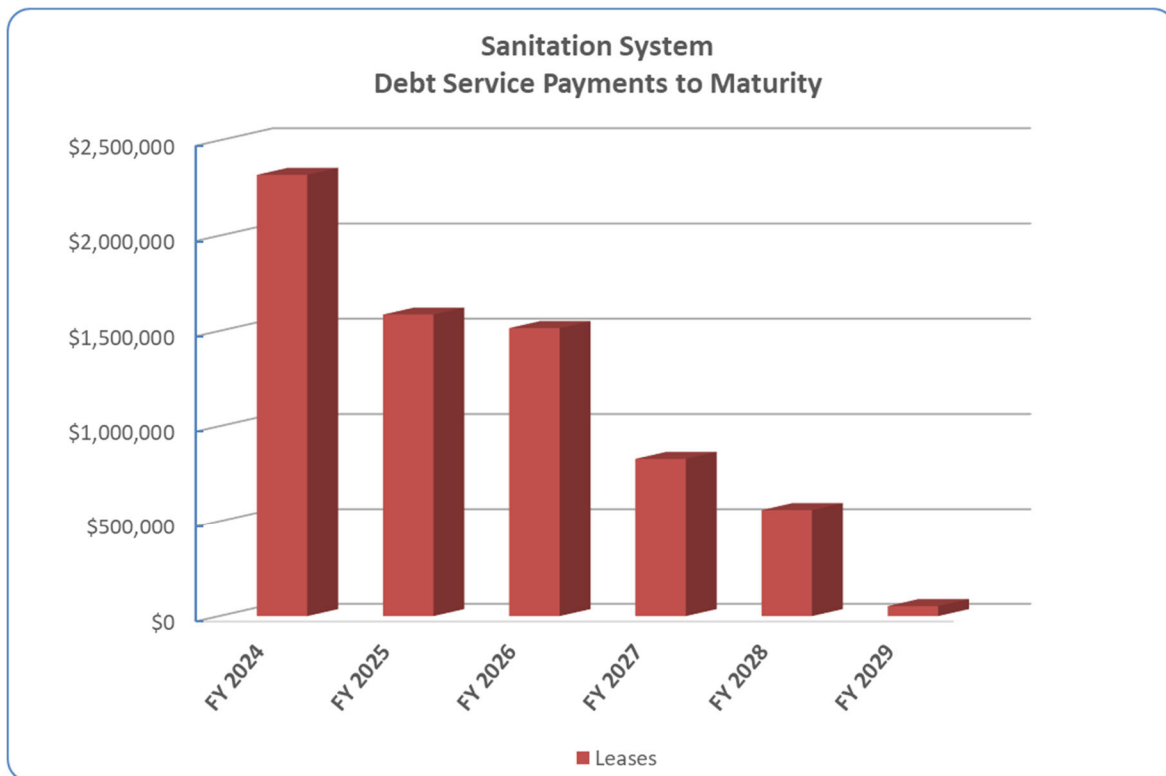
- ❖ \$661,163.28 capital lease, interest at 2.59%, payments annually through April 2024. As of September 30, 2023, the outstanding balance is \$101,478.
- ❖ \$2,749,040 capital lease, interest at 3.307%, payments annually through December 2024. As of September 30, 2023, the outstanding balance is \$846,753.
- ❖ \$3,396,609 capital lease, interest at 3.26%, payments semi-annually through January 2026. As of September 30, 2023, the outstanding balance is \$1,302,255.
- ❖ \$3,208,626 capital lease, interest at 1.815%, payments semi-annually through January 2027. As of September 30, 2023, the outstanding balance is \$1,883,027.
- ❖ \$461,501 capital lease, interest at 1.65%, payments quarterly through June 2028. As of September 30, 2023, the outstanding balance is \$319,077.
- ❖ \$3,000,000 interest-free loan, maturing in annual installments through December 2025, secured by pledge of collateral on equipment at the MRF. As of September 30, 2023, the outstanding balance is \$750,000.
- ❖ \$2,309,000 capital lease, interest at 1.499%, payments quarterly through October 2028. As of September 30, 2023, the outstanding balance is \$1,754,220.

Aggregate Debt Service through maturity is as follows:

Water/Wastewater System:



## Sanitation System and MRF:





## STRATEGIC PLANNING

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ECUA is required to have a Management Audit every 5 years. The most recent audit conducted by Arcadis U.S., Inc. in 2023 included an overview and assessment of the ECUA's current:

1. Recycling program and Material Recycling Facility (MRF) operations as well as the impact of high rates of waste contamination, low market values, and the true cost of service.
2. GIS program in support of asset management and daily operations.
3. Workforce diversity throughout the organization.
4. Hiring and incentives for chronic vacancies in key positions.

Through a comprehensive analysis of ECUA's current management practices and operational excellence factors, coupled with the expertise of Arcadis SMEs, key conclusions and actionable recommendations were identified. The primary objective is to enhance ECUA's overall performance, effectively address existing challenges, and propel the organization towards its strategic goals. It is worth emphasizing that ECUA has demonstrated commendable competence across all factors assessed, with above-average scores in half of the factors evaluated. This exemplary level of work highlights the Authority's commitment to excellence and continuous improvement. Building upon this success, several recommendations include implementing leadership succession planning, developing a strategic business plan, establishing strategic key performance indicators (KPIs), engaging in peer benchmarking, and implementing other measures targeting operational excellence. By embracing these recommendations, ECUA can continue to excel as a high-achieving utility, driving positive outcomes for both the organization and its stakeholders.

## BUDGET POLICY

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

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

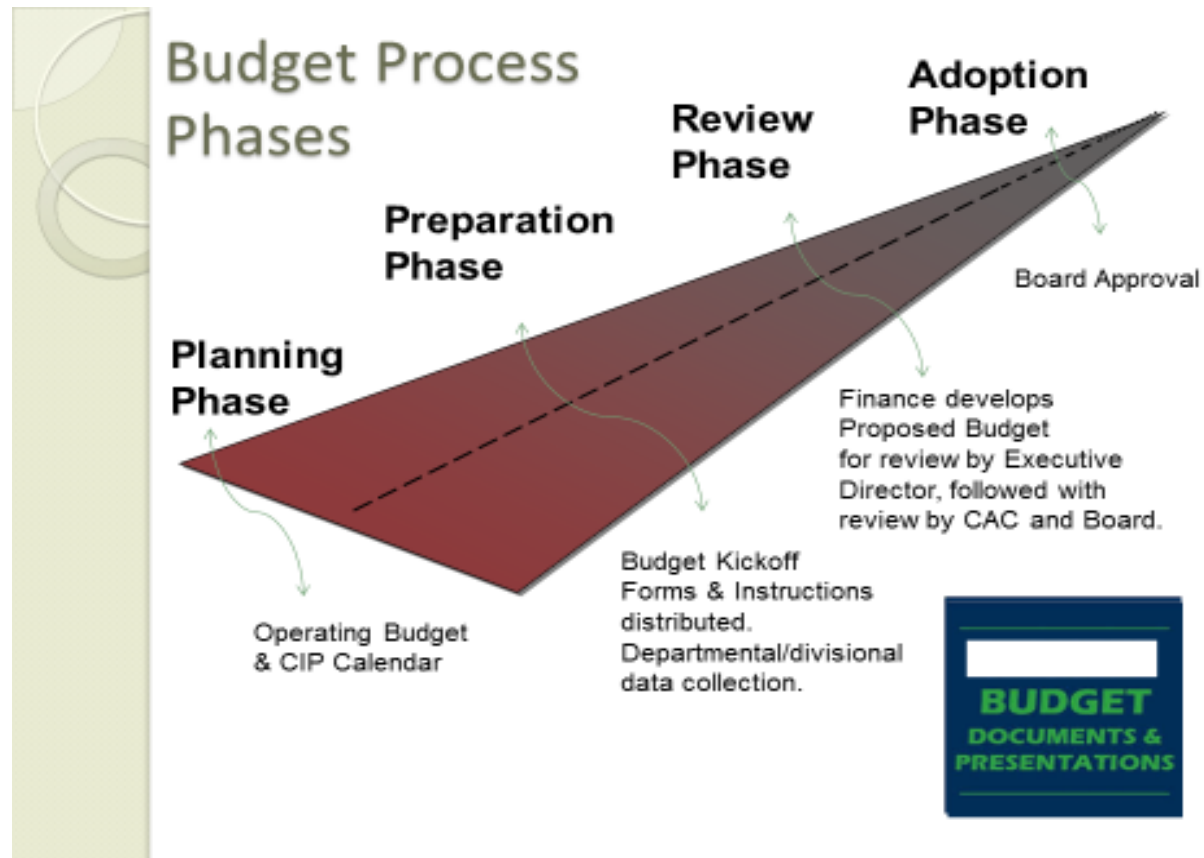
The Board approves the total budget appropriations. The Executive Director is authorized to transfer budget amounts between departments and object codes. Any changes that alter the total appropriations must be approved by the Board. Therefore, the legal level of budgetary responsibility is by total appropriations;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

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

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

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

## BUDGET PROCESS



### PLANNING AND PREPARATION PHASES

#### BUDGET TYPES:

**Capital Improvement Budget** Adopted as part of the annual budget.

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

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

### **Operating Budget**

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

### **REVIEW PHASE:**

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

### **ADOPTION PHASE:**

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

## BUDGET ASSUMPTIONS

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

## BALANCED BUDGET

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

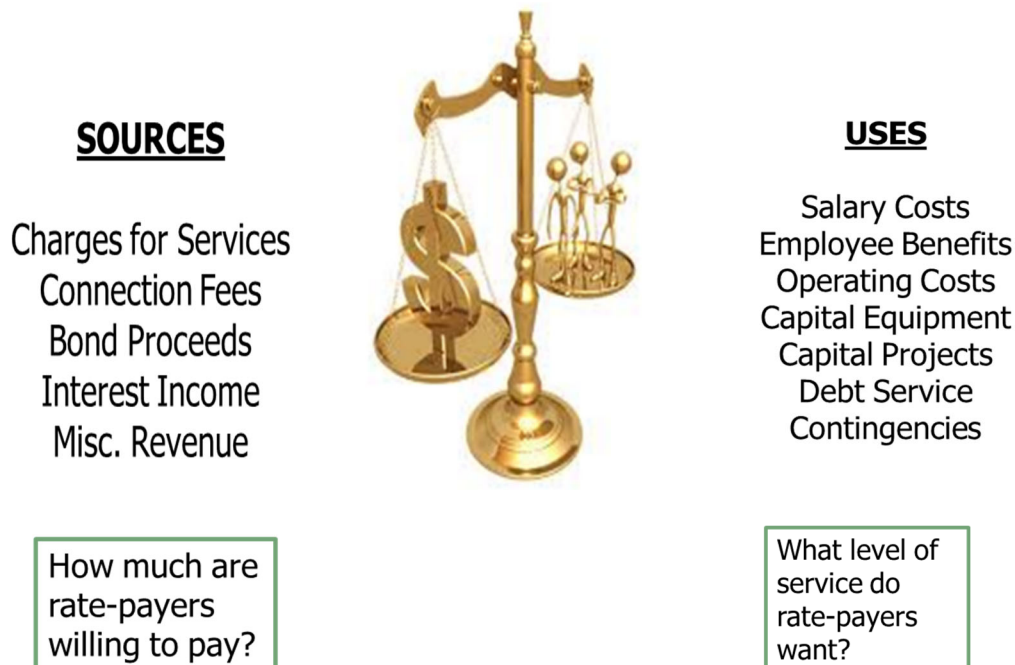
Typical uses in the budget are the salary costs, employee benefits, capital equipment, payments on the outstanding bonds and bank loans, and the operating costs which include items such as utilities, phone costs, materials and supplies, chemicals, engineering fees, and so forth.

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

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



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## CAPITAL BUDGETING

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

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

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

- Relating needed projects to existing and projected fiscal capacity.

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

The following table shows the CIP budget by System for the fiscal years 2024 – 2028.

COMBINED SUMMARY BY SYSTEM  
FY 2024 - 2028  
(In 000's)

SYSTEM	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FUND TOTAL
Water & Wastewater Systems Programs	\$35,400	\$131,028	\$133,603	\$89,163	\$74,704	\$463,898
Sanitation System Programs	6,020	5,600	5,250	5,300	5,300	27,470
Materials Recycling Facility Programs	200	650	650	650	650	2,800
TOTAL	<u>\$41,620</u>	<u>\$137,278</u>	<u>\$139,503</u>	<u>\$95,113</u>	<u>\$80,654</u>	<u>\$494,168</u>



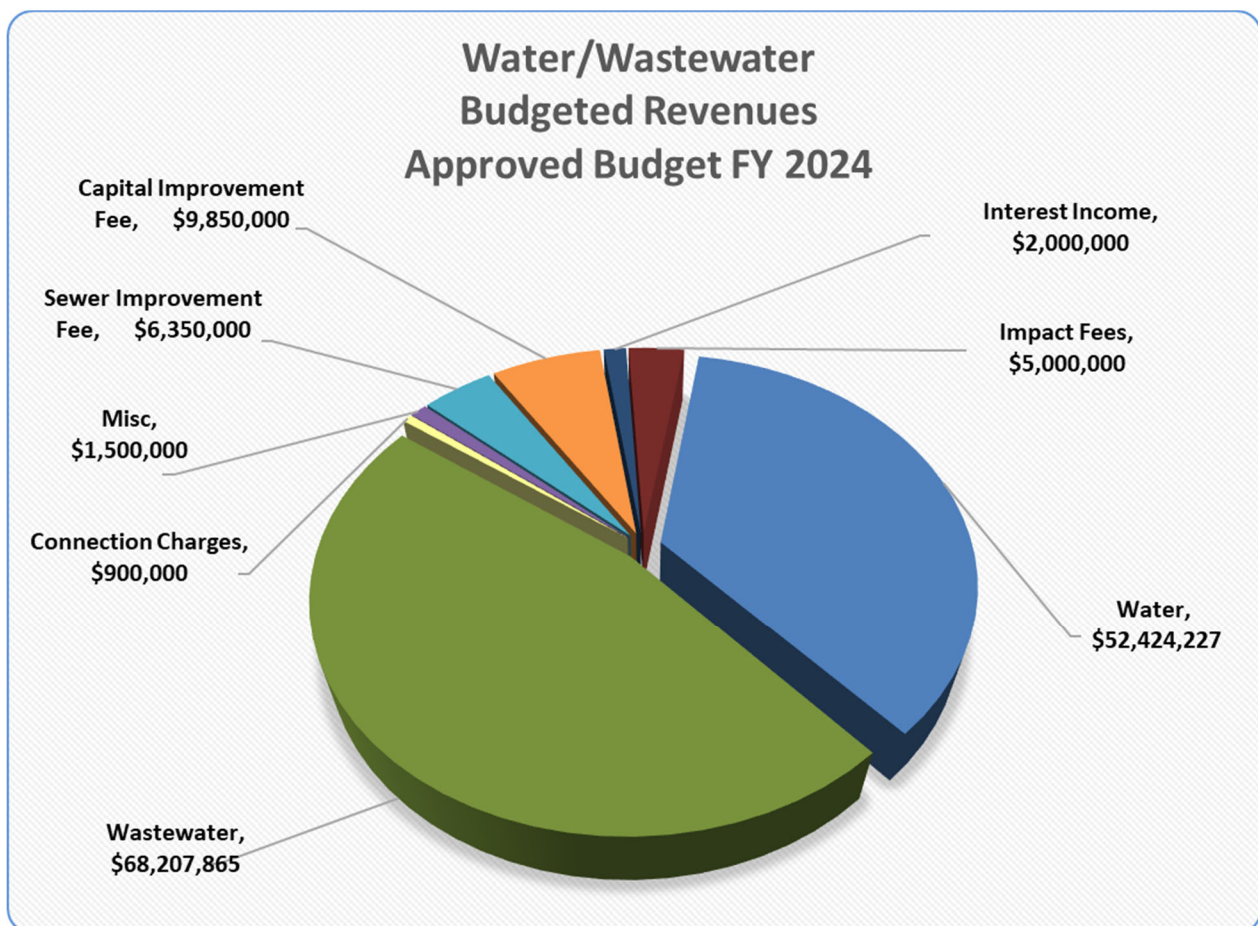
## WATER AND WASTEWATER SYSTEMS

EMERALD COAST UTILITIES AUTHORITY  
WATER AND WASTEWATER SYSTEMS  
SOURCES AND USES STATEMENTS  
9/30/2024 - 9/30/2028

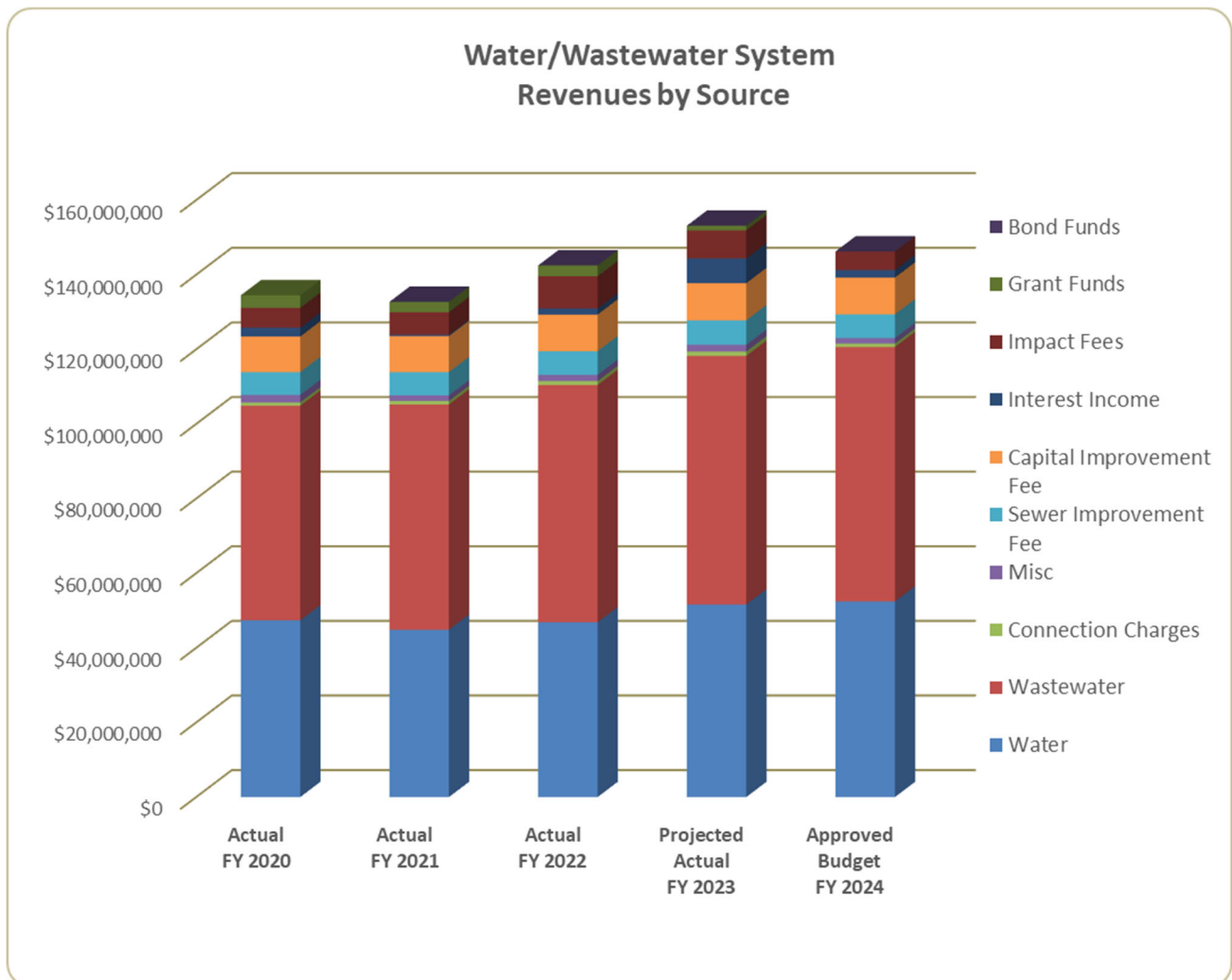
	ACTUAL FY 2020	ACTUAL FY 2021	ACTUAL FY 2022	PROJECTED ACTUALS FY 2023	APPROVED BUDGET FY 2024
<b>SOURCES:</b>					
Beginning balances:					
Unrestricted reserves	\$ 3,500,000	\$ 3,500,000	\$ 4,500,000	\$ 5,500,000	\$ 5,500,000
Committed project funds	-	12,200,000	12,200,000	8,000,000	12,000,000
Project contingencies (working capital)	35,081,984	32,024,623	22,374,733	26,254,603	13,550,332
Total beginning balance	38,581,984	47,724,623	39,074,733	39,754,603	31,050,332
Operating revenues:					
Water	47,387,226	45,078,090	46,846,769	51,620,659	52,424,227
Wastewater	57,502,522	60,668,955	63,597,931	66,629,235	68,207,865
Connection charges	880,268	938,561	1,038,485	1,168,700	900,000
Miscellaneous revenues	2,000,339	1,487,336	1,966,438	1,916,894	1,500,000
Capital improvement fee	9,530,376	9,685,319	9,808,682	9,957,227	9,850,000
Sewer improvement fee	6,131,442	6,232,522	6,318,000	6,561,977	6,350,000
Total operating income	123,432,173	124,090,783	129,576,305	137,854,692	139,232,092
Other income:					
Interest income	2,357,531	1,388,153	1,602,285	6,630,277	2,000,000
Impact fees	5,324,342	6,064,350	8,678,166	7,534,856	5,000,000
Grants and contributions	3,356,906	2,772,242	2,928,955	1,224,273	0
Bond funds	0	0	0	0	0
Total other	11,038,779	10,224,745	13,209,406	15,389,406	7,000,000
Total Sources	\$ 173,052,936	\$ 182,040,151	\$ 181,860,443	\$ 192,998,701	\$ 177,282,424
<b>USES:</b>					
Operating expenses:					
Personal services	35,269,922	35,581,707	34,971,690	37,675,514	\$ 43,299,327
Support services	17,148,464	19,782,979	20,299,310	20,285,779	28,399,753
Materials & supplies	7,604,743	8,130,933	9,263,138	11,017,101	13,146,504
Total operating expenses	60,023,129	63,495,619	64,534,138	68,978,394	84,845,584
Debt service:					
Bonds, loans, and leases	36,742,663	36,943,762	36,846,230	37,047,221	38,462,992
Capital improvements:					
CIP Projects	7,691,970	6,816,821	7,719,372	9,309,594	3,050,000
R & R Projects	20,870,551	23,509,216	25,006,100	33,108,644	26,869,429
Bond Funded Projects	-	-	-	-	-
Grant Funded Projects	-	-	-	-	-
Prior year committed projects	-	12,200,000	8,000,000	12,000,000	12,000,000
Total capital improvements	28,562,521	42,526,037	40,725,472	54,418,238	41,919,429
Total uses	125,328,313	142,965,418	142,105,840	160,443,853	165,228,005
Ending balances:					
Unrestricted reserves	3,500,000	4,500,000	5,500,000	5,500,000	5,500,000
Project contingencies	44,224,623	34,574,733	34,254,603	27,054,848	6,554,419
Total Uses & Reserves	\$ 173,052,936	\$ 182,040,151	\$ 181,860,443	\$ 192,998,701	\$ 177,282,424

**REVENUES:**

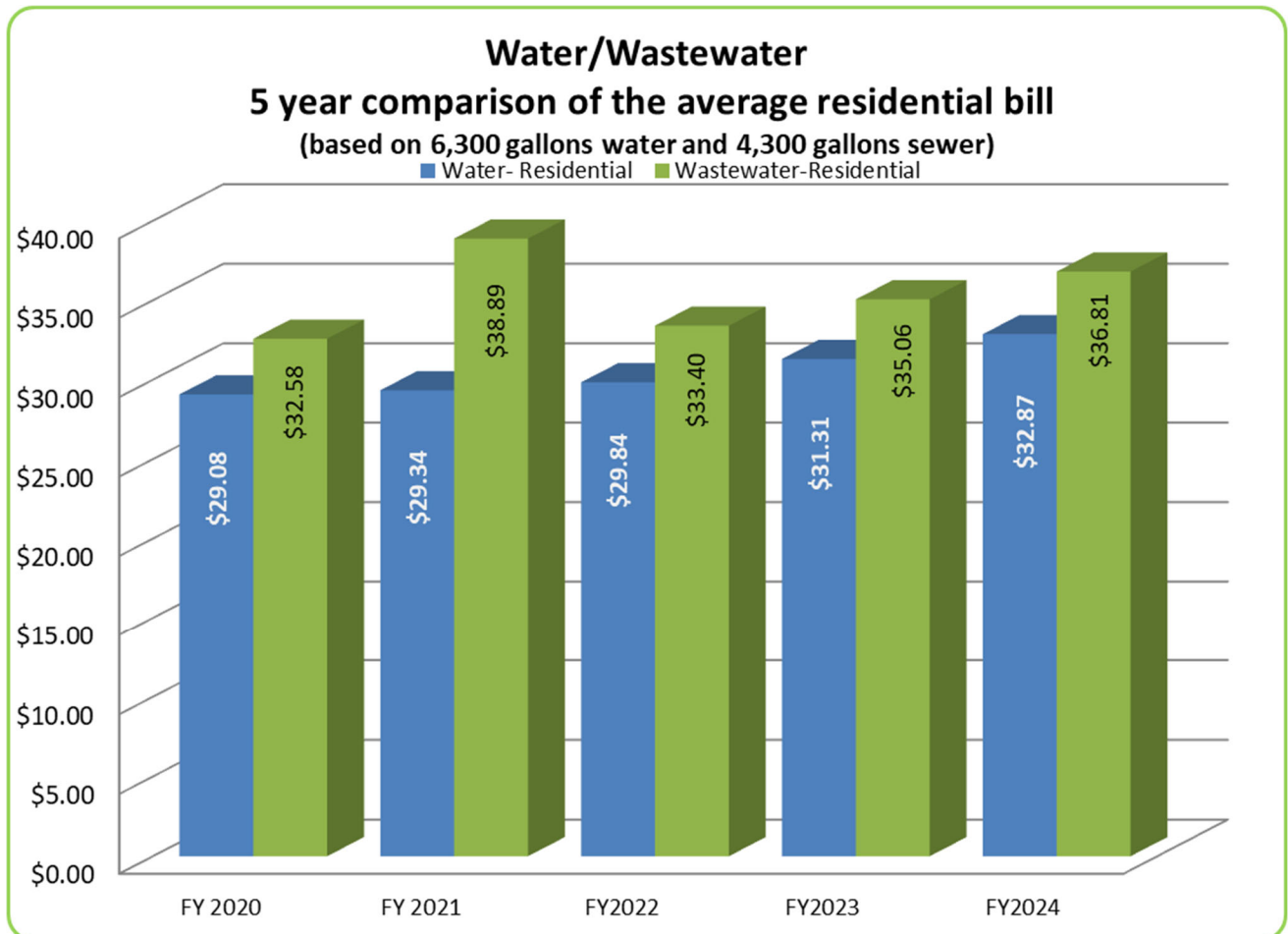
In fiscal year 2024, Water/Wastewater expects to generate 87% of its operating revenues through the rates charged to customers; 38% consists of water revenue and the remaining 49% consists of wastewater revenue. The other 13% of operating revenue comes from other revenue sources such as connection charges, sewer improvement fees, capital improvement fees, and miscellaneous revenue. Miscellaneous revenue consists of service charges such as charges to turn on/off service, bad check charges, system review fees, and the sale of pelletized sludge. Other non-operating revenue consists of interest income, impact fees, grant funds and funds received through the issuance of bonds.



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

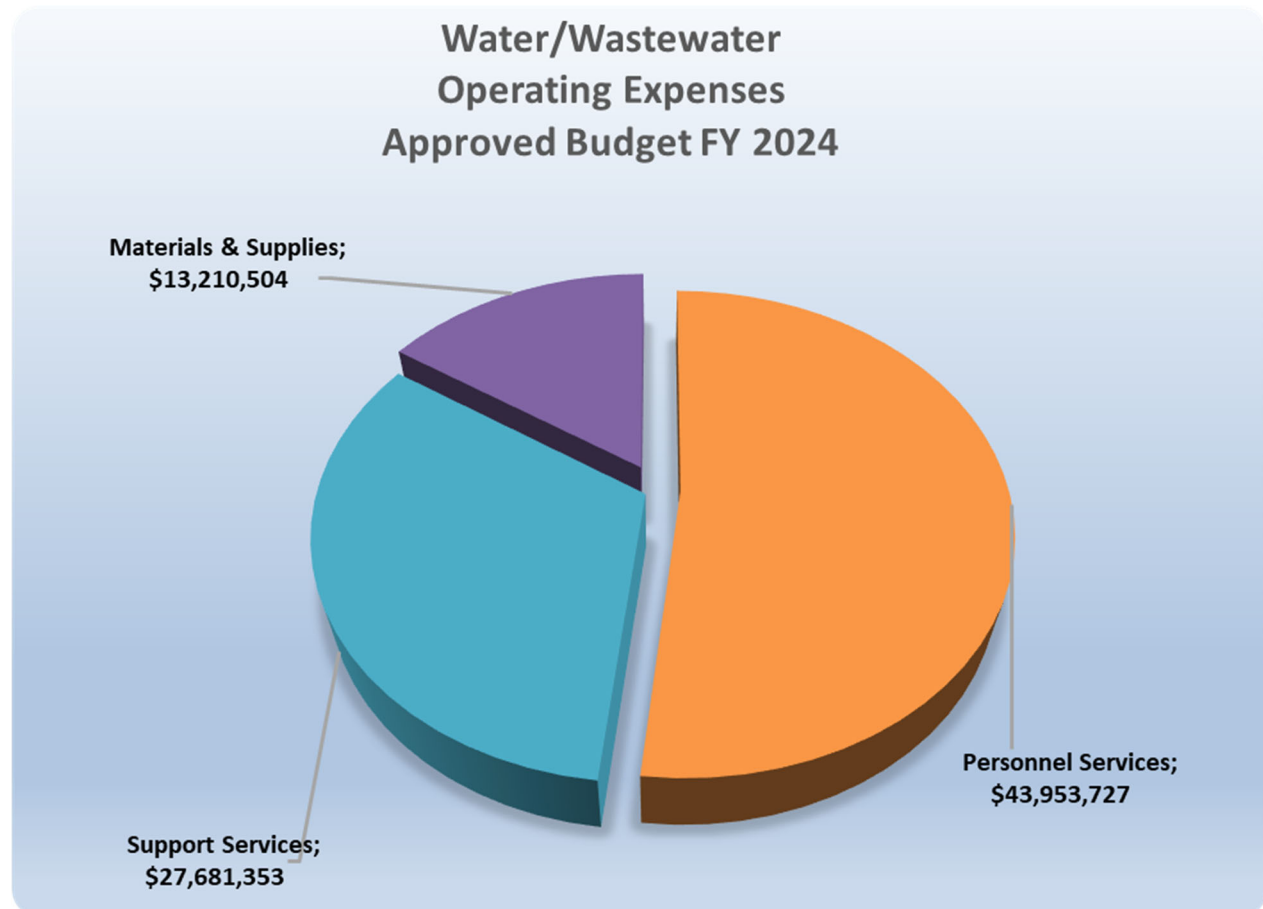


A comparison of customer rates for water/wastewater is presented in the chart below. Rate increases have been held to a minimum for the past five (5) years.

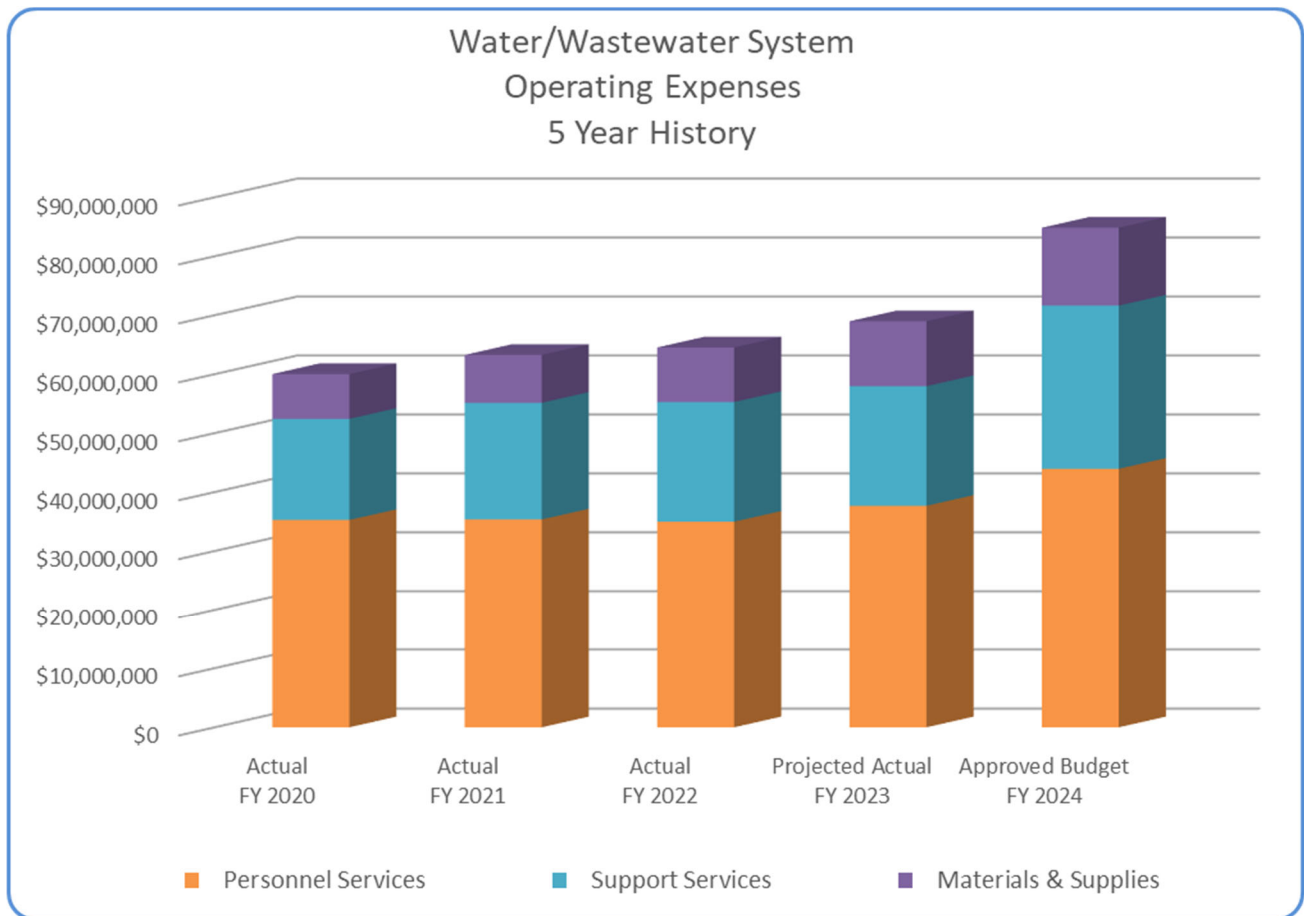


**EXPENSES:**

During FY 2024, Water/Wastewater expects to spend 51.3% of the total amount budgeted on operating expenditures. Operating expenses for FY 2024 increased 6.73%, or \$5.3 million, over the approved FY 2023 operating expense budget. This increase reflects increases in the costs of chemicals necessary in the lift stations for odor control, electricity, natural gas, costs to properly maintain the water wells, costs to provide for repair and maintenance on the buildings, and equipment and vehicles.



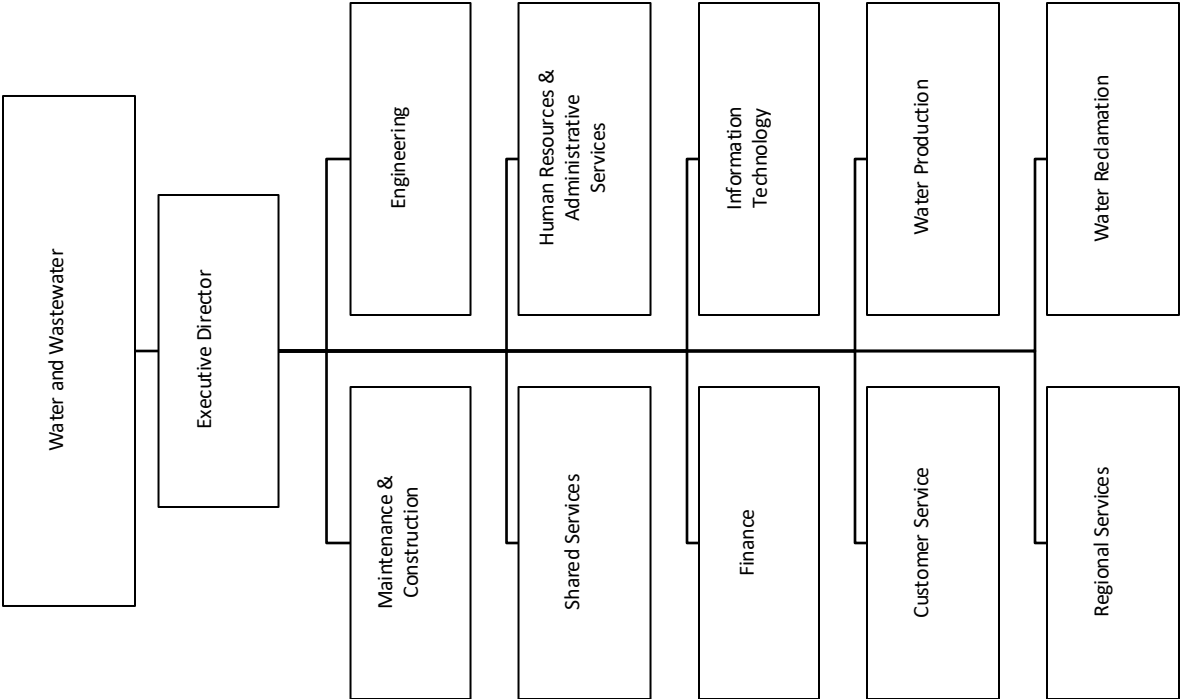
The chart below reflects the five-year history and trend of expense categories contained in the total budget.



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



# EMERALD COAST UTILITIES AUTHORITY WATER & WASTEWATER





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EMERALD COAST UTILITIES AUTHORITY  
WATER AND WASTEWATER SYSTEMS  
SOURCES AND USES STATEMENTS  
9/30/2024 - 9/30/2028

	ACTUAL FY 2020	ACTUAL FY 2021	ACTUAL FY 2022	PROJECTED ACTUALS FY 2023	APPROVED BUDGET FY 2024
<b>SOURCES:</b>					
Beginning balances:					
Unrestricted reserves	\$ 3,500,000	\$ 3,500,000	\$ 4,500,000	\$ 5,500,000	\$ 5,500,000
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Total other	11,038,779	10,224,745	13,209,406	15,389,406	7,000,000
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Debt service:					
Bonds, loans, and leases	36,742,663	36,943,762	36,846,230	37,047,221	38,462,992
Capital improvements:					
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R & R Projects	20,870,551	23,509,216	25,006,100	33,108,644	26,869,429
Bond Funded Projects	-	-	-	-	-
Grant Funded Projects	-	-	-	-	-
Prior year committed projects	-	12,200,000	8,000,000	12,000,000	12,000,000
Total capital improvements	28,562,521	42,526,037	40,725,472	54,418,238	41,919,429
Total uses	125,328,313	142,965,418	142,105,840	160,443,853	165,228,005
Ending balances:					
Unrestricted reserves	3,500,000	4,500,000	5,500,000	5,500,000	5,500,000
Project contingencies	44,224,623	34,574,733	34,254,603	27,054,848	6,554,419
Total Uses & Reserves	\$ 173,052,936	\$ 182,040,151	\$ 181,860,443	\$ 192,998,701	\$ 177,282,424

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

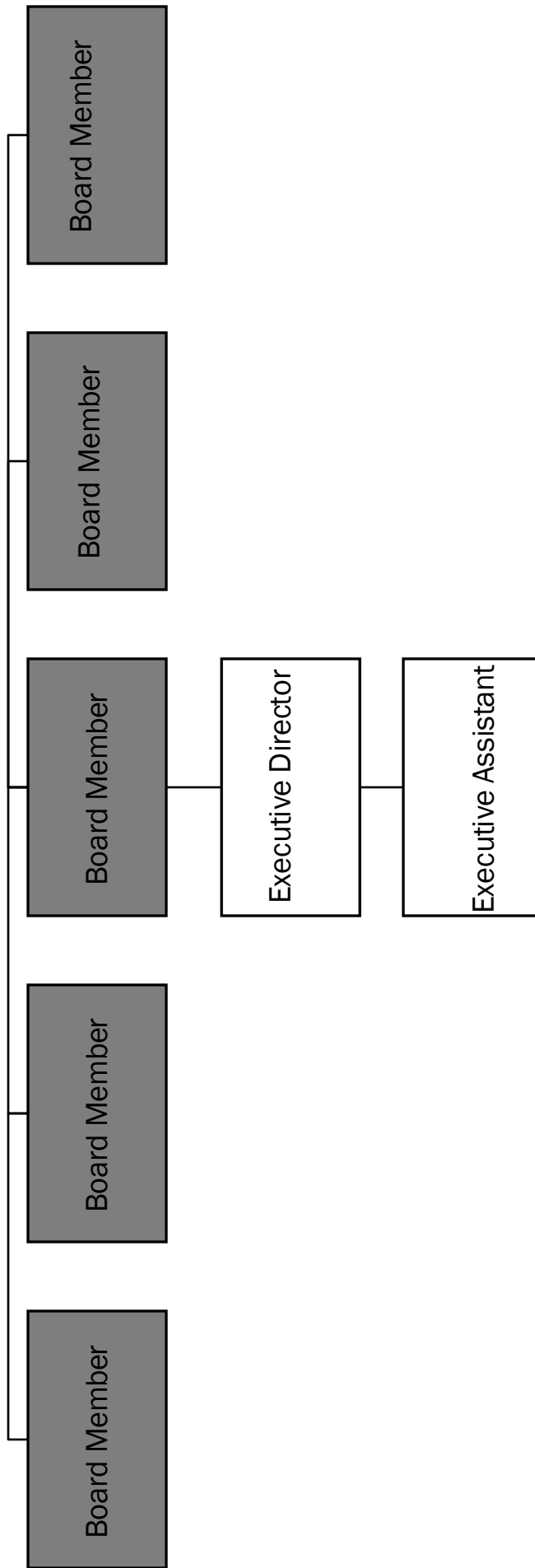
	ACTUAL 2022	APPROVED 2023	APPROVED 2024
23 INSURANCE	\$ 5,413	\$ -	\$ -
26 OTHER	408,352	3,621,000	1,050,000
34 OTHER CONTRACTUAL SVC	161,500	160,000	160,000
49 OTHER CURRENT CHARGES	968,230	583,400	718,400
58 OVERHEAD ALLOCATION	(51,876)	(51,876)	(51,876)
98 CONTINGENCY	1,500,000	1,500,000	1,500,000
52 OPERATING SUPPLIES	299,967	-	-
TOTAL	<u>\$ 3,291,587</u>	<u>\$ 5,812,524</u>	<u>\$ 3,376,524</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 413,765	\$ 3,621,000	\$ 1,050,000
SUPPORT SERVICES	2,577,854	2,191,524	2,326,524
TOTAL	<u>\$ 3,291,587</u>	<u>\$ 5,812,524</u>	<u>\$ 3,376,524</u>



# EMERALD COAST UTILITIES AUTHORITY ADMINISTRATION



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
BOARD MEMBERS

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
11 EXECUTIVE SALARIES	\$ 221,292	\$ 227,030	\$ 235,465
21 FICA MATCHING	15,027	15,441	16,157
22 RETIREMENT	111,163	122,565	131,130
23 INSURANCE	74,859	73,290	73,290
31 PROFESSIONAL SERVICES	3,765	6,000	6,000
40 TRAVEL	276	7,000	7,000
41 COMMUNICATIONS	2,030	2,550	2,550
55 PROFESSIONAL DEVELOPMENT	425	3,000	3,000
54 SUBSCR/MEMBERSHIPS	-	200	200
TOTAL	<u>\$ 428,837</u>	<u>\$ 457,076</u>	<u>\$ 474,792</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 422,341	\$ 438,326	\$ 456,042
SUPPORT SERVICES	6,496	18,550	18,550
MATERIALS & SUPPLIES	-	200	200
TOTAL	<u>\$ 428,837</u>	<u>\$ 457,076</u>	<u>\$ 474,792</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
ADMINISTRATION DEPARTMENT

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
11 EXECUTIVE SALARIES	\$ 221,292	\$ 227,030	\$ 235,465
12 REGULAR SALARIES	248,619	247,541	278,990
21 FICA MATCHING	30,660	30,968	33,632
22 RETIREMENT	136,333	148,203	161,055
23 INSURANCE	101,661	96,699	96,716
31 PROFESSIONAL SERVICES	587,700	666,000	666,000
40 TRAVEL	1,630	11,500	11,500
41 COMMUNICATIONS	2,030	2,550	2,550
44 RENTALS & LEASES	1,490	3,500	3,500
46 REPAIRS & MAINTENANCE	2,764	500	500
48 PROMOTIONAL	40,000	40,000	44,500
49 OTHER CURRENT CHARGES	5,665	2,000	13,000
55 PROFESSIONAL DEVELOPMENT	1,109	5,000	5,000
42 TRANSPORTATION (POSTAGE)	-	200	200
51 OFFICE SUPPLIES	1,390	3,500	3,500
52 OPERATING SUPPLIES	2,536	2,000	2,000
54 SUBSCR/MEMBERSHIPS	14,362	14,400	14,400
TOTAL	<u>\$ 1,399,241</u>	<u>\$ 1,501,591</u>	<u>\$ 1,572,508</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 738,565	\$ 750,441	\$ 805,858
SUPPORT SERVICES	642,388	731,050	746,550
MATERIALS & SUPPLIES	18,288	20,100	20,100
TOTAL	<u>\$ 1,399,241</u>	<u>\$ 1,501,591</u>	<u>\$ 1,572,508</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. To provide the ECUA Board with timely and accurate information, and coordinate staff activities consistent with Board policies.
2. To recommend policy consistent with sound operational and environmental objectives. And maintain current policies and resolutions, and recommend amendments, as necessary.
3. To promote a positive public and internal image of the ECUA.
4. To foster strong mutual trust between the ECUA, its customers, the media, businesses, other governmental units, and the general public.
5. Strive to make the ECUA an employer of choice, and whose complement of staff reflect the diversity of its customer base across all pay grades.

**2023 TARGETED GOALS:**

1. Monitor the efficient provision of utility services to customers to keep the operations portion of rate increases commensurate with the Consumer Price Index (CPI).
2. Administer the ECUA's Capital Improvements Program to keep rise in capital expenses close to the Consumer Price Index (CPI) and capital projects within budget confines approved by the ECUA Board.
3. Provide timely responses (within 24 hours) to inquiries by ECUA Board members and the public regarding services.
4. Analyze the quarterly metrics for each ECUA department and implement management changes to provide efficient utility operations.

5. Continue to use information derived from the 2022 ECUA Customer Service Survey to promote ECUA's good work and implement policies or operational changes to address opportunities for further improvement.
6. Conduct a 2023 Management Efficiency Audit and make presentations to the Board for implement any appropriate recommendations.
7. Conform with the Florida Department of Environmental Protection (FDEP) Consent Order for Inflow & Infiltration (I&I) reduction.
8. Review existing agreements and contracts associated with the Materials Recycling Facility (MRF) with the goal of negotiating with our contract partners to more equitably share expenses and risks associated with operating the recycling enterprise.

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$248,619	\$247,541	\$278,990
21 FICA MATCHING	15,633	15,527	17,475
22 RETIREMENT	25,170	25,638	29,925
23 INSURANCE	26,802	23,409	23,426
31 PROFESSIONAL SERVICES	583,935	660,000	660,000
34 OTHER CONTRACTUAL SVC			
40 TRAVEL	1,354	4,500	4,500
44 RENTALS & LEASES	1,490	3,500	3,500
46 REPAIRS & MAINTENANCE	2,764	500	500
48 PROMOTIONAL	40,000	40,000	44,500
49 OTHER CURRENT CHARGES	5,665	2,000	13,000
55 PROFESSIONAL DEVELOPMENT	684	2,000	2,000
42 TRANSPORTATION (POSTAGE)	-	200	200
51 OFFICE SUPPLIES	1,390	3,500	3,500
52 OPERATING SUPPLIES	2,536	2,000	2,000
54 SUBSCR/MEMBERSHIPS	14,362	14,200	14,200
TOTAL	<u>\$ 970,404</u>	<u>\$ 1,044,515</u>	<u>1,097,716</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

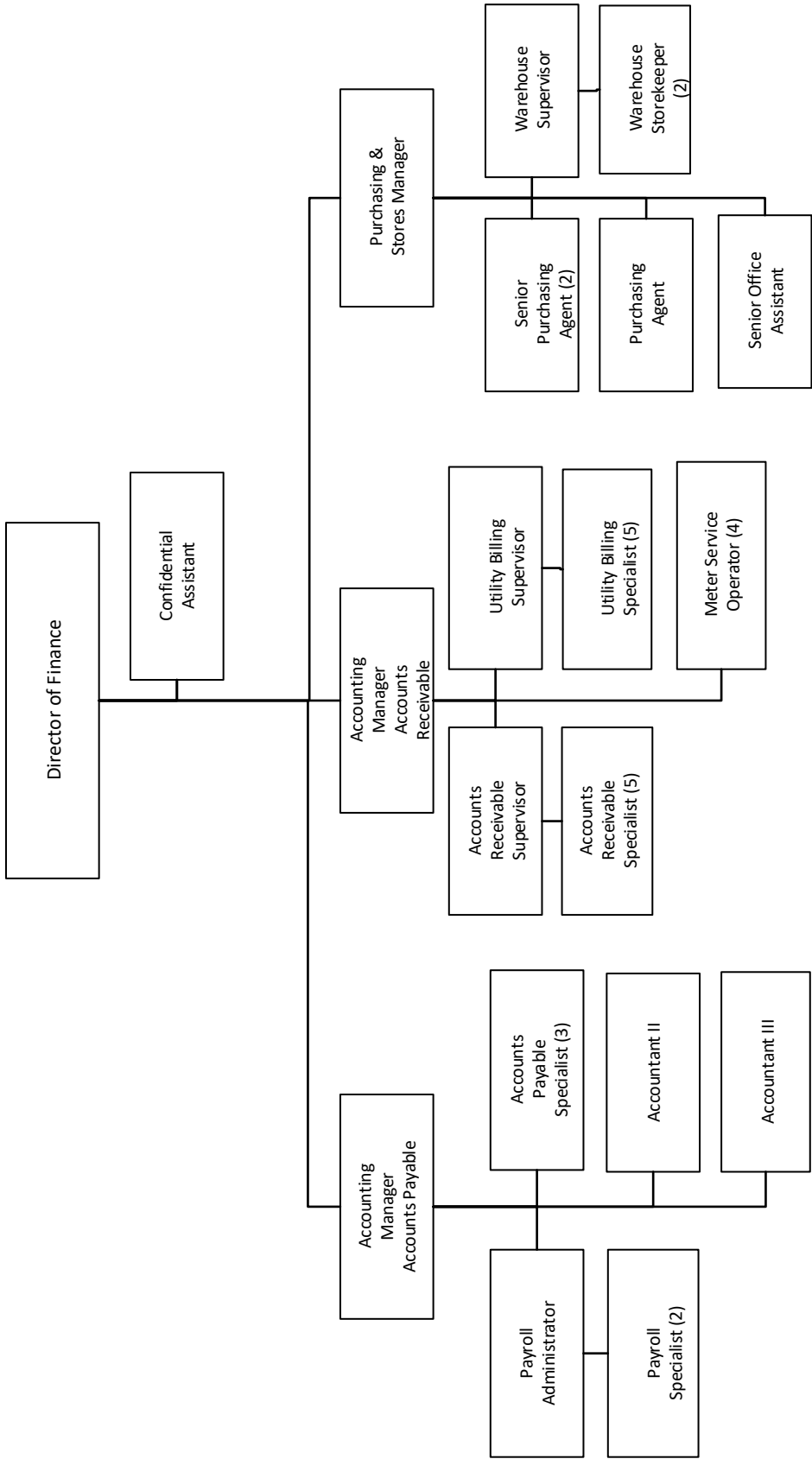
PERSONAL SERVICES	\$ 316,224	\$ 312,115	\$ 349,816
SUPPORT SERVICES	635,892	712,500	728,000
MATERIALS & SUPPLIES	18,288	19,900	19,900
TOTAL	<u>\$ 970,404</u>	<u>\$ 1,044,515</u>	<u>\$ 1,097,716</u>





# EMERALD COAST UTILITIES AUTHORITY

## FINANCE





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EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
FINANCE DEPARTMENT

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 1,744,490	\$ 1,797,451	\$ 1,939,339
13 OTHER SALARIES	-	20,000	22,880
14 OVERTIME	27,540	25,000	20,000
21 FICA MATCHING	127,355	131,180	143,505
22 RETIREMENT	239,702	262,091	305,105
23 INSURANCE	399,445	427,497	417,215
31 PROFESSIONAL SERVICES	5,775	12,000	14,600
32 ACCOUNTING/AUDITING	51,205	65,500	62,950
34 OTHER CONTRACTUAL SVC	183,014	207,000	203,600
40 TRAVEL	2,665	7,740	7,926
41 COMMUNICATIONS	1,594	1,584	1,600
44 RENTALS & LEASES	-	2,150	2,150
46 REPAIRS & MAINTENANCE	31,064	42,350	42,800
49 OTHER CURRENT CHARGES	13,077	8,450	8,485
55 PROFESSIONAL DEVELOPMENT	1,193	4,575	4,570
42 TRANSPORTATION (POSTAGE)	610,899	621,100	659,469
47 PRINTING & BINDING	2,441	8,200	4,150
51 OFFICE SUPPLIES	17,706	26,400	25,900
52 OPERATING SUPPLIES	18,387	24,150	20,250
54 SUBSCR/MEMBERSHIPS	1,844	3,184	3,100
TOTAL	<u>\$ 3,479,397</u>	<u>\$ 3,697,602</u>	<u>\$ 3,909,594</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,538,531	\$ 2,663,219	\$ 2,848,044
SUPPORT SERVICES	289,588	351,349	348,681
MATERIALS & SUPPLIES	651,277	683,034	712,869
TOTAL	<u>\$ 3,479,397</u>	<u>\$ 3,697,602</u>	<u>\$ 3,909,594</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:**

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

1. Continue to encourage vendors to sign up for electronic payments with a goal of increasing participation by 3% in the upcoming fiscal year. This reduces staff processing time and allows the vendor to receive their payment more timely and more efficiently.

2. Increase the number of customers signing up for e-billing with a goal of increasing participation by 5% for FY 2024. We currently have approximately 18,000 customers receiving their bills electronically. Increasing participation in e-billing will reduce postage fees by mailing out fewer bills. We continue to work with the IT department to explore new technology and innovative solutions to enhance the customer's access to on-line and mobile app bill paying.
3. 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.
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.
5. Continue to administer the ECUA property control program: maintain property control records, perform the physical inventory equipment and reconcile property inventory, and provide technical assistance to property custodians within each department. As required by State Statute, Finance performs a physical inventory of all the equipment owned by the ECUA. Staff actually goes out in the field and "puts eyes" on each piece of equipment held in fixed assets. The number of items inventoried varies each year based on purchases and disposals.
6. Continue to modify policies and methods that improve on business processes; utilizing electronic media and workflow when possible to reduce the amount of staff time spent generating paper documents.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
FINANCE / ADMINISTRATION

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 258,216	\$ 314,121	\$ 192,982
14 OVERTIME	408	-	-
21 FICA MATCHING	18,849	22,921	13,915
22 RETIREMENT	56,974	66,828	56,137
23 INSURANCE	41,102	44,334	35,141
31 PROFESSIONAL SERVICES	5,775	12,000	14,600
32 ACCOUNTING/AUDITING	51,205	65,500	62,950
34 OTHER CONTRACTUAL SVC	2,983	5,000	3,100
40 TRAVEL	1,453	6,065	5,800
46 REPAIRS & MAINTENANCE	8	350	800
49 OTHER CURRENT CHARGES	860	950	985
55 PROFESSIONAL DEVELOPMENT	499	2,620	2,450
47 PRINTING & BINDING	579	2,000	1,000
51 OFFICE SUPPLIES	11,478	12,000	12,000
52 OPERATING SUPPLIES	-	2,000	2,000
54 SUBSCR/MEMBERSHIPS	610	1,360	1,510
TOTAL	<u>\$ 451,000</u>	<u>\$ 558,049</u>	<u>\$ 405,370</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 375,550	\$ 448,204	\$ 298,175
SUPPORT SERVICES	62,784	92,485	90,685
MATERIALS & SUPPLIES	12,667	17,360	16,510
TOTAL	<u>\$ 451,000</u>	<u>\$ 558,049</u>	<u>\$ 405,370</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
FINANCE / GENERAL ACCOUNTING

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 393,287	\$ 369,248	\$ 537,441
13 OTHER SALARIES	-	-	-
14 OVERTIME	10,377	10,000	7,500
21 FICA MATCHING	29,084	26,764	39,701
22 RETIREMENT	45,214	45,169	73,948
23 INSURANCE	77,343	81,968	87,377
55 PROFESSIONAL DEVELOPMENT	-	245	600
47 PRINTING	1,847	5,700	2,900
52 OPERATING SUPPLIES	-	-	100
54 SUBSCR/MEMBERSHIPS	349	774	600
TOTAL	<u>\$ 557,501</u>	<u>\$ 539,868</u>	<u>\$ 750,167</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 555,306	\$ 533,149	\$ 745,967
SUPPORT SERVICES	-	245	600
MATERIALS & SUPPLIES	2,196	6,474	3,600
TOTAL	<u>\$ 557,501</u>	<u>\$ 539,868</u>	<u>\$ 750,167</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
FINANCE / ACCOUNTS RECEIVABLE

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 673,224	\$ 692,973	\$ 748,092
13 OTHER SALARIES	-	20,000	22,880
14 OVERTIME	6,108	10,000	7,500
21 FICA MATCHING	48,457	51,046	56,222
22 RETIREMENT	89,493	96,704	113,353
23 INSURANCE	182,900	205,556	199,290
34 OTHER CONTRACTUAL SVC	175,879	198,500	196,500
41 COMMUNICATIONS	1,594	1,584	1,600
44 RENTALS & LEASES	-	2,150	2,150
46 REPAIRS & MAINTENANCE	27,366	38,000	38,000
42 TRANSPORTATION (POSTAGE)	610,899	621,100	659,469
47 PRINTING	16	-	-
51 OFFICE SUPPLIES	4,958	9,500	9,500
52 OPERATING SUPPLIES	16,700	19,200	15,200
TOTAL	<u>\$ 1,837,594</u>	<u>\$ 1,966,313</u>	<u>\$ 2,069,756</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,000,181	\$ 1,076,279	\$ 1,147,337
SUPPORT SERVICES	204,840	240,234	238,250
MATERIALS & SUPPLIES	632,573	649,800	684,169
TOTAL	<u>\$ 1,837,594</u>	<u>\$ 1,966,313</u>	<u>\$ 2,069,756</u>



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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 419,763	\$ 421,109	\$ 460,824
14 OVERTIME	10,646	5,000	5,000
21 FICA MATCHING	30,965	30,449	33,667
22 RETIREMENT	48,021	53,390	61,667
23 INSURANCE	98,100	95,639	95,407
34 OTHER CONTRACTUAL SVC	4,152	3,500	4,000
40 TRAVEL	1,212	1,675	2,126
46 REPAIRS & MAINTENANCE	3,690	4,000	4,000
49 OTHER CURRENT CHARGES	12,217	7,500	7,500
55 PROFESSIONAL DEVELOPMENT	694	1,710	1,520
47 PRINTING	-	500	250
51 OFFICE SUPPLIES	1,270	4,900	4,400
52 OPERATING SUPPLIES	1,687	2,950	2,950
54 SUBSCR/MEMBERSHIPS	885	1,050	990
TOTAL	<u>\$ 633,301</u>	<u>\$ 633,372</u>	<u>\$ 684,301</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 607,494	\$ 605,587	\$ 656,565
SUPPORT SERVICES	21,965	18,385	19,146
MATERIALS & SUPPLIES	3,842	9,400	8,590
TOTAL	<u>\$ 633,301</u>	<u>\$ 633,372</u>	<u>\$ 684,301</u>

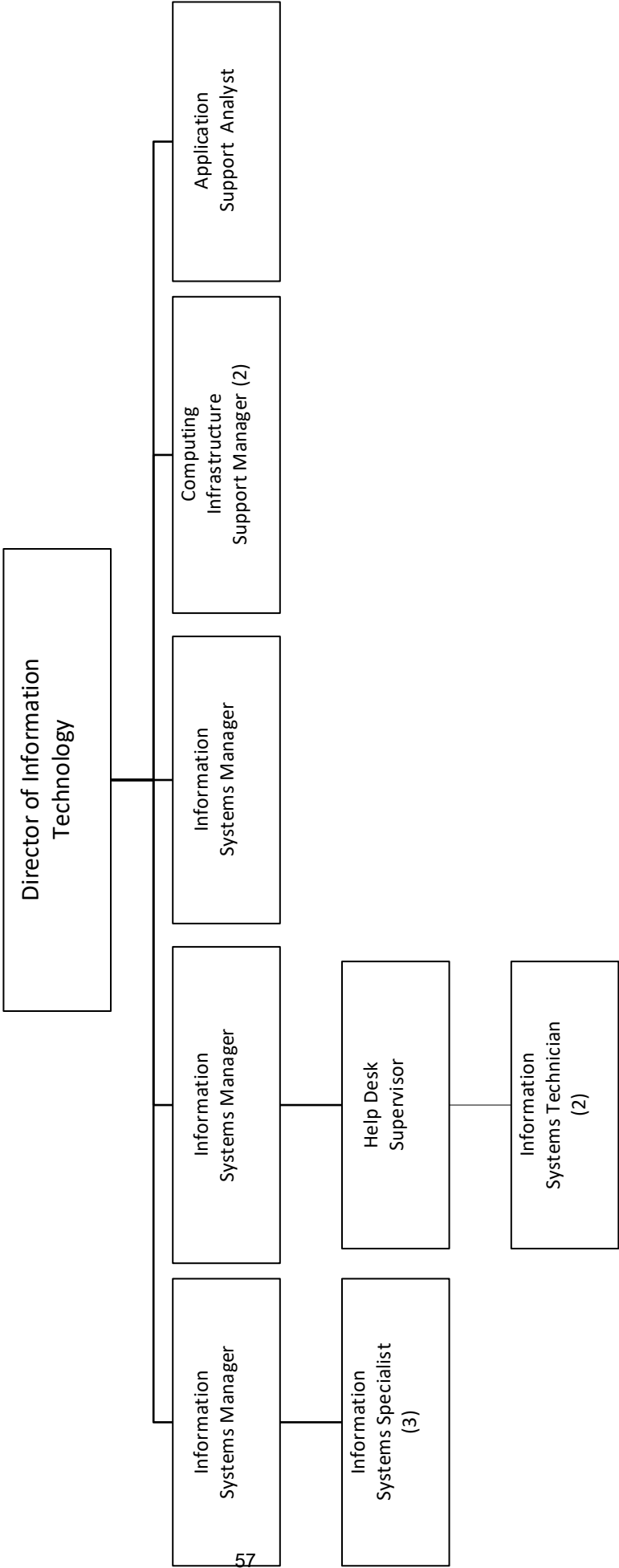


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# EMERALD COAST UTILITIES AUTHORITY

## INFORMATION TECHNOLOGY



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
INFORMATION TECHNOLOGY DEPARTMENT

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 747,074	\$ 859,995	\$ 909,294
14 OVERTIME	1,681	6,000	4,000
21 FICA MATCHING	55,489	63,016	66,923
22 RETIREMENT	104,176	127,810	144,688
23 INSURANCE	144,537	161,734	146,897
31 PROFESSIONAL SERVICES	-	7,960	7,960
34 OTHER CONTRACTUAL SVC	-	10,000	10,000
40 TRAVEL	-	10,500	10,500
41 COMMUNICATIONS	98,837	135,636	144,853
46 REPAIRS & MAINTENANCE	432,657	635,387	739,150
55 PROFESSIONAL DEVELOPMENT	3,144	19,500	19,500
42 TRANSPORTATION (POSTAGE)	-	150	150
51 OFFICE SUPPLIES	2,576	2,600	2,600
52 OPERATING SUPPLIES	19,010	53,850	53,850
54 SUBSCR/MEMBERSHIPS	200	200	200
64 MACHINERY & EQUIPMENT	16,172	-	-
	<u>\$ 1,635,107</u>	<u>\$ 2,094,338</u>	<u>\$ 2,260,565</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,062,511	\$ 1,218,555	\$ 1,271,802
SUPPORT SERVICES	534,639	818,983	931,963
MATERIALS & SUPPLIES	21,786	56,800	56,800
CAPITAL OUTLAY	16,172	-	-
TOTAL	<u>\$ 1,635,107</u>	<u>\$ 2,094,338</u>	<u>\$ 2,260,565</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.

**2024 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 5 minutes, up from our past goal of 90%. Help desk personnel answer calls, identify and document problems and issue work orders for appropriate<sup>59</sup> staff.

3. Complete 80% 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. All endpoint and security related products should be kept up to date. Continuously research new policies for end users to ensure we are keeping up with the latest best practices. Keep staff trained effectively on Cybersecurity with quarterly phishing campaigns and 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 knowledge of applications used throughout the organization in order to provide the best possible support to end users.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
INFORMATION TECHNOLOGY / ADMINISTRATION

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 747,074	\$ 859,995	\$ 909,294
13 OTHER SALARIES	9,553	-	-
14 OVERTIME	1,681	6,000	4,000
21 FICA MATCHING	55,489	63,016	66,923
22 RETIREMENT	104,176	127,810	144,688
23 INSURANCE	144,537	161,734	146,897
31 PROFESSIONAL SERVICES	-	7,960	7,960
34 OTHER CONTRACTUAL SVC	-	10,000	10,000
40 TRAVEL	-	10,500	10,500
41 COMMUNICATIONS	98,837	135,636	144,853
46 REPAIRS & MAINTENANCE	432,657	635,387	739,150
55 PROFESSIONAL DEVELOPMENT	3,144	19,500	19,500
42 TRANSPORTATION (POSTAGE)	-	150	150
51 OFFICE SUPPLIES	2,576	2,600	2,600
52 OPERATING SUPPLIES	19,010	53,850	53,850
54 SUBSCR/MEMBERSHIPS	200	200	200
64 MACHINERY & EQUIPMENT	16,172	-	-
TOTAL	<u>\$ 1,635,107</u>	<u>\$ 2,094,338</u>	<u>\$ 2,260,565</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,062,511	\$ 1,218,555	\$ 1,271,802
SUPPORT SERVICES	534,639	818,983	931,963
MATERIALS & SUPPLIES	21,786	56,800	56,800
CAPITAL OUTLAY	16,172	-	-
TOTAL	<u>\$ 1,635,107</u>	<u>\$ 2,094,338</u>	<u>\$ 2,260,565</u>

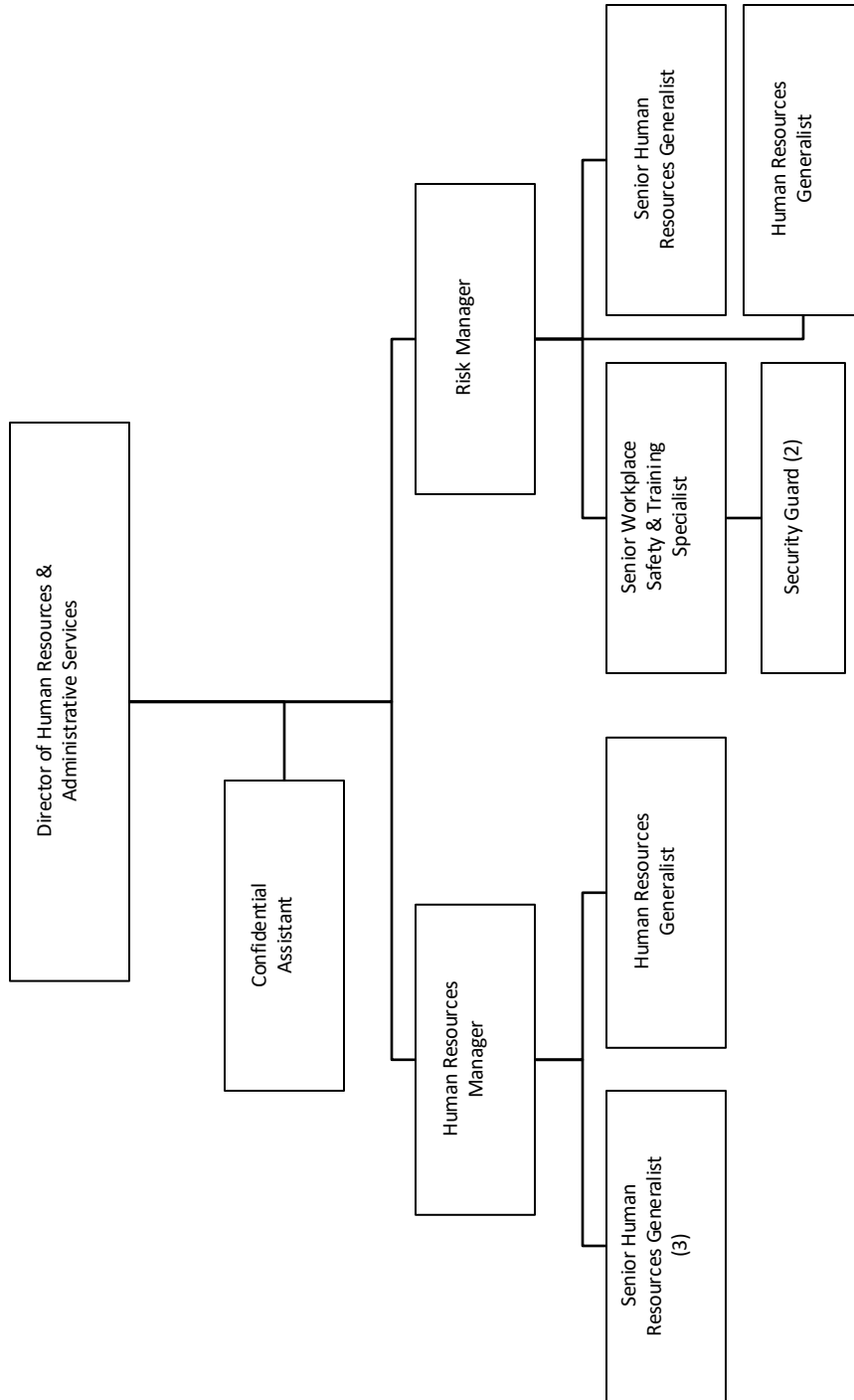


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# EMERALD COAST UTILITIES AUTHORITY HUMAN RESOURCES & ADMINISTRATIVE SERVICES



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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 759,755	\$ 805,272	\$ 867,880
14 OVERTIME	6,393	2,850	7,000
21 FICA MATCHING	54,529	58,247	63,517
22 RETIREMENT	112,035	123,800	145,981
23 INSURANCE	261,022	270,539	294,481
24 WORKERS COMPENSATION	82,367	287,500	265,000
25 UNEMPLOYMENT COMP	(12,239)	40,000	40,000
31 PROFESSIONAL SERVICES	131,155	115,500	115,500
34 OTHER CONTRACTUAL SVC	1,263	13,000	13,000
40 TRAVEL	282	11,870	11,870
44 RENTALS & LEASES	9,775	10,000	10,000
45 INSURANCE	1,616,040	2,130,000	2,220,000
46 REPAIRS & MAINTENANCE	29,754	33,500	33,500
48 PROMOTIONAL	73,422	96,400	96,400
49 OTHER CURRENT CHARGES	1,354	6,150	6,150
55 PROFESSIONAL DEVELOPMENT	136,356	169,120	174,120
51 OFFICE SUPPLIES	5,662	8,050	8,050
52 OPERATING SUPPLIES	24,628	46,150	46,150
54 SUBSCR/MEMBERSHIPS	45,076	55,944	63,400
TOTAL	<u>\$ 3,338,629</u>	<u>\$ 4,297,893</u>	<u>\$ 4,504,879</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,263,863	\$ 1,602,209	\$ 1,706,739
SUPPORT SERVICES	1,999,401	2,585,540	2,680,540
MATERIALS & SUPPLIES	75,366	110,144	117,600
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 3,338,629</u>	<u>\$ 4,297,893</u>	<u>\$ 4,504,879</u>

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

Human Resources and Administrative Services

**ACTIVITY DESCRIPTION:**

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

**GOAL:**

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

**OBJECTIVES:**

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

**2024 TARGETED ACCOMPLISHMENTS:**

1. During Q4 FY2024, survey employees to measure employee engagement and satisfaction.
2. Conduct the annual biometric screening event and flu shot clinics in Q1 of FY2024, and promote the event to exceed FY2023's overall participation by 3%.

3. Provide a minimum of four (4) quarterly Lunch & Learn sessions focused on health and wellness education and exceed FY2023's annual attendance by 10%.
4. Increase participation by 3% in the Hometown Health and ECUA's employee health and wellness programs by promoting the features and benefits of each program.
5. Increase the number of Know Your Benefits workshops from five (5) to eight (8), offering both virtual and in-person options, to engage with employees and help them better understand their benefits and how to best utilize their plans.
6. Begin utilizing ECUA's Facebook and LinkedIn social media platforms on a weekly basis to engage the local community and promote ECUA's career opportunities to reach a broader audience.
7. Develop and implement strategies to diversify where applicants are sourced to increase the representation of underrepresented groups throughout the organization and in supervisory positions.
8. Maintain a 90% or better positions filled ratio by broadening our job posting platforms and working with departmental staff to develop strategic recruitment plans for hard-to-fill vacancies.
9. Conduct leadership training on the topics of The Art of Accountability, The Power in Empowerment, Rewards and Recognition, Conflict Management, Documentation and Discipline, Leave Management, Worker's Compensation, Employment Law Compliance, and Public Records Request for all supervisory staff to realign practices that support ECUA's mission, vision, and core values which will foster a more positive and sustainable workplace culture.
10. Provide New Supervisor Training to all newly promoted supervisors for completion within 60 days of promotion.
11. Continue identifying and evaluating root cause factors related to workplace incidents, injuries, and accidents, and effectively addressing those findings through various opportunities for safety training to mitigate future loss exposures.
12. Continue working with departments to find meaningful modified duties that accommodate injured workers and mitigate workers' compensation claim losses and increases employee retention.
13. Continue building on ECUA's safety culture which focuses on employee engagement and retention by identifying and implementing job specific safety improvements and safety training.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
HR/ADMINISTRATIVE SERVICES

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 158,645	\$ 158,829	\$ 169,499
13 OTHER SALARIES	-	14,001	22,880
14 OVERTIME	991	1,000	1,000
21 FICA MATCHING	11,468	12,530	13,785
22 RETIREMENT	39,681	42,202	50,398
23 INSURANCE	36,211	35,102	39,428
25 UNEMPLOYMENT COMP	(12,239)	40,000	40,000
31 PROFESSIONAL SERVICES	77,562	42,000	42,000
34 OTHER CONTRACTUAL SVC	1,263	9,000	9,000
40 TRAVEL	-	1,850	1,850
44 RENTALS & LEASES	9,775	10,000	10,000
55 PROFESSIONAL DEVELOPMENT	1,098	1,920	1,920
51 OFFICE SUPPLIES	1,905	2,500	2,500
52 OPERATING SUPPLIES	3,262	6,750	6,750
54 SUBSCR/MEMBERSHIPS	2,034	3,000	3,000
TOTAL	<u>\$ 331,655</u>	<u>\$ 380,684</u>	<u>\$ 414,010</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 234,756	\$ 303,664	\$ 336,990
SUPPORT SERVICES	89,698	64,770	64,770
MATERIALS & SUPPLIES	7,201	12,250	12,250
TOTAL	<u>\$ 331,655</u>	<u>\$ 380,684</u>	<u>\$ 414,010</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
HR / RISK MANAGEMENT

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 268,816	\$ 278,345	\$ 365,144
14 OVERTIME	5,402	1,850	6,000
21 FICA MATCHING	19,516	19,513	26,551
22 RETIREMENT	30,636	33,372	50,364
23 INSURANCE	55,647	65,939	75,472
24 WORKERS COMPENSATION	82,367	287,500	265,000
31 PROFESSIONAL SERVICES	3,442	5,000	5,000
34 OTHER CONTRACTUAL SVC	-	4,000	4,000
40 TRAVEL	-	1,000	1,000
45 INSURANCE	1,616,040	2,130,000	2,220,000
46 REPAIRS & MAINTENANCE	634	3,500	3,500
49 OTHER CURRENT CHARGES	-	150	150
55 PROFESSIONAL DEVELOPMENT	100,958	102,300	107,300
51 OFFICE SUPPLIES	1,266	1,750	1,750
52 OPERATING SUPPLIES	21,099	34,900	34,900
54 SUBSCR/MEMBERSHIPS	464	2,400	2,400
TOTAL	<u>\$ 2,206,288</u>	<u>\$ 2,971,519</u>	<u>\$ 3,168,531</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 462,384	\$ 686,519	\$ 788,531
SUPPORT SERVICES	1,721,074	2,245,950	2,340,950
MATERIALS & SUPPLIES	22,829	39,050	39,050
TOTAL	<u>\$ 2,206,288</u>	<u>\$ 2,971,519</u>	<u>\$ 3,168,531</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
HR/HUMAN RESOURCES

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 292,665	\$ 316,909	\$ 333,237
21 FICA MATCHING	20,665	22,288	23,181
22 RETIREMENT	35,635	42,130	45,219
23 INSURANCE	162,254	169,370	179,581
31 PROFESSIONAL SERVICES	50,151	68,500	68,500
40 TRAVEL	282	9,020	9,020
46 REPAIRS & MAINTENANCE	29,119	30,000	30,000
48 PROMOTIONAL	73,422	96,400	96,400
49 OTHER CURRENT CHARGES	1,354	6,000	6,000
55 PROFESSIONAL DEVELOPMENT	34,300	64,900	64,900
51 OFFICE SUPPLIES	2,490	3,800	3,800
52 OPERATING SUPPLIES	267	4,500	4,500
54 SUBSCR/MEMBERSHIPS	42,578	50,544	58,000
TOTAL	<u>\$ 745,182</u>	<u>\$ 884,361</u>	<u>\$ 922,338</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 511,218	\$ 550,697	\$ 581,218
SUPPORT SERVICES	188,629	274,820	274,820
MATERIALS & SUPPLIES	45,335	58,844	66,300
TOTAL	<u>\$ 745,182</u>	<u>\$ 884,361</u>	<u>\$ 922,338</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
HR/ EMPLOYMENT

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 39,629	\$ 51,189	
21 FICA MATCHING	2,881	3,916	
22 RETIREMENT	6,084	6,096	
23 INSURANCE	6,911	128	
TOTAL	<u>\$ 55,505</u>	<u>\$ 61,329</u>	<u>\$ -</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

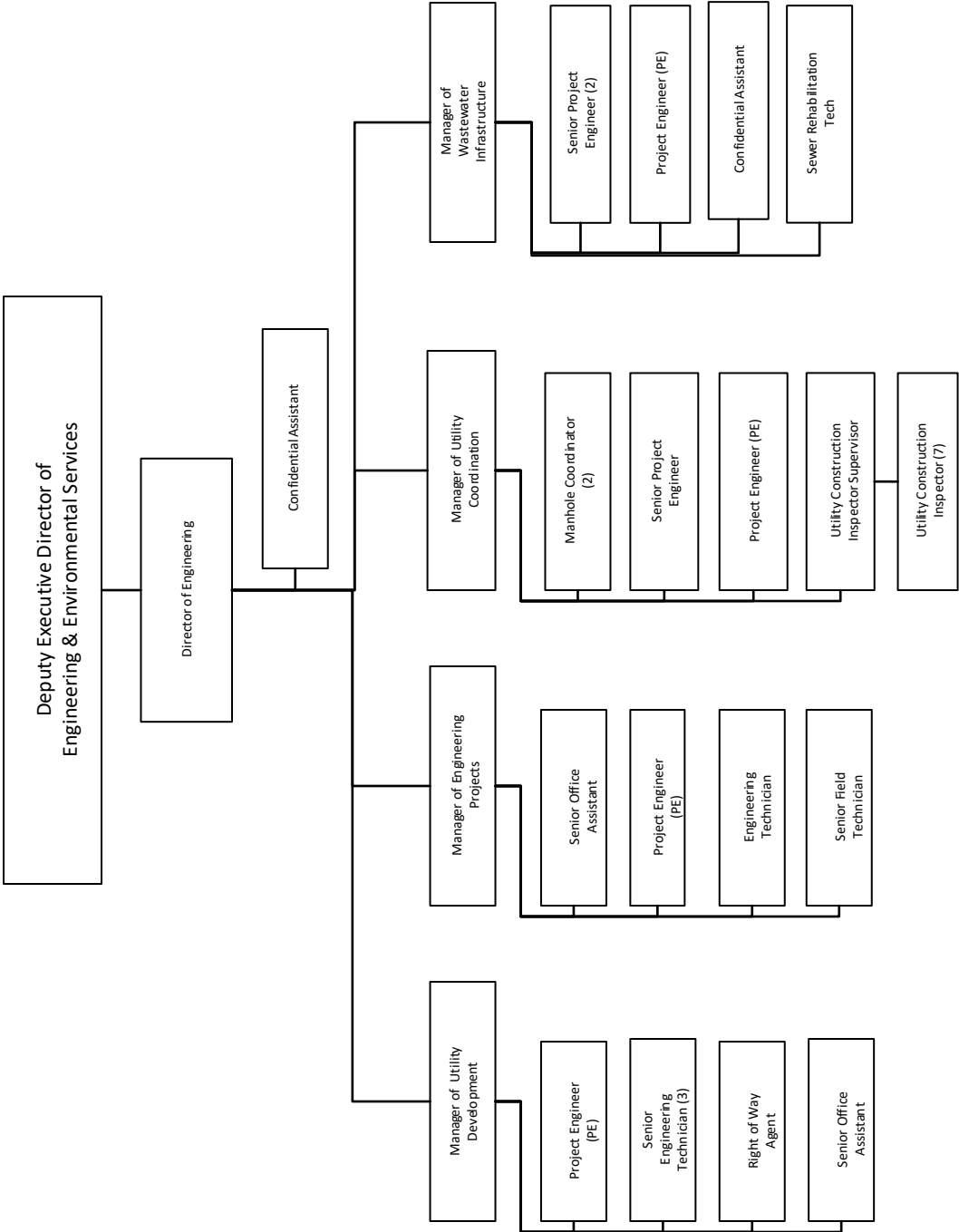
PERSONAL SERVICES	\$ 55,505	\$ 61,329	\$ -
TOTAL	<u>\$ 55,505</u>	<u>\$ 61,329</u>	<u>\$ -</u>





# EMERALD COAST UTILITIES AUTHORITY

## ENGINEERING



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
ENGINEERING DEPARTMENT

ELEMENT	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 2,185,441	\$ 2,384,408	\$ 2,618,731
13 OTHER SALARIES	18	17,400	-
14 OVERTIME	38,596	62,650	62,650
21 FICA MATCHING	158,272	173,796	192,953
22 RETIREMENT	307,404	354,730	438,649
23 INSURANCE	507,003	546,761	532,152
31 PROFESSIONAL SERVICES	7,110	45,000	45,000
34 OTHER CONTRACTUAL SVC	2,170	37,000	37,000
40 TRAVEL	3,680	17,900	17,900
41 COMMUNICATIONS	3,145	9,800	9,800
44 RENTALS & LEASES	11,504	15,000	15,000
46 REPAIRS & MAINTENANCE	41,847	51,000	51,000
49 OTHER CURRENT CHARGES	1,478	15,000	15,000
55 PROFESSIONAL DEVELOPMENT	14,203	22,600	22,600
42 TRANSPORTATION (POSTAGE)	105	500	500
47 PRINTING	735	400	400
51 OFFICE SUPPLIES	7,345	10,300	10,300
52 OPERATING SUPPLIES	51,234	63,500	77,500
54 SUBSCR/MEMBERSHIPS	5,477	7,000	7,000
TOTAL	<u>\$ 3,346,769</u>	<u>\$ 3,834,745</u>	<u>\$ 4,154,135</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 3,196,735	\$ 3,539,745	\$ 3,845,135
SUPPORT SERVICES	85,138	213,300	213,300
MATERIALS & SUPPLIES	64,896	81,700	95,700
TOTAL	<u>\$ 3,346,769</u>	<u>\$ 3,834,745</u>	<u>\$ 4,154,135</u>

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

Engineering

**ACTIVITY DESCRIPTION:**

The Engineering Department is responsible for the planning, design, and construction management of all upgrades, improvements, replacements and extensions to the water and wastewater systems. This includes development of recommendations for capital improvements, and review and approval of line extensions proposed for new developments. The Engineering Department works with other ECUA departments to set priorities for capital projects

**GOAL:**

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

**OBJECTIVES:**

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

**FY 2023 TARGETED ACCOMPLISHMENTS AND PROGRESS:**

1. **Improve the System Extension permit review process by incorporating web-based software.** We are currently evaluating other options for electronic review of system extension designs as well as CIP project reviews.
2. **Evaluate short-term and long-range impacts of environmental regulatory standards and develop plans for water or sewer system upgrades.** One main regulatory compliance concern is the Lead and Copper Rule. We hired a consultant to assist with navigating the EPA requirements and are currently well into an evaluation of our water system. FDEP required that a Wastewater Needs Analysis be completed and ECUA complied. The analysis included a very broad range of projects for sewer rehabilitation, system upgrades, and potential sewer expansion of priority areas.
3. **Continue with the sewer rehabilitation projects associated with sanitary sewer overflow reduction to comply with the FDEP Consent Order.** We are meeting the target goals as provided in the FDEP Corrective Action Plan. However, the construction cost index does not align with the consumer price index and we may need to increase the budget request in excess of the FDEP requirements to ensure that all projects are constructed in accordance with the Consent Order.

4. **Coordinate with the City and County to implement a private side sewer service lateral inspection program.** We anticipated that a program would be implemented, however, that has not yet happened. We will continue to work with the City and the County to develop a private side lateral program.
5. **Continue to update water and sewer system hydraulic models to assist with master planning and review of new developments.** ECUA staff worked with a consultant to develop a sewer master plan. We will work to implement sewer system upgrades as CIP budget allows.
6. **Perform more in-house design utilizing Engineering Department staff.** Designed the following projects using in-house staff (46<sup>th</sup> Avenue Water Main Replacement, Doris, Figland, Powell Water Main Replacement, Sanders Beach Area Water Main Replacement, Intendencia/ Romana Water Main Replacement, Zarragossa Street Water Quality, DeSoto Street Sewer Expansion, River Gardens Sewer Expansion, Miramar Sewer Expansion, Carpenter Creek Sewer Rehabilitation, Guillemard Street Emergency Sewer Main Replacement)

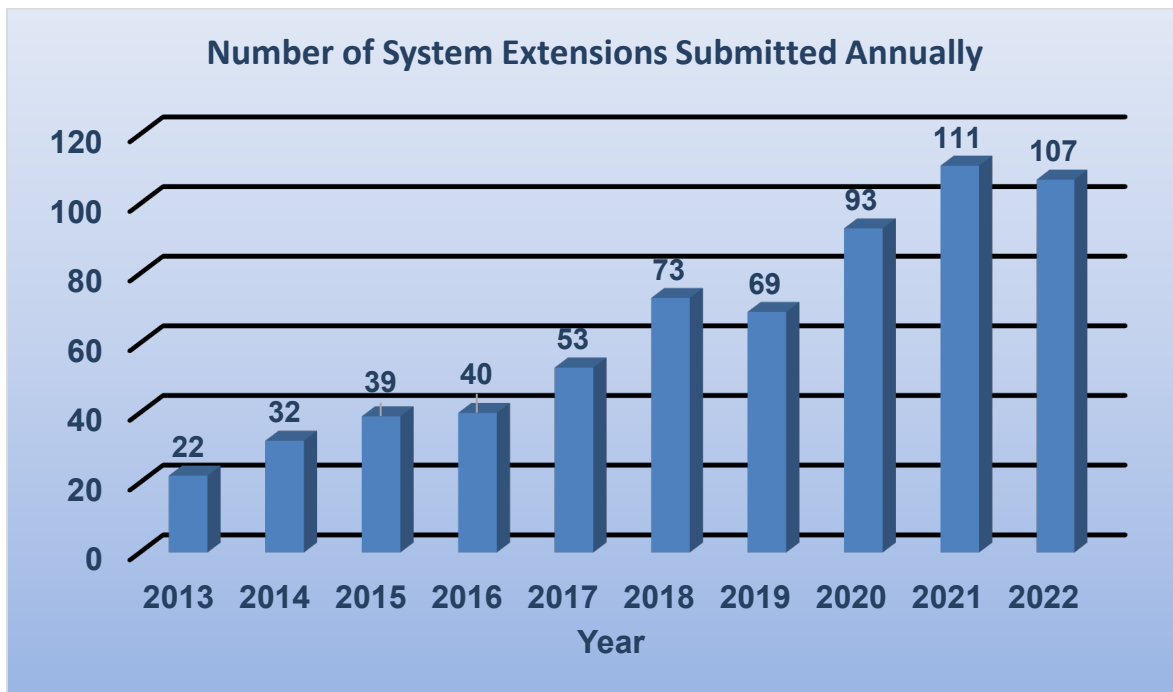
#### **FY 2024 TARGETED ACCOMPLISHMENTS**

1. FY24 focus will be to improve the permit review process and move to implement a partial electronic review process.
2. Continue to evaluate short-term and long-range impacts of environmental regulatory standards and develop plans for water or sewer system upgrades. Compliance with the Lead and Copper Rule will likely be the main focus in FY24.
3. Continue coordination with City and County for the private side sewer service lateral program.
4. Continue to update water and sewer system hydraulic models to assist with master planning and review of new developments. Ongoing development in Beulah area and Woodlands Park Area (north of Quintette Road) require more frequent/interim updates to sewer hydraulic models
5. Find more ways to utilize GIS to make better decisions with system improvements and extract data from CCTV inspections.
6. Perform more in-house design utilizing Engineering Department staff. Water quality improvement connections, antiquated water main replacement, Corrine Jones Park Water Main Replacement
7. One of ECUA's main duties is the review of water and sewer system extensions for new development. As shown in Table 1 and Figure 1 below, there has been a 4% decrease in the number of system extension submittals between calendar years 2021 and 2022. For the first three months of 2023, there were 25 system extensions submitted. Although there is a decrease between the number of submittals between 2021 and 2022, the overall number is still high (107).

**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	25*	N/A

\* Thru March 24, 2023

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

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
ENGINEERING ADMIN

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 1,758,702	\$ 1,953,182	\$ 2,144,616
13 OTHER SALARIES	18	17,400	-
14 OVERTIME	3,490	12,650	12,650
21 FICA MATCHING	125,189	139,480	155,116
22 RETIREMENT	250,862	293,046	362,072
23 INSURANCE	394,593	434,664	420,035
31 PROFESSIONAL SERVICES	7,110	45,000	45,000
34 OTHER CONTRACTUAL SVC	2,170	37,000	37,000
40 TRAVEL	3,153	14,400	14,400
41 COMMUNICATIONS	393	7,400	7,400
44 RENTALS & LEASES	11,504	15,000	15,000
46 REPAIRS & MAINTENANCE	36,963	45,000	45,000
49 OTHER CURRENT CHARGES	1,478	15,000	15,000
55 PROFESSIONAL DEVELOPMENT	13,060	16,300	16,300
42 TRANSPORTATION (POSTAGE)	105	500	500
47 PRINTING	735	400	400
51 OFFICE SUPPLIES	7,296	10,000	10,000
52 OPERATING SUPPLIES	31,170	40,000	51,000
54 SUBSCR/MEMBERSHIPS	5,477	7,000	7,000
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	<u>\$ 2,653,468</u>	<u>\$ 3,103,422</u>	<u>\$ 3,358,489</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,532,854	\$ 2,850,422	\$ 3,094,489
SUPPORT SERVICES	75,832	195,100	195,100
MATERIALS & SUPPLIES	44,782	57,900	68,900
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 2,653,468</u>	<u>\$ 3,103,422</u>	<u>\$ 3,358,489</u>

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

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
ENGINEERING / INSPECTIONS

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 426,739	\$ 431,226	\$ 474,115
14 OVERTIME	35,106	50,000	50,000
21 FICA MATCHING	33,083	34,316	37,837
22 RETIREMENT	56,542	61,684	76,577
23 INSURANCE	112,410	112,097	112,117
40 TRAVEL	527	3,500	3,500
41 COMMUNICATIONS	2,752	2,400	2,400
46 REPAIRS & MAINTENANCE	4,884	6,000	6,000
55 PROFESSIONAL DEVELOPMENT	1,143	6,300	6,300
51 OFFICE SUPPLIES	49	300	300
52 OPERATING SUPPLIES	20,065	23,500	26,500
TOTAL	<u>\$ 693,300</u>	<u>\$ 731,323</u>	<u>\$ 795,646</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 663,881	\$ 689,323	\$ 750,646
SUPPORT SERVICES	9,306	18,200	18,200
MATERIALS & SUPPLIES	20,113	23,800	26,800
TOTAL	<u>\$ 693,300</u>	<u>\$ 731,323</u>	<u>\$ 795,646</u>

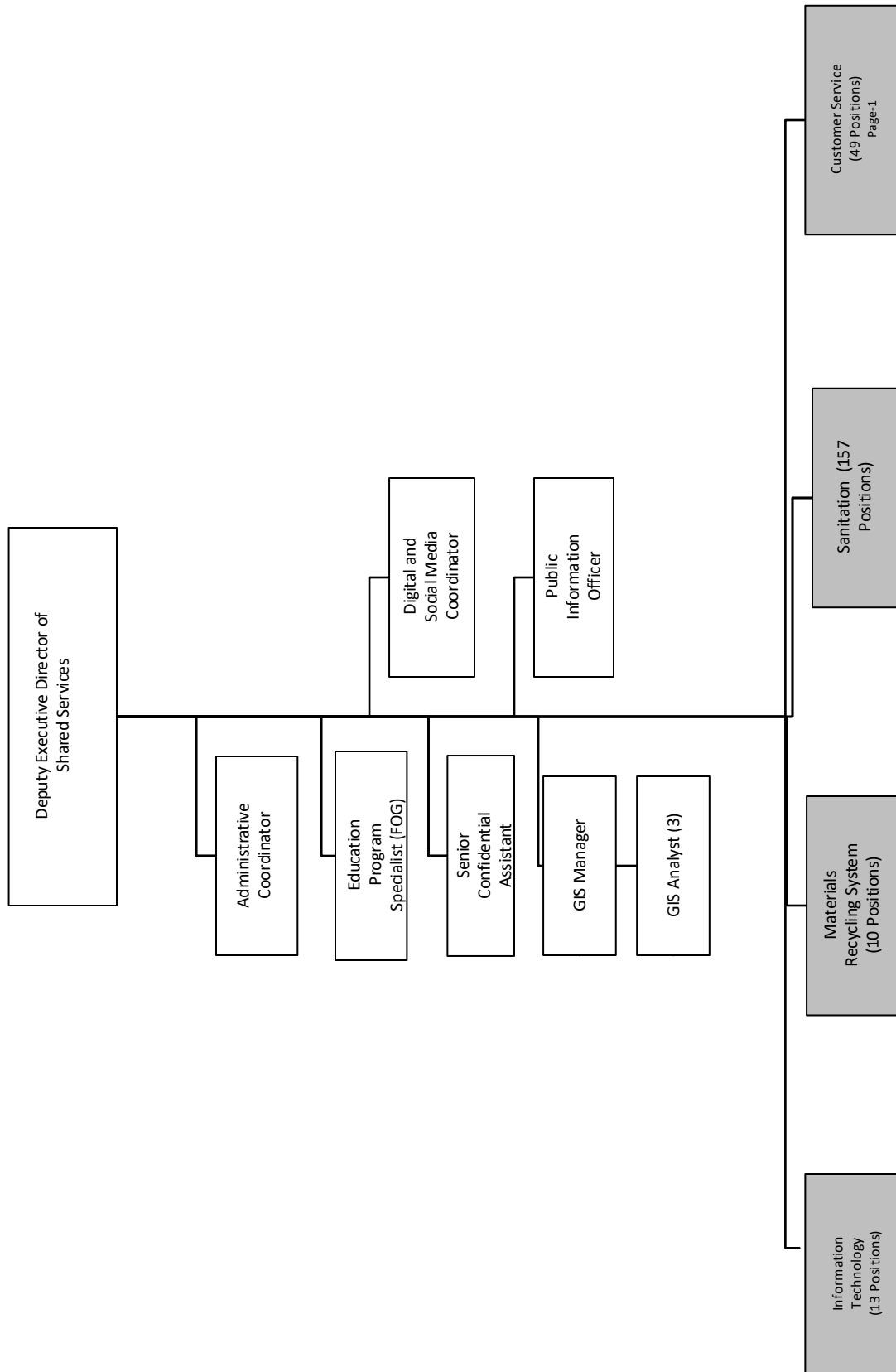


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# EMERALD COAST UTILITIES AUTHORITY SHARED SERVICES



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
SHARED SERVICES DEPARTMENT

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 463,976	\$ 462,572	\$ 496,089
14 OVERTIME	2,176	-	-
21 FICA MATCHING	31,881	31,169	36,336
22 RETIREMENT	91,300	95,668	105,710
23 INSURANCE	110,288	106,305	74,708
31 PROFESSIONAL SERVICES	672	5,000	2,000
34 OTHER CONTRACTUAL SVC	2,932	3,500	2,000
40 TRAVEL	-	1,200	450
41 COMMUNICATIONS	51,292	56,440	55,720
43 UTILITIES	-	-	-
44 RENTALS & LEASES	3,065	2,900	3,900
46 REPAIRS & MAINTENANCE	1,758	2,000	3,000
48 PROMOTIONAL	217,187	270,000	270,000
49 OTHER CURRENT CHARGES	-	-	-
55 PROFESSIONAL DEVELOPMENT	150	700	200
42 TRANSPORTATION (POSTAGE)	-	5,000	2,500
47 PRINTING	41,846	50,100	50,100
51 OFFICE SUPPLIES	661	1,800	2,500
52 OPERATING SUPPLIES	8,320	12,050	13,000
54 SUBSCR/MEMBERSHIPS	1,952	1,100	1,100
TOTAL	<u>\$ 1,029,455</u>	<u>\$ 1,107,504</u>	<u>\$ 1,119,313</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 699,620	\$ 695,714	\$ 712,843
SUPPORT SERVICES	277,056	341,740	337,270
MATERIALS & SUPPLIES	52,779	70,050	69,200
TOTAL	<u>\$ 1,029,455</u>	<u>\$ 1,107,504</u>	<u>\$ 1,119,313</u>

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

Shared Services

**ACTIVITY DESCRIPTION:**

The Shared Services Department is responsible for overseeing and coordinating the operations of the Information Technology, Public Information, Customer Service, Fleet Maintenance and Sanitation Divisions.

**GOALS:**

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

**OBJECTIVES:**

1. To provide needed technology and support to all departments to facilitate their work through network and individual hardware and software systems so ECUA employees can carry out their respective responsibilities. Likewise, to make ECUA customer's experience simple and easily accessible using online and mobile technology.
2. To ensure that ECUA customers receive quick and convenient service and that there is the necessary coordination between departments and divisions regarding a customer's needs to keep them at the forefront of all our decision-making activities.
3. To conduct timely preventative maintenance on ECUA's fleet and serve internal ECUA customers with efficient and timely repairs to rolling stock to keep ECUA operational.
4. To provide timely and accurate health and safety information to ECUA customers and to communicate important policies and initiatives of the overall organization to the media and customers.

**2024 TARGETED ACCOMPLISHMENTS:**

1. To ensure the timeline and plan to modernize the ECUA's information technology system as outlined in the IT Master Plan is met.
2. To maintain or reduce the number of abandoned incoming customers calls to Customer Service to less than 2%.

3. To improve the effectiveness of the public information program and increase customer awareness of ECUA programs by increasing the number of customers that visit the ECUA website by 2% annually.
4. To add video segments to both our social media feeds and website to better convey information about ECUA activities, initiatives, policies and general information about its employees and their work.
5. To promote the recycling program and increase the percentage of customer participation in the Recycle Coach application by 2% annually.
6. To promote the expansion of customers who utilize electronic billing and payment, seeking at 5% increase in program participation.
7. Continue ECUA's participation in and presence at community events, and increase our appearances by 2%.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
SHARED SERVICES / ADMINISTRATION

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 380,417	\$ 379,164	\$ 284,825
14 OVERTIME	2,176		
21 FICA MATCHING	25,981	25,324	20,794
22 RETIREMENT	75,689	80,154	70,076
23 INSURANCE	95,118	91,516	40,282
34 OTHER CONTRACTUAL SVC	2,932	3,500	2,000
40 TRAVEL	-	450	450
41 COMMUNICATIONS	50,899	55,000	55,000
44 RENTALS & LEASES	3,065	2,900	3,900
46 REPAIRS & MAINTENANCE	1,649	2,000	2,000
55 PROFESSIONAL DEVELOPMENT	150	200	200
47 PRINTING	32	100	100
51 OFFICE SUPPLIES	468	1,000	1,500
52 OPERATING SUPPLIES	6,072	10,200	10,200
54 SUBSCR/MEMBERSHIPS	-	100	100
TOTAL	<u>\$ 644,647</u>	<u>\$ 651,608</u>	<u>\$ 491,427</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 579,382	\$ 576,158	\$ 415,977
SUPPORT SERVICES	58,695	64,050	63,550
MATERIALS & SUPPLIES	6,571	11,400	11,900
TOTAL	<u>\$ 644,647</u>	<u>\$ 651,608</u>	<u>\$ 491,427</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
COMMUNICATION & PUBLIC INFORMATION

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 83,559	\$ 83,408	\$ 211,264
21 FICA MATCHING	5,900	5,845	15,542
22 RETIREMENT	15,611	15,514	35,634
23 INSURANCE	15,170	14,789	34,426
31 PROFESSIONAL SERVICES	672	5,000	2,000
40 TRAVEL	-	750	-
41 COMMUNICATIONS	393	1,440	720
46 REPAIRS & MAINTENANCE	109	-	1,000
48 PROMOTIONAL	217,187	270,000	270,000
55 PROFESSIONAL DEVELOPMENT	-	500	-
42 TRANSPORTATION (POSTAGE)	-	5,000	2,500
47 PRINTING	41,815	50,000	50,000
51 OFFICE SUPPLIES	194	800	1,000
52 OPERATING SUPPLIES	2,248	1,850	2,800
54 SUBSCR/MEMBERSHIPS	1,952	1,000	1,000
TOTAL	<u>\$ 384,808</u>	<u>\$ 455,896</u>	<u>\$ 627,886</u>

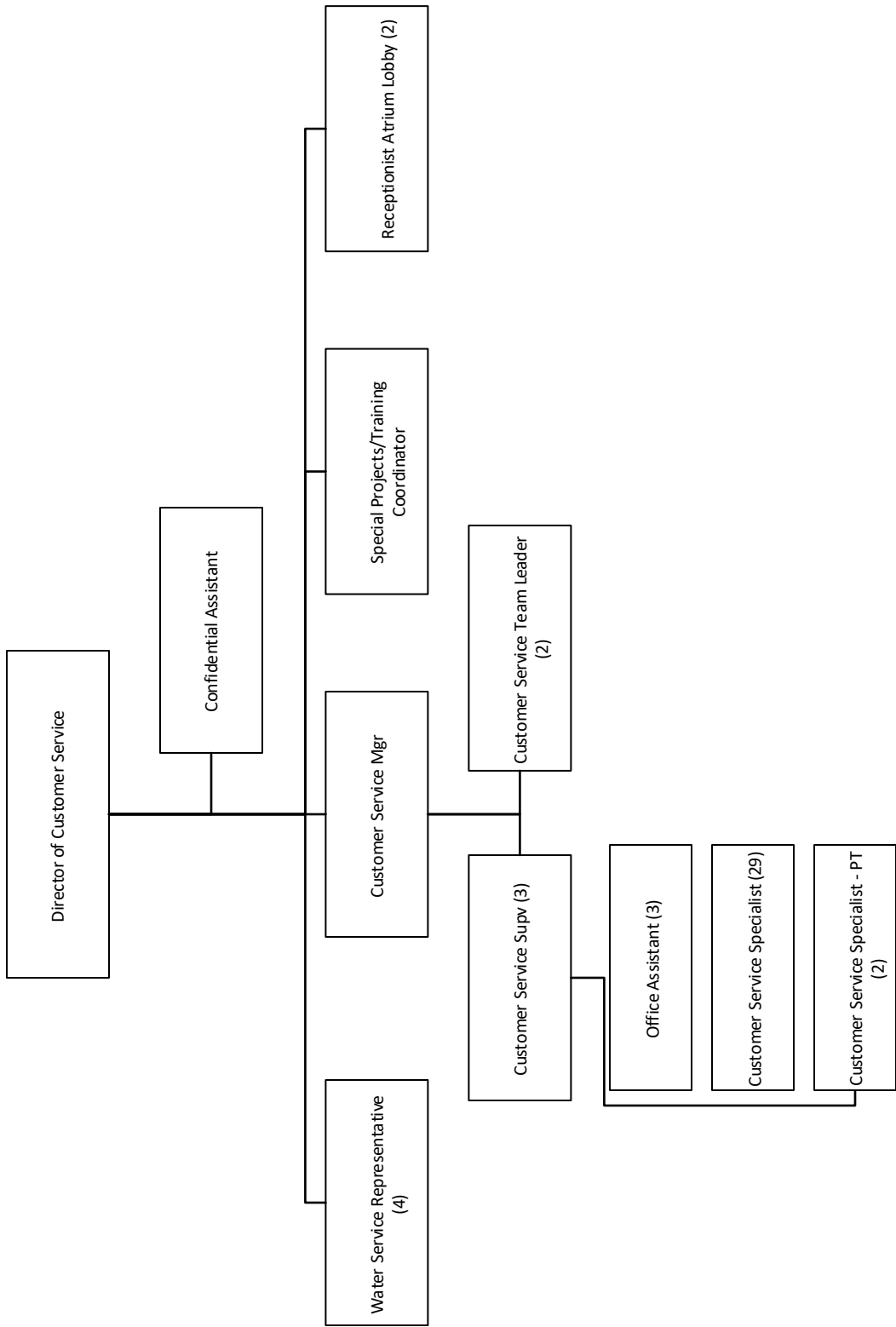
DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 120,239	\$ 119,556	\$ 296,866
SUPPORT SERVICES	218,361	277,690	273,720
MATERIALS & SUPPLIES	46,208	58,650	57,300
TOTAL	<u>\$ 384,808</u>	<u>\$ 455,896</u>	<u>\$ 627,886</u>



# EMERALD COAST UTILITIES AUTHORITY

## CUSTOMER SERVICE



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
CUSTOMER SERVICES

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 1,910,639	\$ 2,099,423	\$ 2,191,879
14 OVERTIME	6,651	8,200	8,200
21 FICA MATCHING	138,785	150,060	159,613
22 RETIREMENT	238,625	276,648	332,463
23 INSURANCE	496,025	492,446	515,000
34 OTHER CONTRACTUAL SVC	47,863	41,800	41,800
40 TRAVEL	-	1,800	1,400
41 COMMUNICATIONS	2,332	2,200	2,200
46 REPAIRS & MAINTENANCE	4,151	10,600	10,600
49 OTHER CURRENT CHARGES	285	3,500	3,500
55 PROFESSIONAL DEVELOPMENT	995	3,700	3,200
42 TRANSPORTATION (POSTAGE)	-	100	100
47 PRINTING	727	2,000	2,000
51 OFFICE SUPPLIES	11,411	13,900	13,900
52 OPERATING SUPPLIES	20,226	17,520	17,520
54 SUBSCR/MEMBERSHIPS	-	600	600
TOTAL	<u>\$ 2,878,716</u>	<u>\$ 3,124,497</u>	<u>\$ 3,303,975</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,790,725	\$ 3,026,777	\$ 3,207,155
SUPPORT SERVICES	55,626	63,600	62,700
MATERIALS & SUPPLIES	32,364	34,120	34,120
TOTAL	<u>\$ 2,878,716</u>	<u>\$ 3,124,497</u>	<u>\$ 3,303,975</u>



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

Customer Services

**ACTIVITY DESCRIPTION:**

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

**GOALS:**

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

**OBJECTIVES:**

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

**2024 TARGETED ACCOMPLISHMENTS:**

1. The Work from home (Remote) Program has been modified to assure proper coverage in the office due to an increase in the number of walk-in customers. Every quarter the top four performers will have the option to work from home. Employees must be constant in their performance factors and their ability to work independently
2. Our 2024 goal is to continue working on reducing the number of abandoned calls in comparison to last year's abandon call rate of 1.9%. to 1.5%. This percentage equates to reducing approximately 1200 additional abandoned for the 2024 Fiscal year.
3. The majority of the Customer Service Specialist have received the incentive pay at least once or twice in Fiscal 2022. Our goal for Fiscal year 2024 is to encourage employees to be constant and excel monthly in each performance factor so that they will qualify for the incentive pay all four quarters of the year. Our objective is to push 75%
4. Education and training continue to be a priority for the Customer Service Department. The Customer Service Supervisory Staff is currently participating in the HR Department's Leadership series. These classes will continue throughout the 2024 Fiscal year. Some of topics include Effective Workplace Communication, Interviewing and Onboarding Hiring (Performance Management), The Art of Accountability and Respect in the Workplace

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
CS / ADMINISTRATION

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 269,175	\$ 319,320	\$ 360,007
14 OVERTIME	916	1,200	1,200
21 FICA MATCHING	19,073	22,827	25,958
22 RETIREMENT	53,642	63,337	78,631
23 INSURANCE	55,708	56,436	66,091
34 OTHER CONTRACTUAL SVC	47,863	41,800	41,800
40 TRAVEL	-	1,600	1,200
41 COMMUNICATIONS	715	600	600
46 REPAIRS & MAINTENANCE	2,708	3,500	3,500
55 PROFESSIONAL DEVELOPMENT	-	1,200	1,200
47 PRINTING	-	1,000	1,000
51 OFFICE SUPPLIES	1,468	3,500	3,500
52 OPERATING SUPPLIES	589	750	750
54 SUBSCR/MEMBERSHIPS	-	100	100
TOTAL	<u>\$ 451,856</u>	<u>\$ 517,170</u>	<u>\$ 585,537</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 398,513	\$ 463,120	\$ 531,887
SUPPORT SERVICES	51,286	48,700	48,300
MATERIALS & SUPPLIES	2,057	5,350	5,350
TOTAL	<u>\$ 451,856</u>	<u>\$ 517,170</u>	<u>\$ 585,537</u>

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 1,421,125	\$ 1,538,781	\$ 1,658,838
14 OVERTIME	5,511	6,000	6,000
21 FICA MATCHING	104,074	110,160	121,601
22 RETIREMENT	160,517	184,450	230,215
23 INSURANCE	376,738	369,915	390,119
40 TRAVEL	-	200	200
46 REPAIRS & MAINTENANCE	133	500	500
49 OTHER CURRENT CHARGES	279	3,000	3,000
55 PROFESSIONAL DEVELOPMENT	995	2,000	2,000
47 PRINTING	464	500	500
51 OFFICE SUPPLIES	8,748	8,900	8,900
52 OPERATING SUPPLIES	5,621	5,970	5,970
54 SUBSCR/MEMBERSHIPS	-	500	500
TOTAL	<u>\$ 2,084,204</u>	<u>\$ 2,230,876</u>	<u>\$ 2,428,343</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,067,964	\$ 2,209,306	\$ 2,406,773
SUPPORT SERVICES	1,407	5,700	5,700
MATERIALS & SUPPLIES	14,832	15,870	15,870
TOTAL	<u>\$ 2,084,204</u>	<u>\$ 2,230,876</u>	<u>\$ 2,428,343</u>

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

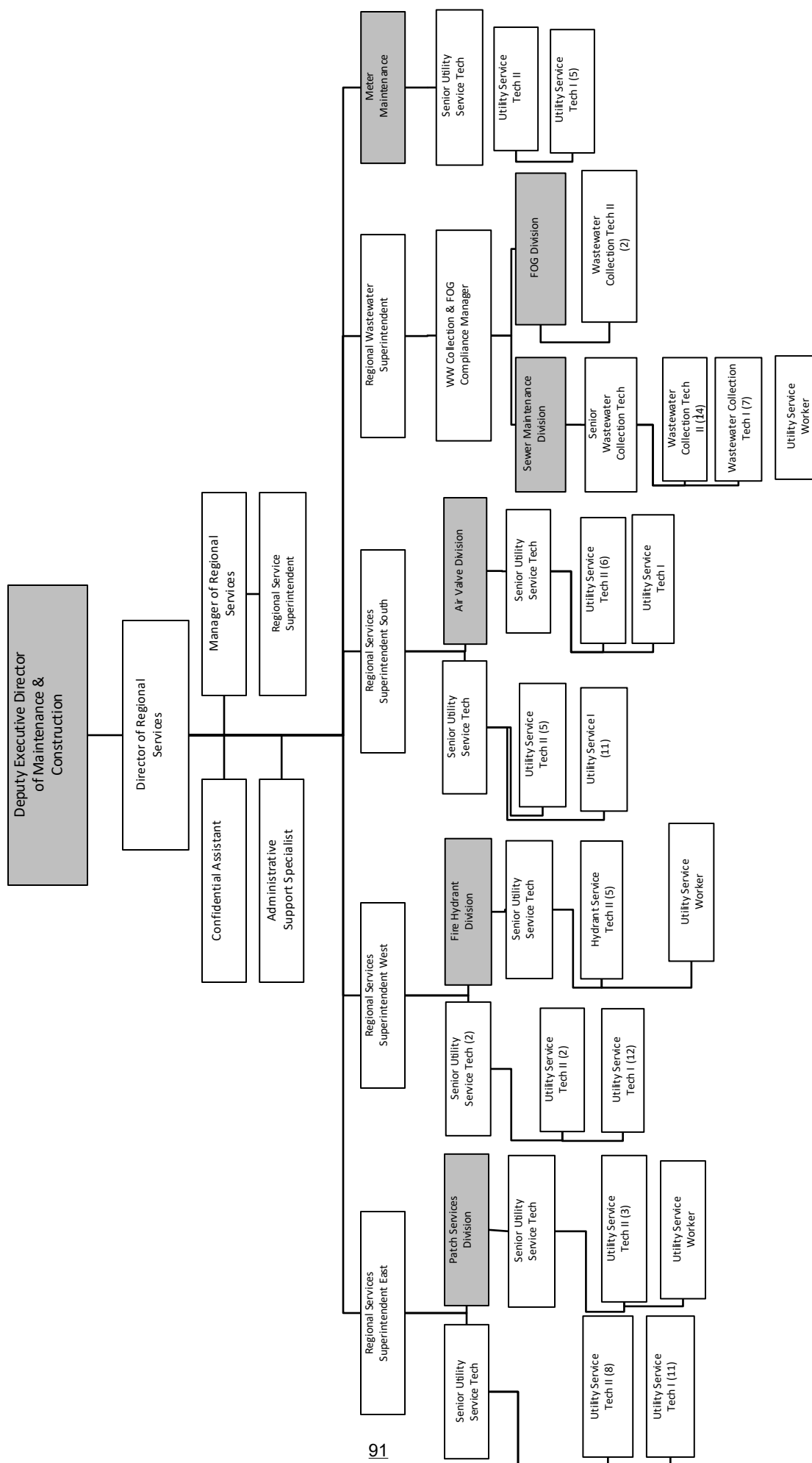
	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 220,339	\$ 241,322	\$ 173,034
14 OVERTIME	225	1,000	1,000
21 FICA MATCHING	15,639	17,073	12,054
22 RETIREMENT	24,466	28,861	23,617
23 INSURANCE	63,579	66,095	58,790
41 COMMUNICATIONS	1,617	1,600	1,600
46 REPAIRS & MAINTENANCE	1,311	6,600	6,600
49 OTHER CURRENT CHARGES	6	500	500
55 PROFESSIONAL DEVELOPMENT	-	500	-
42 TRANSPORTATION (POSTAGE)	-	100	100
47 PRINTING	263	500	500
51 OFFICE SUPPLIES	1,195	1,500	1,500
52 OPERATING SUPPLIES	14,017	10,800	10,800
TOTAL	<u>\$ 342,656</u>	<u>\$ 376,451</u>	<u>\$ 290,095</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 324,248	\$ 354,351	\$ 268,495
SUPPORT SERVICES	2,934	9,200	8,700
MATERIALS & SUPPLIES	15,474	12,900	12,900
TOTAL	<u>\$ 342,656</u>	<u>\$ 376,451</u>	<u>\$ 290,095</u>



**EMERALD COAST UTILITIES AUTHORITY  
REGIONAL SERVICES**



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
REGIONAL SERVICES DEPARTMENT

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 4,597,721	\$ 5,153,182	\$ 5,950,663
14 OVERTIME	936,731	712,500	961,000
21 FICA MATCHING	402,501	413,773	495,541
22 RETIREMENT	675,934	740,344	985,338
23 INSURANCE	1,254,489	1,488,012	1,413,620
34 OTHER CONTRACTUAL SVC	935,938.09	828,000	849,000
40 TRAVEL	1,135	6,000	6,000
41 COMMUNICATIONS	22,382	25,000	25,000
44 RENTALS & LEASES	11,335	33,000	31,000
46 REPAIRS & MAINTENANCE	432,069	502,350	500,950
49 OTHER CURRENT CHARGES	42,094	61,340	67,340
55 PROFESSIONAL DEVELOPMENT	4,658	21,000	21,000
42 TRANSPORTATION (POSTAGE)	334	400	400
47 PRINTING	4,734	9,000	7,000
51 OFFICE SUPPLIES	7,370	9,500	10,000
52 OPERATING SUPPLIES	2,597,143	2,758,450	2,962,050
53 ROAD MATERIALS & SUPPLIES	34,256	50,000	55,000
54 SUBSCR/MEMBERSHIPS	-	1,900	1,900
64 MACHINERY & EQUIPMENT	141,104	185,000	-
TOTAL	<u>\$ 12,114,865</u>	<u>\$ 12,998,751</u>	<u>\$ 14,382,802</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 7,867,375	\$ 8,507,811	\$ 9,806,162
SUPPORT SERVICES	1,449,612	1,476,690	1,500,290
MATERIALS & SUPPLIES	2,643,836	2,829,250	3,036,350
CAPITAL OUTLAY	141,104	185,000	-
TOTAL	<u>\$ 12,101,927</u>	<u>\$ 12,998,751</u>	<u>\$ 14,342,802</u>

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

Regional Services

**DIVISIONS**

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

**ACTIVITY DESCRIPTION**

The Regional Services department maintains ECUA's wastewater collection and transmission system and the potable water distribution system. The wastewater collection system includes more than 960 miles of gravity sewer mains, 18,916 manholes, and 82,373 customer connections. The wastewater transmission system consists of approximately 358 miles of force mains, 503 air release valves (ARVs), 86 check valves, and 1,599 control valves for operation of the force mains. The potable water distribution system consists of approximately 1,721 miles of water mains, 20,208 valves, and 7,507 fire hydrants.

The service area is divided into three Regions that are responsible for the maintenance of infrastructure within their defined geographical areas. The Regions maintain all water mains, gravity sewer mains, wastewater force mains, and the associated components. The Regions install water and sewer services for new residential customers and maintain almost 114,000 water services and water meters and more than 80,000 sewer services. The Sewer Maintenance division inspects and maintains all manholes, cleans gravity sewer mains, performs video inspection of gravity sewer mains, and responds to sanitary sewer overflows. The ARV and Water Valve division inspects and maintains all ARVs and the check valves and control valves in force mains and water mains. The Fire Hydrant and Flushing division inspects and maintains all fire hydrants, makes large-diameter water and sewer main taps, performs valve insertions, and flushes the water system to maintain water quality. The FOG division inspects almost 1,000 food service establishments and ensures compliance with the requirements to remove fats, oils, and grease from their wastewater prior to discharge to the ECUA collection system. The Patch Services division repairs or replaces roads, driveways, and other areas impacted by ECUA's maintenance and construction activities.

**GOALS**

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

**OBJECTIVES**

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

**2023 TARGETED ACCOMPLISHMENTS**

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



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
RS / ADMINISTRATION

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 388,504	\$ 409,282	\$ 428,002
14 OVERTIME	8,416	-	-
21 FICA MATCHING	28,116	29,507	29,897
22 RETIREMENT	67,250	73,024	86,652
23 INSURANCE	90,377	91,652	96,725
31 PROFESSIONAL SERVICES	12,938	-	40,000
34 OTHER CONTRACTUAL SVC	115,704	176,000	176,000
40 TRAVEL	1,135	5,000	5,000
41 COMMUNICATIONS	21,003	25,000	25,000
44 RENTALS & LEASES	1,785	3,000	3,000
46 REPAIRS & MAINTENANCE	591	3,000	3,000
49 OTHER CURRENT CHARGES	42,094	36,000	37,000
55 PROFESSIONAL DEVELOPMENT	4,658	20,000	20,000
42 TRANSPORTATION (POSTAGE)	334	400	400
47 PRINTING	2,124	2,500	2,500
51 OFFICE SUPPLIES	7,077	7,000	7,500
52 OPERATING SUPPLIES	143,030	35,300	36,300
54 SUBSCR/MEMBERSHIPS	-	900	900
TOTAL	<u>\$ 935,136</u>	<u>\$ 917,565</u>	<u>\$ 997,876</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 582,663	\$ 603,465	\$ 641,276
SUPPORT SERVICES	199,908	268,000	309,000
MATERIALS & SUPPLIES	152,566	46,100	47,600
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 935,136</u>	<u>\$ 917,565</u>	<u>\$ 997,876</u>

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 655,637	\$ 817,987	\$ 818,657
14 OVERTIME	133,411	102,000	143,000
21 FICA MATCHING	57,267	64,240	70,914
22 RETIREMENT	95,480	114,731	136,894
23 INSURANCE	196,725	277,977	179,445
34 OTHER CONTRACTUAL SVC	69,370	3,000	3,000
44 RENTALS & LEASES	44	1,000	1,000
46 REPAIRS & MAINTENANCE	42,415	71,000	71,000
49 OTHER CURRENT CHARGES	-	200	200
52 OPERATING SUPPLIES	434,568	464,000	497,000
64 MACHINERY & EQUIPMENT	-	70,000	-
TOTAL	<u>\$ 1,684,916</u>	<u>\$ 1,986,135</u>	<u>\$ 1,921,110</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,138,519	\$ 1,376,935	\$ 1,348,910
SUPPORT SERVICES	111,828	75,200	75,200
MATERIALS & SUPPLIES	434,568	464,000	497,000
CAPITAL OUTLAY	-	70,000	-
TOTAL	<u>\$ 1,684,916</u>	<u>\$ 1,986,135</u>	<u>\$ 1,921,110</u>

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 922,725	\$ 984,465	\$ 985,400
14 OVERTIME	311,510	249,500	324,500
21 FICA MATCHING	89,717	84,407	87,869
22 RETIREMENT	144,530	152,994	177,618
23 INSURANCE	252,772	274,465	257,174
34 OTHER CONTRACTUAL SVC	90,120	24,000	45,000
44 RENTALS & LEASES	2,557	5,000	5,000
46 REPAIRS & MAINTENANCE	68,759	90,500	90,500
49 OTHER CURRENT CHARGES	-	3,040	3,040
52 OPERATING SUPPLIES	580,011	587,000	628,000
64 MACHINERY & EQUIPMENT	52,719	115,000	-
TOTAL	<u>\$ 2,515,420</u>	<u>\$ 2,570,371</u>	<u>\$ 2,604,101</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,721,255	\$ 1,745,831	\$ 1,832,561
SUPPORT SERVICES	161,435	122,540	143,540
MATERIALS & SUPPLIES	580,011	587,000	628,000
CAPITAL OUTLAY	52,719	115,000	-
TOTAL	<u>\$ 2,515,420</u>	<u>\$ 2,570,371</u>	<u>\$ 2,604,101</u>

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 574,980	\$ 747,761	\$ 917,013
14 OVERTIME	207,249	145,500	195,500
21 FICA MATCHING	57,092	62,688	79,842
22 RETIREMENT	99,650	115,971	163,162
23 INSURANCE	166,249	245,677	218,586
34 OTHER CONTRACTUAL SVC	21,412	15,000	15,000
44 RENTALS & LEASES	328	2,000	2,000
46 REPAIRS & MAINTENANCE	51,646	65,500	65,500
49 OTHER CURRENT CHARGES	-	300	300
52 OPERATING SUPPLIES	446,075	441,500	479,000
TOTAL	<u>\$ 1,624,681</u>	<u>\$ 1,841,897</u>	<u>\$ 2,135,903</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,105,220	\$ 1,317,597	\$ 1,574,103
SUPPORT SERVICES	73,386	82,800	82,800
MATERIALS & SUPPLIES	446,075	441,500	479,000
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 1,624,681</u>	<u>\$ 1,841,897</u>	<u>\$ 2,135,903</u>

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 1,016,118	\$ 1,078,081	\$ 1,303,264
14 OVERTIME	123,289	122,000	158,500
21 FICA MATCHING	83,933	87,116	107,671
22 RETIREMENT	129,468	135,029	186,739
23 INSURANCE	282,914	286,576	308,743
34 OTHER CONTRACTUAL SVC	38,327	45,000	45,000
44 RENTALS & LEASES	1,542	3,000	3,000
46 REPAIRS & MAINTENANCE	207,683	175,250	175,250
49 OTHER CURRENT CHARGES	-	15,200	20,200
47 PRINTING	-	500	500
52 OPERATING SUPPLIES	181,479	202,000	234,500
64 MACHINERY & EQUIPMENT	59,794	-	-
TOTAL	<u>\$ 2,124,545</u>	<u>\$ 2,149,752</u>	<u>\$ 2,543,367</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,635,721	\$ 1,708,802	\$ 2,064,917
SUPPORT SERVICES	247,552	238,450	243,450
MATERIALS & SUPPLIES	181,479	202,500	235,000
TOTAL	<u>\$ 2,124,545</u>	<u>\$ 2,149,752</u>	<u>\$ 2,543,367</u>

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 348,229	\$ 330,741	\$ 393,577
14 OVERTIME	34,073	15,000	31,000
21 FICA MATCHING	28,284	25,312	31,799
22 RETIREMENT	42,606	41,179	57,617
23 INSURANCE	66,455	65,361	58,785
41 COMMUNICATIONS	196	-	-
44 RENTALS & LEASES	75	1,000	1,000
46 REPAIRS & MAINTENANCE	15,657	20,500	20,500
49 OTHER CURRENT CHARGES	-	500	500
52 OPERATING SUPPLIES	122,025	141,000	141,000
64 MACHINERY & EQUIPMENT	16,275	-	-
TOTAL	<u>\$ 673,876</u>	<u>\$ 640,593</u>	<u>\$ 735,778</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 519,648	\$ 477,593	\$ 572,778
SUPPORT SERVICES	15,928	22,000	22,000
MATERIALS & SUPPLIES	122,025	141,000	141,000
CAPITAL OUTLAY	16,275	-	-
TOTAL	<u>\$ 673,876</u>	<u>\$ 640,593</u>	<u>\$ 735,778</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
RS/ PATCH SERVICES

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 190,145	\$ 198,932	\$ 291,221
14 OVERTIME	71,251	41,000	41,000
21 FICA MATCHING	18,832	16,994	23,933
22 RETIREMENT	30,429	28,576	51,580
23 INSURANCE	48,434	54,016	61,776
34 OTHER CONTRACTUAL SVC	601,006	550,000	550,000
41 COMMUNICATIONS	1,183	-	-
44 RENTALS & LEASES	5,004	10,000	10,000
46 REPAIRS & MAINTENANCE	21,760	30,000	30,000
49 OTHER CURRENT CHARGES	-	5,100	5,100
52 OPERATING SUPPLIES	57,178	61,500	61,500
53 ROAD MATERIALS & SUPPLIES	34,256	50,000	55,000
TOTAL	<u>\$ 1,079,476</u>	<u>\$ 1,046,118</u>	<u>\$ 1,181,110</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 359,089	\$ 339,518	\$ 469,510
SUPPORT SERVICES	628,952	595,100	595,100
MATERIALS & SUPPLIES	91,434	111,500	116,500
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 1,079,476</u>	<u>\$ 1,046,118</u>	<u>\$ 1,181,110</u>

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 371,348	\$ 383,030	\$ 411,861
14 OVERTIME	44,270	36,500	46,500
21 FICA MATCHING	29,943	29,858	33,300
22 RETIREMENT	51,673	54,555	67,719
23 INSURANCE	103,780	111,169	102,585
34 OTHER CONTRACTUAL SVC	-	5,000	5,000
44 RENTALS & LEASES	-	3,000	3,000
46 REPAIRS & MAINTENANCE	22,368	15,000	15,000
52 OPERATING SUPPLIES	93,935	98,000	98,000
TOTAL	<u>\$ 717,318</u>	<u>\$ 736,112</u>	<u>\$ 782,965</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 601,015	\$ 615,112	\$ 661,965
SUPPORT SERVICES	22,368	23,000	23,000
MATERIALS & SUPPLIES	93,935	98,000	98,000
TOTAL	<u>\$ 717,318</u>	<u>\$ 736,112</u>	<u>\$ 782,965</u>



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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 122,052	\$ 143,083	\$ 117,083
14 OVERTIME	3,134	1,000	1,000
21 FICA MATCHING	8,710	9,867	8,327
22 RETIREMENT	13,882	17,161	16,024
23 INSURANCE	44,555	51,949	34,205
40 TRAVEL AND PER DIEM	-	1,000	1,000
46 REPAIRS & MAINTENANCE	1,067	5,400	4,000
55 PROFESSIONAL DEVELOPMENT	-	1,000	1,000
47 PRINTING	2,610	6,000	4,000
51 OFFICE SUPPLIES	292	2,500	2,500
52 OPERATING SUPPLIES	39,489	60,250	64,750
54 SUBSCR/MEMBERSHIPS	-	1,000	1,000
TOTAL	<u>\$ 235,791</u>	<u>\$ 300,210</u>	<u>\$ 254,889</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 192,334	\$ 223,060	\$ 176,639
SUPPORT SERVICES	1,067	7,400	6,000
MATERIALS & SUPPLIES	42,391	69,750	72,250
TOTAL	<u>\$ 235,791</u>	<u>\$ 300,210</u>	<u>\$ 254,889</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
RS / METER MAINTENANCE

	ACTUAL 2022	APPROVED 2023	APPROVED * 2024
12 REGULAR SALARIES	\$ 7,983	\$ 59,820	\$ 284,585
14 OVERTIME	128	-	20,000
21 FICA MATCHING	607	3,784	21,989
22 RETIREMENT	966	7,124	41,333
23 INSURANCE	2,228	29,170	95,596
34 OTHER CONTRACTUAL SVC	-	10,000	10,000
44 RENTALS & LEASES	-	5,000	3,000
46 REPAIRS & MAINTENANCE	125	26,200	26,200
49 OTHER CURRENT CHARGES	-	1,000	1,000
52 OPERATING SUPPLIES	499,353	667,900	722,000
	-		
64 MACHINERY & EQUIPMENT	12,317	-	-
TOTAL	<u>\$ 523,707</u>	<u>\$ 809,998</u>	<u>\$ 1,225,703</u>

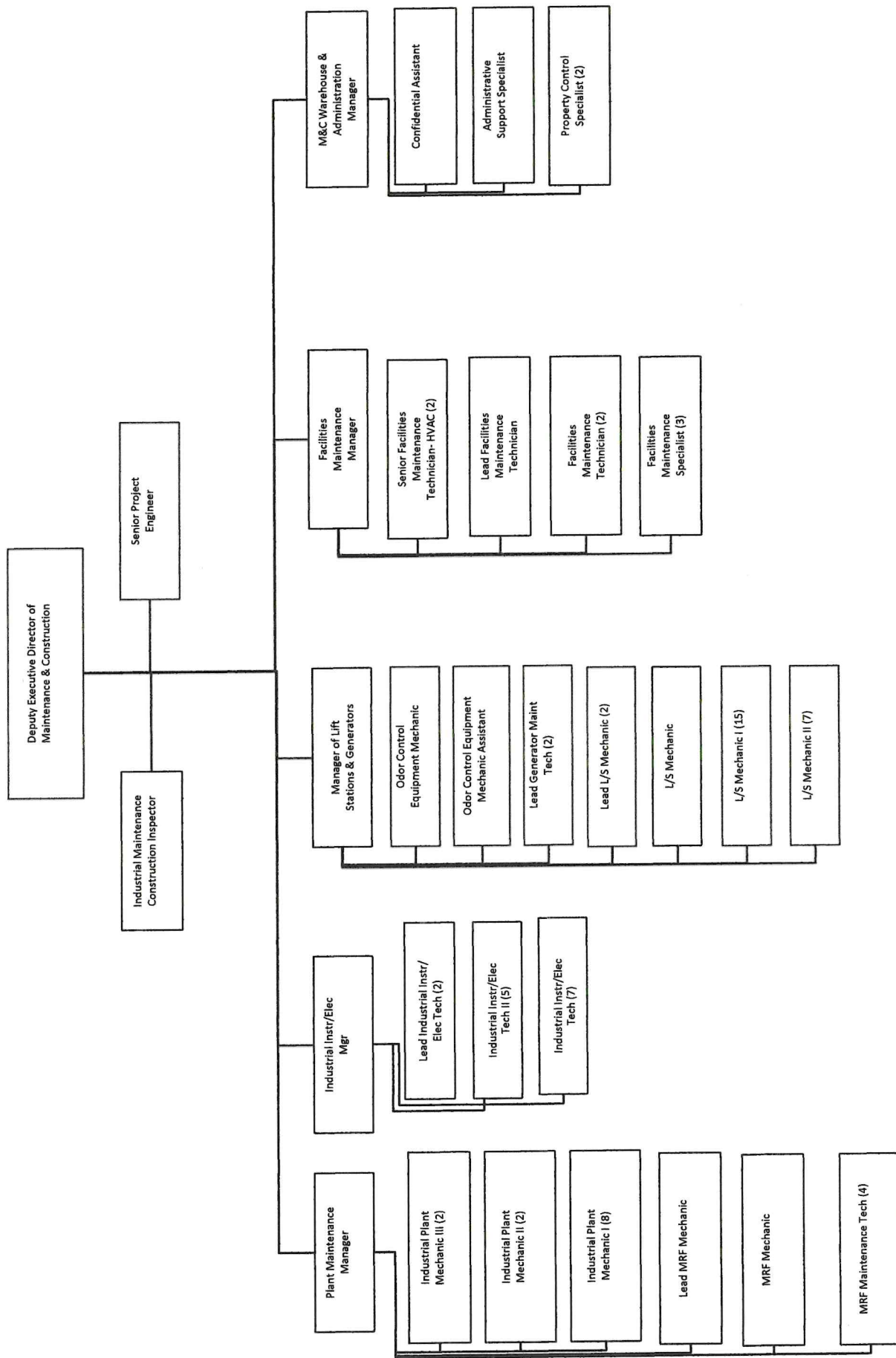
DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 11,912	\$ 99,898	\$ 463,503
SUPPORT SERVICES	125	42,200	40,200
MATERIALS & SUPPLIES	499,353	667,900	722,000
TOTAL	<u>\$ 523,707</u>	<u>\$ 809,998</u>	<u>\$ 1,225,703</u>

\*New division as of 10-1-2021



# EMERALD COAST UTILITIES AUTHORITY MAINTENANCE & CONSTRUCTION



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

ELEMENT	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 3,722,211	\$ 4,104,424	\$ 4,654,568
14 OVERTIME	439,384.98	527,000.00	604,000.00
21 FICA MATCHING	302,770.11	330,002.00	381,997.00
22 RETIREMENT	523,416.99	599,926.00	783,674.00
23 INSURANCE	851,045.37	961,967.00	962,530.00
31 PROFESSIONAL SERVICES	-	47,000.00	47,000.00
34 OTHER CONTRACTUAL SVC	469,498.98	640,020.00	673,220.00
40 TRAVEL	120.75	23,750.00	20,750.00
41 COMMUNICATIONS	15,038.13	14,300.00	16,000.00
43 UTILITIES	1,658,469.93	1,527,000.00	1,739,200.00
44 RENTALS & LEASES	83,470.14	144,000.00	166,000.00
46 REPAIRS & MAINTENANCE	2,667,476.91	4,619,580.00	4,933,230.00
49 OTHER CURRENT CHARGES	15,316.38	30,450.00	30,450.00
55 PROFESSIONAL DEVELOPMENT	34,189.10	89,500.00	89,500.00
42 TRANSPORTATION (POSTAGE)	5,491.17	9,000.00	7,000.00
47 PRINTING	2,178.05	1,800.00	1,400.00
51 OFFICE SUPPLIES	13,932.52	17,000.00	17,000.00
52 OPERATING SUPPLIES	2,085,758.66	2,178,595.00	2,510,595.00
54 SUBSCR/MEMBERSHIPS	666.00	4,445.00	4,445.00
64 MACHINERY & EQUIPMENT	75,983.55	-	-
TOTAL	<u>\$ 12,966,419</u>	<u>\$ 15,869,759</u>	<u>\$ 17,642,559</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 5,838,829	\$ 6,523,319	\$ 7,386,769
SUPPORT SERVICES	4,943,580	7,135,600	7,715,350
MATERIALS & SUPPLIES	2,108,026	2,210,840	2,540,440
CAPITAL OUTLAY	75,984	-	-
TOTAL	<u>\$ 12,966,419</u>	<u>\$ 15,869,759</u>	<u>\$ 17,642,559</u>

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

Maintenance & Construction

**DIVISIONS:**

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

**ACTIVITY DESCRIPTION:**

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

**GOALS:**

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

**OBJECTIVES:**

1. Reduce 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.

**2024 TARGETED ACCOMPLISHMENTS:**

1. Continue to maintain the number of avoidable SSO events at all Lift Stations at or near zero.
2. Bid and install the Ellyson Customer Service Building geothermal and HVAC system improvements and upgrades (CIP Project RA210C).
3. Complete fuel tank upgrade project for Godwin Lane and Central WRF (CIP Project CA0014)
4. Continue to design, purchase and install emergency standby power systems for critical infrastructure for use during natural disasters.
5. Bid and construct Phase 1 and Phase 2 of the Bayou Marcus Boardwalk improvements (CIP Project RS332).
6. Complete the generator upgrade and electrical improvements at LS379, Target (CIP Project RA211E).
7. Continue work on the following CIP projects:
  - RA211E – SCADA RTU Panel Upgrades
  - RW523 – Arc Flash Water Wells
  - CA0022 – Design/Bid/Construct Ellyson Warehouse renovations
  - RS732 – CWRF Influent Tank Interior Recoating
  - RT0001 – MRF Robotic Separator Platform Expansion
  - RS425 - Bayou Marcus WRF Electrical Upgrades

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 431,778	\$ 543,150	\$ 608,453
14 OVERTIME	30,566	29,500	34,100
21 FICA MATCHING	33,854	38,582	46,654
22 RETIREMENT	82,149	100,587	125,305
23 INSURANCE	69,590	107,595	70,341
40 TRAVEL	-	8,000	8,000
41 COMMUNICATIONS	-	2,000	-
44 RENTALS & LEASES	2,508	3,000	3,000
46 REPAIRS & MAINTENANCE	96,201	89,000	120,400
49 OTHER CURRENT CHARGES	-	650	650
55 PROFESSIONAL DEVELOPMENT	616	13,000	13,000
42 TRANSPORTATION (POSTAGE)	5,491	9,000	7,000
47 PRINTING & BINDING	32	600	200
51 OFFICE SUPPLIES	8,671	10,200	10,200
52 OPERATING SUPPLIES	36,952	45,550	46,550
54 SUBSCR/MEMBERSHIPS	635	1,630	1,630
TOTAL	<u>\$ 799,044</u>	<u>\$ 1,002,044</u>	<u>\$ 1,095,483</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 647,938	\$ 819,414	\$ 884,853
SUPPORT SERVICES	99,325	115,650	145,050
MATERIALS & SUPPLIES	51,781	66,980	65,580
TOTAL	<u>\$ 799,044</u>	<u>\$ 1,002,044</u>	<u>\$ 1,095,483</u>

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 1,102,283	\$ 1,230,805	\$ 1,399,738
14 OVERTIME	163,388	175,000	190,000
21 FICA MATCHING	91,571	100,153	112,819
22 RETIREMENT	149,617	170,854	228,871
23 INSURANCE	299,349	318,848	372,888
34 OTHER CONTRACTUAL SVC	13,200	50,000	50,000
40 TRAVEL	-	2,000	2,000
41 COMMUNICATIONS	4,750	5,700	5,700
43 UTILITIES	1,274,150	1,144,000	1,350,000
44 RENTALS & LEASES	16,898	62,000	62,500
46 REPAIRS & MAINTENANCE	82,852	800,650	837,650
49 OTHER CURRENT CHARGES	9,666	21,500	21,500
55 PROFESSIONAL DEVELOPMENT	395	18,000	18,000
47 PRINTING	2,146	1,000	1,000
51 OFFICE SUPPLIES	3,352	3,000	3,000
52 OPERATING SUPPLIES	481,720	470,295	485,295
54 SUBSCR/MEMBERSHIPS	-	75	75
TOTAL	<u>\$ 3,695,337</u>	<u>\$ 4,573,880</u>	<u>\$ 5,141,036</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,806,207	\$ 1,995,660	\$ 2,304,316
SUPPORT SERVICES	1,401,911	2,103,850	2,347,350
MATERIALS & SUPPLIES	487,218	474,370	489,370
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 3,695,337</u>	<u>\$ 4,573,880</u>	<u>\$ 5,141,036</u>



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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 922,662	\$ 961,188	\$ 1,100,714
14 OVERTIME	78,296	142,800	142,800
21 FICA MATCHING	73,032	80,174	92,095
22 RETIREMENT	115,322	131,482	175,422
23 INSURANCE	189,149	197,330	182,273
31 PROFESSIONAL SERVICES	-	16,000	16,000
34 OTHER CONTRACTUAL SVC	112,209	140,000	140,000
40 TRAVEL	30	2,000	-
41 COMMUNICATIONS	7,078	4,300	8,000
44 RENTALS & LEASES	3,156	3,000	4,500
46 REPAIRS & MAINTENANCE	504,007	718,000	753,000
49 OTHER CURRENT CHARGES	-	250	250
55 PROFESSIONAL DEVELOPMENT	25,529	30,000	30,000
47 PRINTING	-	200	200
51 OFFICE SUPPLIES	698	1,000	1,000
52 OPERATING SUPPLIES	81,456	82,000	87,000
54 SUBSCR/MEMBERSHIPS	-	2,000	2,000
TOTAL	<u>\$ 2,112,624</u>	<u>\$ 2,511,724</u>	<u>\$ 2,735,254</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,378,460	\$ 1,512,974	\$ 1,693,304
SUPPORT SERVICES	652,009	913,550	951,750
MATERIALS & SUPPLIES	82,154	85,200	90,200
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 2,112,624</u>	<u>\$ 2,511,724</u>	<u>\$ 2,735,254</u>

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 538,339	\$ 676,599	\$ 786,734
14 OVERTIME	82,174	120,800	126,600
21 FICA MATCHING	45,655	57,576	66,719
22 RETIREMENT	68,948	94,840	120,658
23 INSURANCE	135,560	185,041	185,099
31 PROFESSIONAL SERVICES	-	6,000	6,000
34 OTHER CONTRACTUAL SVC	178,265	185,000	215,000
40 TRAVEL	-	8,000	8,000
41 COMMUNICATIONS	1,179	1,000	1,000
44 RENTALS & LEASES	59,264	65,000	85,000
46 REPAIRS & MAINTENANCE	1,537,673	2,636,000	2,811,500
49 OTHER CURRENT CHARGES	153	500	500
55 PROFESSIONAL DEVELOPMENT	7,640	21,000	21,000
51 OFFICE SUPPLIES	141	1,200	1,200
52 OPERATING SUPPLIES	139,044	160,000	180,500
54 SUBSCR/MEMBERSHIPS	31	500	500
64 MACHINERY & EQUIPMENT	70,831	-	-
TOTAL	<u>\$ 2,864,898</u>	<u>\$ 4,219,056</u>	<u>\$ 4,616,010</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 870,677	\$ 1,134,856	\$ 1,285,810
SUPPORT SERVICES	1,784,175	2,922,500	3,148,000
MATERIALS & SUPPLIES	139,216	161,700	182,200
CAPITAL OUTLAY	70,831	-	-
TOTAL	<u>\$ 2,864,898</u>	<u>\$ 4,219,056</u>	<u>\$ 4,616,010</u>

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 101,065	\$ 99,133	\$ 117,520
14 OVERTIME	3,629	7,000	7,000
21 FICA MATCHING	7,091	7,154	8,731
22 RETIREMENT	11,683	12,640	16,898
23 INSURANCE	24,589	23,979	23,984
31 PROFESSIONAL SERVICES	-	25,000	25,000
34 OTHER CONTRACTUAL SVC	115,020	115,020	115,020
40 TRAVEL	-	750	750
41 COMMUNICATIONS	393	500	500
46 REPAIRS & MAINTENANCE	41,701	65,750	69,500
49 OTHER CURRENT CHARGES	-	500	500
55 PROFESSIONAL DEVELOPMENT	-	3,000	3,000
51 OFFICE SUPPLIES	-	250	250
52 OPERATING SUPPLIES	1,188,688	1,269,250	1,551,250
54 SUBSCR/MEMBERSHIPS	-	150	150
TOTAL	<u>\$ 1,493,858</u>	<u>\$ 1,630,076</u>	<u>\$ 1,940,053</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 148,057	\$ 149,906	\$ 174,133
SUPPORT SERVICES	157,114	210,520	214,270
MATERIALS & SUPPLIES	1,188,688	1,269,650	1,551,650
TOTAL	<u>\$ 1,493,858</u>	<u>\$ 1,630,076</u>	<u>\$ 1,940,053</u>

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 175,691	\$ 140,837	\$ 143,915
14 OVERTIME	28,822	31,900	53,500
21 FICA MATCHING	15,125	12,604	14,886
22 RETIREMENT	28,473	26,064	26,789
23 INSURANCE	25,775	25,719	19,856
40 TRAVEL	91	2,000	2,000
41 COMMUNICATIONS	1,638	800	800
44 RENTALS & LEASES	-	6,000	6,000
46 REPAIRS & MAINTENANCE	257,978	190,180	211,180
49 OTHER CURRENT CHARGES	270	50	50
55 PROFESSIONAL DEVELOPMENT	-	3,000	3,000
51 OFFICE SUPPLIES	49	150	150
52 OPERATING SUPPLIES	114,537	88,500	97,000
54 SUBSCR/MEMBERSHIPS	-	90	90
TOTAL	<u>\$ 648,448</u>	<u>\$ 527,894</u>	<u>\$ 579,216</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 273,886	\$ 237,124	\$ 258,946
SUPPORT SERVICES	259,977	202,030	223,030
MATERIALS & SUPPLIES	114,586	88,740	97,240
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 648,448</u>	<u>\$ 527,894</u>	<u>\$ 579,216</u>

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 450,393	\$ 452,712	\$ 497,494
14 OVERTIME	52,510	20,000	50,000
21 FICA MATCHING	36,442	33,759	40,093
22 RETIREMENT	67,226	63,459	89,731
23 INSURANCE	107,033	103,455	108,089
34 OTHER CONTRACTUAL SVC	50,805	150,000	153,200
40 TRAVEL	-	1,000	-
43 UTILITIES	384,320	383,000	389,200
44 RENTALS & LEASES	1,643	5,000	5,000
46 REPAIRS & MAINTENANCE	147,064	120,000	130,000
49 OTHER CURRENT CHARGES	5,227	7,000	7,000
55 PROFESSIONAL DEVELOPMENT	10	1,500	1,500
51 OFFICE SUPPLIES	1,021	1,200	1,200
52 OPERATING SUPPLIES	43,363	63,000	63,000
64 MACHINERY & EQUIPMENT	5,153	-	-
TOTAL	<u>\$ 1,352,209</u>	<u>\$ 1,405,085</u>	<u>\$ 1,535,507</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 713,604	\$ 673,385	\$ 785,407
SUPPORT SERVICES	589,069	667,500	685,900
MATERIALS & SUPPLIES	44,384	64,200	64,200
TOTAL	<u>\$ 1,352,209</u>	<u>\$ 1,405,085</u>	<u>\$ 1,535,507</u>



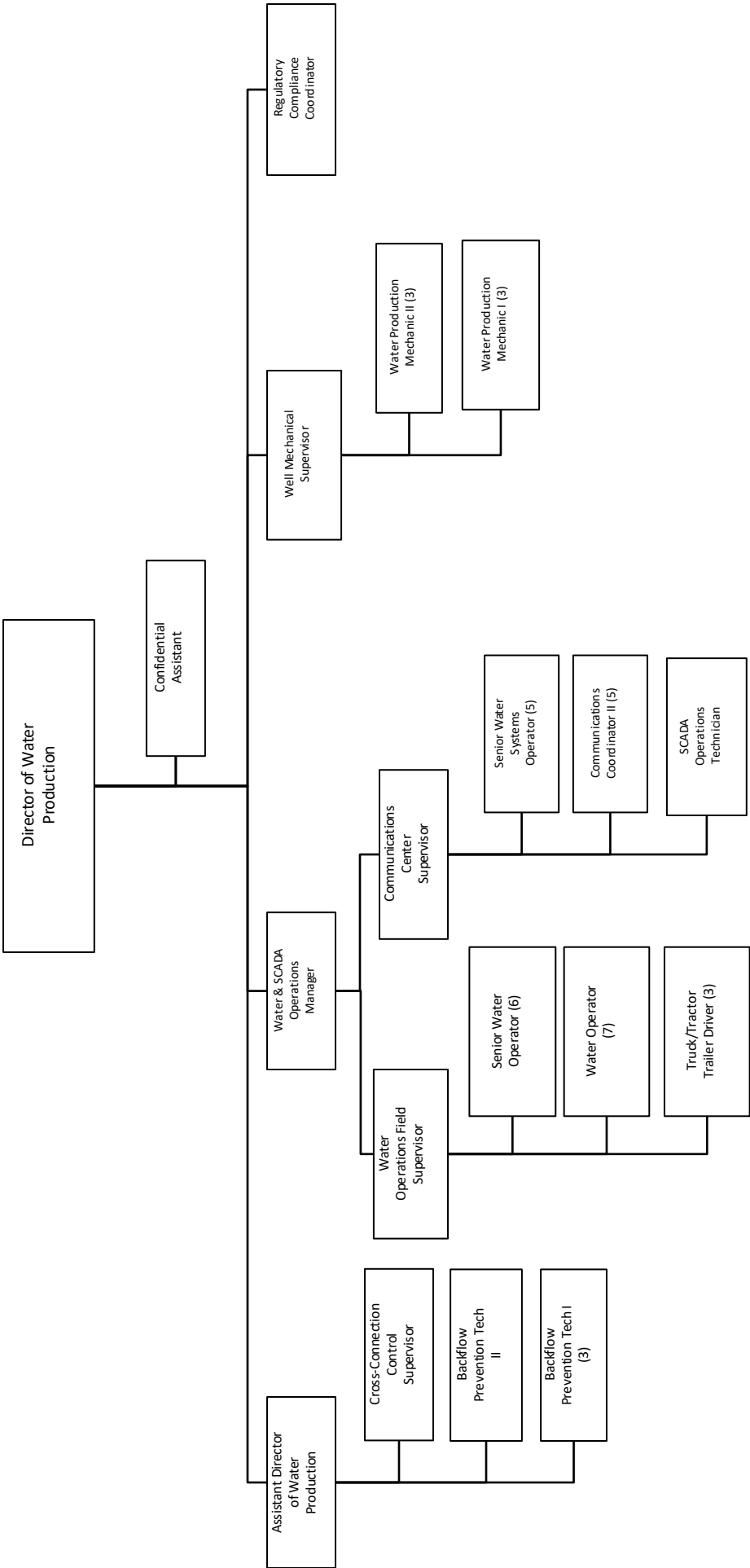
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# EMERALD COAST UTILITIES AUTHORITY

## UTILITY OPERATIONS

### WATER PRODUCTION



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WATER PRODUCTION DEPARTMENT

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 2,426,126	\$ 2,546,003	\$ 2,817,848
13 OTHER SALARIES	-	5,002	-
14 OVERTIME	336,720	310,200	333,500
21 FICA MATCHING	200,508	204,930	230,751
22 RETIREMENT	372,716	396,099	504,818
23 INSURANCE	570,799	603,679	557,930
31 PROFESSIONAL SERVICES	21,383	15,000	17,500
34 OTHER CONTRACTUAL SVC	64,324	114,000	137,500
40 TRAVEL	7,988	16,500	18,400
41 COMMUNICATIONS	695	1,700	3,600
43 UTILITIES	2,248,847	1,928,000	2,523,000
44 RENTALS & LEASES	29,489	38,400	44,900
46 REPAIRS & MAINTENANCE	579,089	572,300	646,300
49 OTHER CURRENT CHARGES	68,804	99,800	99,960
55 PROFESSIONAL DEVELOPMENT	9,909	17,000	20,500
42 TRANSPORTATION (POSTAGE)	4,882	4,250	6,250
47 PRINTING	-	10,500	3,500
51 OFFICE SUPPLIES	12,241	12,700	14,500
52 OPERATING SUPPLIES	1,927,414	2,978,200	3,477,600
53 ROAD MATERIALS & SUPPLIES	-	1,000	1,000
54 SUBSCR/MEMBERSHIPS	6,635	12,000	11,700
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	<u>\$ 8,888,570</u>	<u>\$ 9,887,263</u>	<u>\$ 11,471,057</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 3,906,870	\$ 4,065,913	\$ 4,444,847
SUPPORT SERVICES	3,030,528	2,802,700	3,511,660
MATERIALS & SUPPLIES	1,951,172	3,018,650	3,514,550
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 8,888,570</u>	<u>\$ 9,887,263</u>	<u>\$ 11,471,057</u>



**EMERALD COAST UTILITIES AUTHORITY****FY24 GOALS AND WORK PLAN****DEPARTMENT:**

Water Production

**ACTIVITY DESCRIPTION:**

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

**GOALS:**

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

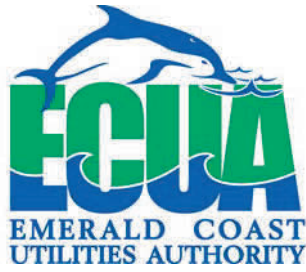
**OBJECTIVES:**

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

**2024 TARGETED ACCOMPLISHMENTS:**

1. Continue to evaluate and implement, as appropriate, improvements recommended in the 20-Year Water System Master Plan Update.
2. Identify CIP Projects, obtain funding, and once funding is obtained, commence design construction of Capital Improvement Projects (CIPs) to enhance the potable water system.
3. Complete projects currently under construction and place into service.
4. Perform all annual tank inspections and all five year comprehensive tank evaluations. Perform work to address any deficiencies identified in these reports.
5. Complete construction of the new West well and future 3 million-gallon (3 MG) ground storage tank. Begin construction of new water treatment facility including a new GAC treatment facility with associated pump station. The work will also include demolition of the existing half million gallon (0.5 MG) elevated storage tank. 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.
6. 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 GAC System.
7. Pull the pump and pump discharge column at the Royce Well and Kingsfield. Clean the inner casing and screen. Evaluate the condition of the pump and discharge pipe. Repair or replace as needed.
8. Design and start construction of GAC treatment at Royce Well.
9. Rehabilitate the lime rooms at the Muldoon Well and WTF, Watson Well and WTF and Kingsfield Well and WTF.
10. Bid out and enter into a contract for construction of the new water treatment facility at Cantonment Well WTF.
11. Complete construction of Innerarity Pump Station Improvements.
12. Install SCADA communication redundancy utilizing the Scenic Heights Repeater Tower at ECUA's Woodchuck Tank property.
13. Continue to enhance the usability and functionality of the SCADA workstations interface.
14. Continue to evaluate and install additional security at water production sites.
15. Complete construction of new Beulah Well, commence construction of a Water Treatment Facility.
16. Complete design, bid out, and start construction on Frank Reeder Rd/Devine Rd Transmission Main.
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. Identify, prepare design, bid, start construction, and acquire treatment vessels for four wells to provide treatment to remove PFAS per the proposed EPA MCL.
19. Complete FDEP permitting and design for construction of a bulkhead at the Pensacola Beach property that will allow construction of a future 3 MG tank to replace the existing 1 MG and 0.5 MG tanks.

20. Initiate and complete engineering design with documents ready to advertise for bids on GAC Treatment for W&Avery and Tennant wells.



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EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WP / WATER OPERATION

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 1,246,541	\$ 1,277,065	\$ 1,397,376
13 OTHER SALARIES	-	5,002	-
14 OVERTIME	158,358	137,000	152,000
21 FICA MATCHING	101,905	101,884	113,457
22 RETIREMENT	199,977	210,628	260,787
23 INSURANCE	270,695	283,836	260,112
31 PROFESSIONAL SERVICES	18,933	15,000	15,000
34 OTHER CONTRACTUAL SVC	54,489	91,000	117,500
40 TRAVEL	5,223	6,450	7,000
41 COMMUNICATIONS	393	1,700	1,000
43 UTILITIES	2,248,847	1,928,000	2,523,000
44 RENTALS & LEASES	9,226	10,500	12,600
46 REPAIRS & MAINTENANCE	97,027	99,750	120,750
49 OTHER CURRENT CHARGES	68,614	98,300	98,300
55 PROFESSIONAL DEVELOPMENT	3,569	6,000	8,000
42 TRANSPORTATION (POSTAGE)	4,882	4,000	6,000
47 PRINTING	-	500	500
51 OFFICE SUPPLIES	2,406	3,700	4,500
52 OPERATING SUPPLIES	1,863,745	2,908,600	3,399,000
53 ROAD MATERIALS & SUPPLIES	-	1,000	1,000
54 SUBSCR/MEMBERSHIPS	5,830	8,000	8,000
TOTAL	<u>\$ 6,360,660</u>	<u>\$ 7,197,915</u>	<u>\$ 8,505,882</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,977,476	\$ 2,015,415	\$ 2,183,732
SUPPORT SERVICES	2,506,321	2,256,700	2,903,150
MATERIALS & SUPPLIES	1,876,863	2,925,800	3,419,000
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 6,360,660</u>	<u>\$ 7,197,915</u>	<u>\$ 8,505,882</u>

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 327,194	\$ 347,421	\$ 400,754
14 OVERTIME	28,633	52,200	47,000
21 FICA MATCHING	26,070	29,000	33,174
22 RETIREMENT	45,997	52,967	68,000
23 INSURANCE	83,336	88,420	82,363
31 PROFESSIONAL SERVICES	2,450	-	2,500
40 TRAVEL	207	1,300	1,500
44 RENTALS & LEASES	3,725	10,000	14,000
46 REPAIRS & MAINTENANCE	439,031	425,550	478,550
49 OTHER CURRENT CHARGES	190	800	960
55 PROFESSIONAL DEVELOPMENT	300	3,500	4,500
51 OFFICE SUPPLIES	81	500	500
52 OPERATING SUPPLIES	35,792	44,900	44,900
54 SUBSCR/MEMBERSHIPS	-	1,500	1,500
TOTAL	<u>\$ 993,006</u>	<u>\$ 1,058,058</u>	<u>\$ 1,180,201</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 511,230	\$ 570,008	\$ 631,291
SUPPORT SERVICES	445,903	441,150	502,010
MATERIALS & SUPPLIES	35,873	46,900	46,900
TOTAL	<u>\$ 993,006</u>	<u>\$ 1,058,058</u>	<u>\$ 1,180,201</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WP / COMMUNICATIONS CENTER

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 667,071	\$ 717,198	\$ 802,046
14 OVERTIME	138,753	115,000	126,000
21 FICA MATCHING	58,054	58,703	67,480
22 RETIREMENT	104,842	107,454	140,657
23 INSURANCE	166,570	175,186	169,139
34 OTHER CONTRACTUAL SVC	2,490	5,000	2,000
40 TRAVEL	2,137	5,250	6,000
41 COMMUNICATIONS	302	-	1,000
44 RENTALS & LEASES	16,538	17,600	18,000
46 REPAIRS & MAINTENANCE	39,939	44,000	44,000
49 OTHER CURRENT CHARGES	-	700	700
55 PROFESSIONAL DEVELOPMENT	700	4,000	4,500
51 OFFICE SUPPLIES	5,839	4,000	5,000
52 OPERATING SUPPLIES	11,185	8,800	10,800
54 SUBSCR/MEMBERSHIPS	546	1,500	1,200
TOTAL	<u>\$ 1,214,966</u>	<u>\$ 1,264,391</u>	<u>\$ 1,398,522</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,135,290	\$ 1,173,541	\$ 1,305,322
SUPPORT SERVICES	62,106	76,550	76,200
MATERIALS & SUPPLIES	17,570	14,300	17,000
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 1,214,966</u>	<u>\$ 1,264,391</u>	<u>\$ 1,398,522</u>

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 185,320	\$ 204,319	\$ 217,672
14 OVERTIME	10,976	6,000	8,500
21 FICA MATCHING	14,480	15,343	16,640
22 RETIREMENT	21,902	25,050	35,374
23 INSURANCE	50,198	56,237	46,316
34 OTHER CONTRACTUAL SVC	7,345	18,000	18,000
40 TRAVEL	421	3,500	3,900
41 COMMUNICATIONS	-	-	1,600
44 RENTALS & LEASES	-	300	300
46 REPAIRS & MAINTENANCE	3,092	3,000	3,000
55 PROFESSIONAL DEVELOPMENT	5,340	3,500	3,500
42 TRANSPORTATION (POSTAGE)	-	250	250
47 PRINTING	-	10,000	3,000
51 OFFICE SUPPLIES	3,916	4,500	4,500
52 OPERATING SUPPLIES	16,691	15,900	22,900
54 SUBSCR/MEMBERSHIPS	259	1,000	1,000
TOTAL	<u>\$ 319,938</u>	<u>\$ 366,899</u>	<u>\$ 386,452</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 282,875	\$ 306,949	\$ 324,502
SUPPORT SERVICES	16,197	28,300	30,300
MATERIALS & SUPPLIES	20,866	31,650	31,650
TOTAL	<u>\$ 319,938</u>	<u>\$ 366,899</u>	<u>\$ 386,452</u>

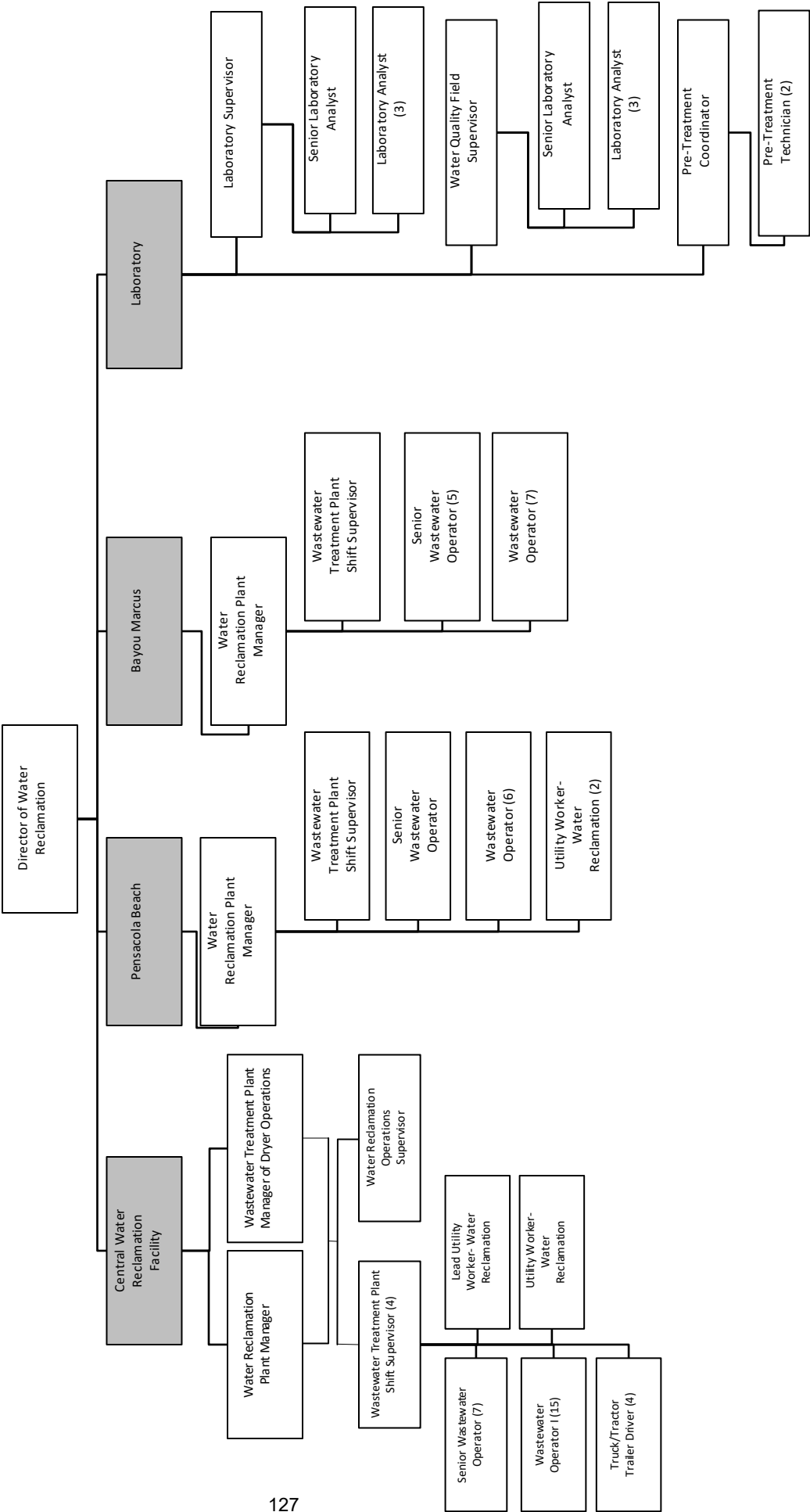




# EMERALD COAST UTILITIES AUTHORITY

## UTILITY OPERATIONS

### WATER RECLAMATION



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WATER RECLAMATION DEPARTMENT

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	3,428,269	3,523,171	3,864,794
14 OVERTIME	465,093	559,000	560,000
21 FICA MATCHING	285,397	282,594	308,139
22 RETIREMENT	484,474	530,651	647,267
23 INSURANCE	777,926	788,882	833,773
31 PROFESSIONAL SERVICES	102,910	238,000	247,000
34 OTHER CONTRACTUAL SVC	873,541	1,045,000	1,125,000
40 TRAVEL	3,561	20,750	18,750
41 COMMUNICATIONS	3,318	4,500	4,500
43 UTILITIES	4,653,389	5,156,000	5,936,500
44 RENTALS & LEASES	7,057	14,300	16,000
46 REPAIRS & MAINTENANCE	262,499	434,425	445,425
49 OTHER CURRENT CHARGES	142,591	160,250	176,250
55 PROFESSIONAL DEVELOPMENT	6,472	16,575	15,500
42 TRANSPORTATION (POSTAGE)	695	3,000	3,000
47 PRINTING	-	300	300
51 OFFICE SUPPLIES	3,452	6,800	6,800
52 OPERATING SUPPLIES	2,088,585	2,453,525	2,905,425
54 SUBSCR/MEMBERSHIPS	9,606	33,250	33,250
64 MACHINERY & EQUIPMENT	49,749	-	-
TOTAL	<u>\$ 13,648,583</u>	<u>\$ 15,270,973</u>	<u>\$ 17,147,673</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 5,441,158	\$ 5,684,298	\$ 6,213,973
SUPPORT SERVICES	6,055,337	7,089,800	7,984,925
MATERIALS & SUPPLIES	2,102,339	2,496,875	2,948,775
CAPITAL OUTLAY	49,749	-	-
TOTAL	<u>\$ 13,648,583</u>	<u>\$ 15,270,973</u>	<u>\$ 17,147,673</u>

**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 disposal, reclaimed water facilities, biosolids handling, and the Water Quality Laboratory. The three treatment plants process more than 8.0 billion gallons of wastewater annually, a majority of which is beneficially reused, and provides support for the ECUA's composting facility. The Water Quality Laboratory, which is home to the laboratory 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 compliance with rules and regulations 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 criteria are met;
3. Work respectfully with citizens and other ECUA departments to answer questions and concerns regarding water quality and system operations.

**OBJECTIVES:**

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

**2024 TARGETED ACCOMPLISHMENTS:**

1. Complete the 5-year permit application process and then ensure compliance with the new operating permits issued by the FDEP for the Central Water Reclamation Facility and the Bayou Marcus Water Reclamation Facility.

2. Complete the EPA required Unregulated Contaminant Monitoring Rule (UCMR) sampling event for Water Production within the proper timelines.
3. Exceed 99.9% compliance with all of the FDEP operating permits
4. Receive no marginal or non-compliance comments on inspections and/or reports at any location from the FDEP and FDOH
5. Complete the design of a sludge thickening system at the Pensacola Beach WRF for long-term resiliency
6. Submit all required regulatory reports correctly and on time
7. Identify and implement at a minimum two changes that can create a more efficient treatment process or cost-savings for the ECUA

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WR / ADMINISTRATION

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 119,357	\$ 119,496	\$ 131,976
21 FICA MATCHING	8,388	8,319	9,310
22 RETIREMENT	35,508	37,725	45,558
23 INSURANCE	15,251	14,870	14,880
31 PROFESSIONAL SERVICES	2,588	-	-
40 TRAVEL	-	1,000	1,000
46 REPAIRS & MAINTENANCE	311	500	500
49 OTHER CURRENT CHARGES	126	500	500
55 PROFESSIONAL DEVELOPMENT	668	1,500	1,500
47 PRINTING	-	50	50
51 OFFICE SUPPLIES	142	200	200
52 OPERATING SUPPLIES	1,577	2,000	2,000
54 SUBSCR/MEMBERSHIPS	6,206	25,000	25,000
TOTAL	<u>\$ 190,120</u>	<u>\$ 211,160</u>	<u>\$ 232,474</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 178,504	\$ 180,410	\$ 201,724
SUPPORT SERVICES	1,104	3,500	3,500
MATERIALS & SUPPLIES	7,925	27,250	27,250
TOTAL	<u>\$ 187,533</u>	<u>\$ 211,160</u>	<u>\$ 232,474</u>

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 643,384	\$ 668,630	\$ 702,287
14 OVERTIME	64,674	80,000	80,000
21 FICA MATCHING	51,315	53,341	55,601
22 RETIREMENT	89,611	97,933	112,609
23 INSURANCE	162,771	167,391	176,858
31 PROFESSIONAL SERVICES	-	30,000	-
34 OTHER CONTRACTUAL SVC	24,089	39,000	50,000
40 TRAVEL	18	1,000	1,000
43 UTILITIES	634,317	675,000	776,250
44 RENTALS & LEASES	2,498	4,300	6,000
46 REPAIRS & MAINTENANCE	75,781	106,125	121,125
49 OTHER CURRENT CHARGES	34,687	33,000	39,000
55 PROFESSIONAL DEVELOPMENT	489	1,075	1,500
52 OPERATING SUPPLIES	449,169	558,225	625,825
54 SUBSCR/MEMBERSHIPS	860	1,250	1,250
TOTAL	<u>\$ 2,233,663</u>	<u>\$ 2,516,270</u>	<u>\$ 2,749,305</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,011,755	\$ 1,067,295	\$ 1,127,355
SUPPORT SERVICES	771,879	859,500	994,875
MATERIALS & SUPPLIES	450,029	559,475	627,075
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 2,233,663</u>	<u>\$ 2,486,270</u>	<u>\$ 2,749,305</u>

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 467,052	\$ 479,497	\$ 527,919
14 OVERTIME	85,867	97,000	97,000
21 FICA MATCHING	40,206	41,135	44,949
22 RETIREMENT	67,180	72,356	89,470
23 INSURANCE	137,437	134,343	132,837
31 PROFESSIONAL SERVICES	-	-	50,000
34 OTHER CONTRACTUAL SVC	3,739	275,000	275,000
40 TRAVEL	-	250	250
43 UTILITIES	184,899	240,000	276,000
44 RENTALS & LEASES	-	1,000	1,000
46 REPAIRS & MAINTENANCE	5,088	38,300	30,300
49 OTHER CURRENT CHARGES	12,193	17,250	17,250
55 PROFESSIONAL DEVELOPMENT	516	1,000	1,000
51 OFFICE SUPPLIES	588	600	600
52 OPERATING SUPPLIES	153,871	181,300	213,300
54 SUBSCR/MEMBERSHIPS	180	500	500
64 MACHINERY & EQUIPMENT	10,952	-	-
TOTAL	<u>\$ 1,169,768</u>	<u>\$ 1,579,531</u>	<u>\$ 1,757,375</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 797,742	\$ 824,331	\$ 892,175
SUPPORT SERVICES	206,435	572,800	650,800
MATERIALS & SUPPLIES	154,638	182,400	214,400
TOTAL	<u>\$ 1,169,768</u>	<u>\$ 1,579,531</u>	<u>\$ 1,757,375</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WR / CENTRAL WRF

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 1,558,887	\$ 1,594,607	\$ 1,764,585
14 OVERTIME	283,842	340,000	340,000
21 FICA MATCHING	135,352	127,352	140,201
22 RETIREMENT	213,139	234,883	291,765
23 INSURANCE	345,480	355,533	411,369
31 PROFESSIONAL SERVICES	82,355	129,000	110,000
34 OTHER CONTRACTUAL SVC	834,977	660,000	745,000
40 TRAVEL	41	4,000	4,000
43 UTILITIES	3,744,640	4,150,000	4,780,000
44 RENTALS & LEASES	2,856	4,000	4,000
46 REPAIRS & MAINTENANCE	160,064	256,000	258,000
49 OTHER CURRENT CHARGES	89,746	98,500	106,500
55 PROFESSIONAL DEVELOPMENT	2,825	6,000	5,000
52 OPERATING SUPPLIES	1,342,868	1,551,500	1,894,500
54 SUBSCR/MEMBERSHIPS	860	2,200	2,200
64 MACHINERY & EQUIPMENT	33,177	-	-
TOTAL	<u>\$ 8,831,110</u>	<u>\$ 9,513,575</u>	<u>\$ 10,857,120</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,536,700	\$ 2,652,375	\$ 2,947,920
SUPPORT SERVICES	4,917,504	5,307,500	6,012,500
MATERIALS & SUPPLIES	1,343,728	1,553,700	1,896,700
CAPITAL OUTLAY	33,177	-	-
TOTAL	<u>\$ 8,831,110</u>	<u>\$ 9,513,575</u>	<u>\$ 10,857,120</u>



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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 638,564	\$ 660,941	\$ 620,403
14 OVERTIME	30,711	42,000	42,000
21 FICA MATCHING	50,060	52,447	49,074
22 RETIREMENT	78,914	87,754	91,768
23 INSURANCE	116,888	116,745	87,401
31 PROFESSIONAL SERVICES	17,968	65,000	45,000
34 OTHER CONTRACTUAL SVC	10,736	71,000	55,000
40 TRAVEL	3,501	10,000	8,000
41 COMMUNICATIONS	3,318	4,500	4,500
43 UTILITIES	89,533	91,000	104,250
44 RENTALS & LEASES	1,703	5,000	5,000
46 REPAIRS & MAINTENANCE	21,255	25,500	25,500
49 OTHER CURRENT CHARGES	5,839	10,000	12,000
55 PROFESSIONAL DEVELOPMENT	1,974	5,000	4,000
42 TRANSPORTATION (POSTAGE)	695	1,500	1,500
47 PRINTING	-	250	250
51 OFFICE SUPPLIES	2,723	5,000	5,000
52 OPERATING SUPPLIES	141,101	153,700	162,700
54 SUBSCR/MEMBERSHIPS	1,500	3,500	3,500
64 MACHINERY & EQUIPMENT	5,620	-	-
TOTAL	<u>\$ 1,222,603</u>	<u>\$ 1,410,837</u>	<u>\$ 1,326,846</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 915,136	\$ 959,887	\$ 890,646
SUPPORT SERVICES	155,827	287,000	263,250
MATERIALS & SUPPLIES	146,019	163,950	172,950
CAPITAL OUTLAY	5,620	-	-
TOTAL	<u>\$ 1,222,603</u>	<u>\$ 1,410,837</u>	<u>\$ 1,326,846</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WR/ Pretreat

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 1,024	\$ -	\$ 117,624
14 OVERTIME	-	-	1,000
21 FICA MATCHING	77	-	9,004
22 RETIREMENT	122	-	16,097
23 INSURANCE	98	-	10,428
31 PROFESSIONAL SERVICES	-	14,000	42,000
40 TRAVEL	-	4,500	4,500
46 REPAIRS & MAINTENANCE	-	8,000	10,000
49 OTHER CURRENT CHARGES	-	1,000	1,000
55 PROFESSIONAL DEVELOPMENT	-	2,000	2,500
42 TRANSPORTATION (POSTAGE)	-	1,500	1,500
51 OFFICE SUPPLIES	-	1,000	1,000
52 OPERATING SUPPLIES	-	6,800	7,100
54 SUBSCR/MEMBERSHIPS	-	800	800
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	<u>\$ 1,321</u>	<u>\$ 39,600</u>	<u>\$ 224,553</u>

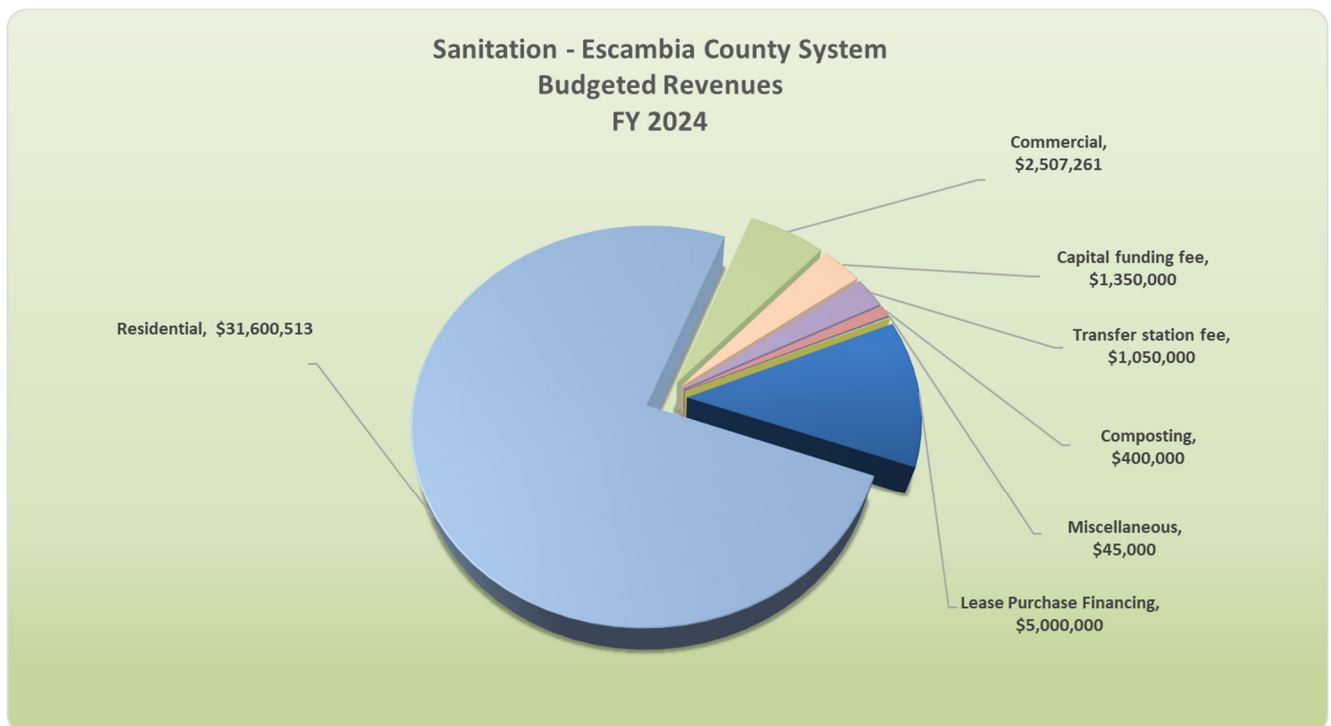
DEPARTMENTAL EXPENDITURE SUMMARIES:

SUPPORT SERVICES	-	29,500	60,000
MATERIALS & SUPPLIES	-	10,100	10,400
TOTAL	<u>\$ 1,321</u>	<u>\$ 39,600</u>	<u>\$ 224,553</u>

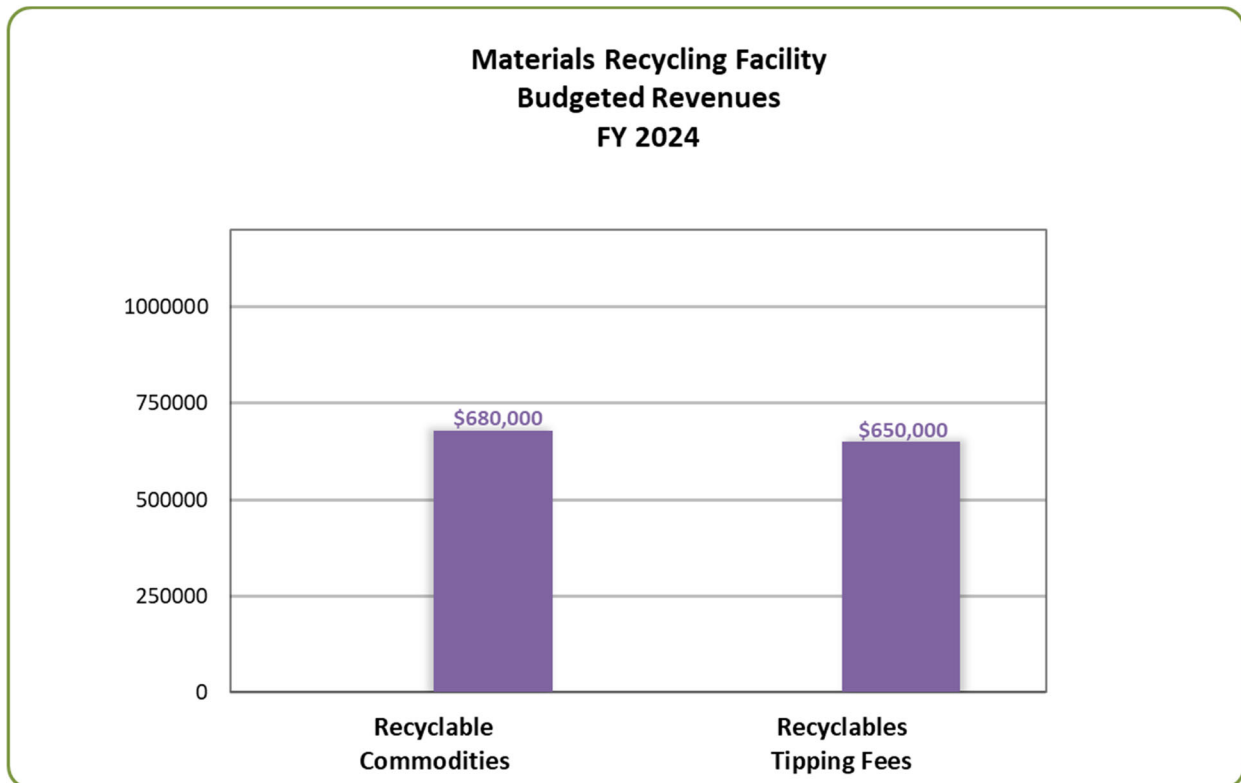
## SANITATION SYSTEM

### Revenues

In fiscal year 2024, ECUA Sanitation in Escambia County expects to generate 75.3% of its operating revenues from residential rates charged to customers, 6.0% from commercial customers, 3.2% from the capital funding fee, 2.5% from the transfer station fee, 1.1% from miscellaneous revenues, and 11.9% from debt proceeds to purchase new equipment and construct a transfer station.

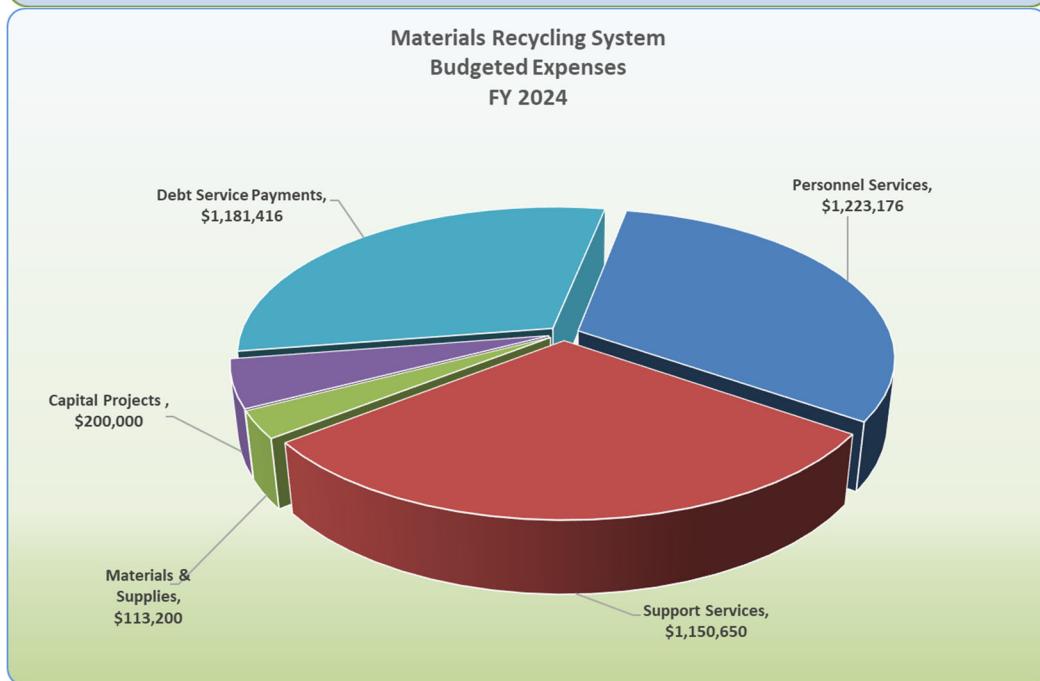
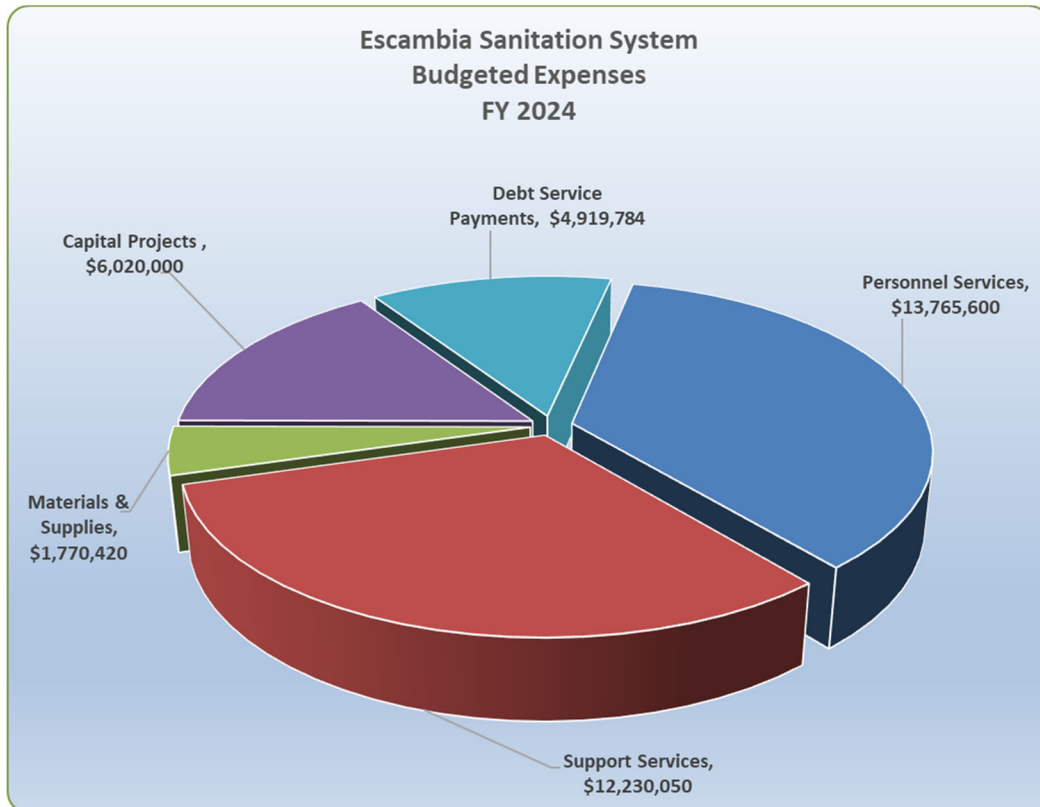


In fiscal year 2024, the MRF expects to generate 51% of its operating revenues from the sale of recyclable commodities and 42% from recycling tipping fees charged to third party entities utilizing the recycling facility. No rate setting is involved with the MRF since the sale of the recyclable commodities is based on the market value of the commodities throughout the year.



**Expenses**

Expenses are shown in the charts below by category:



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

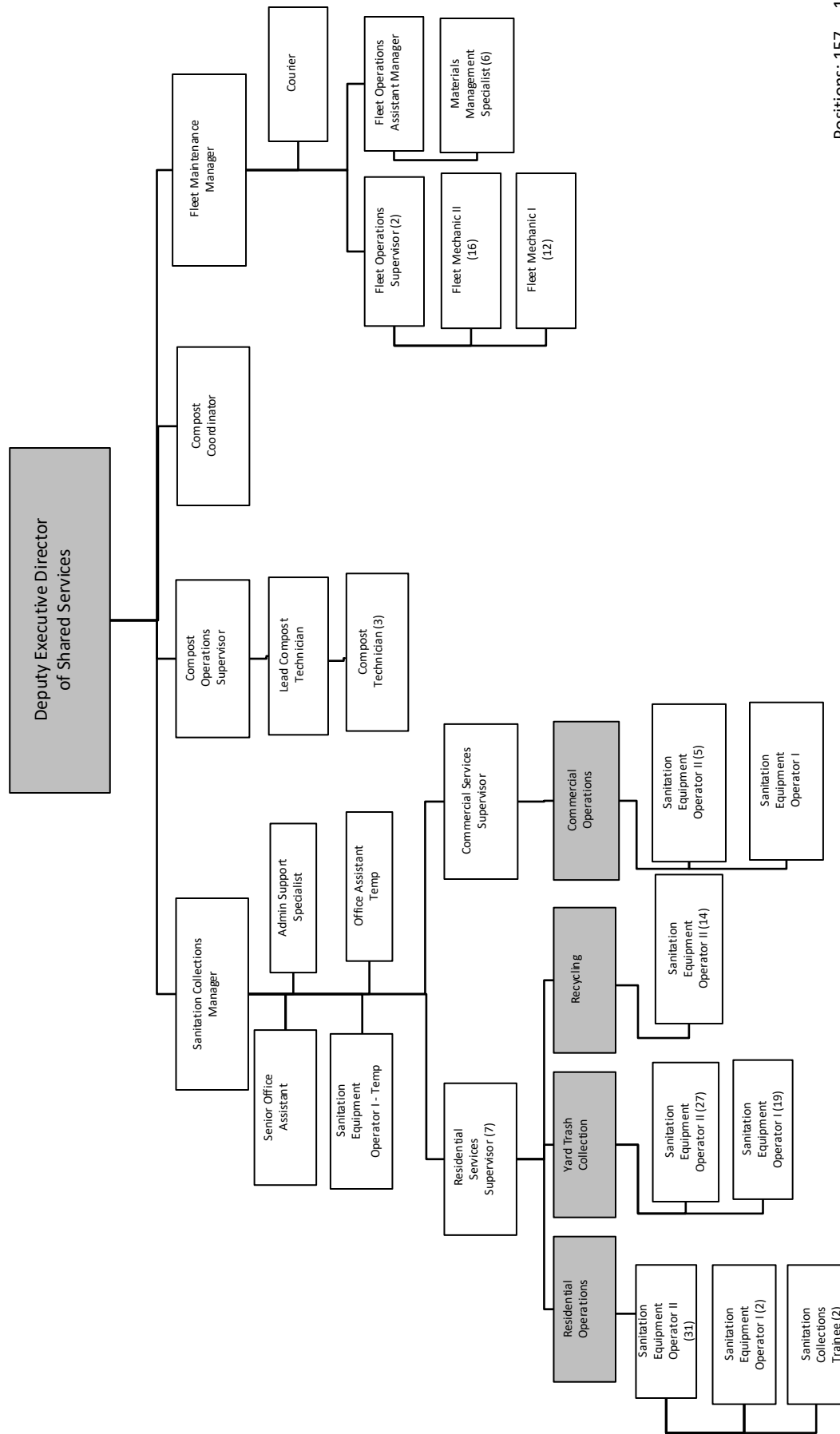


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# EMERALD COAST UTILITIES AUTHORITY

## SANITATION



EMERALD COAST UTILITIES AUTHORITY  
 ESCAMBIA SANITATION AND MATERIAL RECYCLING FACILITY  
 ADOPTED SOURCES & USES  
 FISCAL YEAR 2024

<u>SOURCES</u>	<u>ESCAMBIA SYSTEM</u>	<u>MATERIALS RECYCLING</u>	<u>TOTAL</u>
Beginning balances:			
Unrestricted reserves	-	-	-
Total beginning balances	-	-	-
Operating revenues:			
Residential services	31,600,513	-	31,600,513
Commercial services	2,507,261	-	2,507,261
Capital funding fee	2,400,000	-	2,400,000
Recyclable commodities	-	680,000	680,000
Recyclable tipping fees	-	650,000	650,000
Compost sales	400,000	-	400,000
Miscellaneous	45,000	-	45,000
Total operating revenues	36,952,774	1,330,000	38,282,774
Other income:			
Interest income	25,000	-	25,000
Bond/Bank Loan Proceeds	-	-	-
Lease purchase funds	5,000,000	-	5,000,000
Total other income	5,025,000	-	5,025,000
Total sources	<u>\$ 41,977,774</u>	<u>\$ 1,330,000</u>	<u>\$ 43,307,774</u>
<u>USES</u>			
Operating expenses:			
Personal services	13,131,247	1,165,874	14,297,121
Support services	11,326,300	982,100	12,308,400
Materials & supplies	1,775,550	119,800	1,895,350
Operating contingency	250,000	20,000	270,000
Overhead allocation	1,048,800	(996,924)	51,876
Total operating expenses	27,531,897	1,290,850	28,822,747
Debt service:			
Debt service bonds & loans	-	833,333	833,333
Equipment lease payments	2,420,193	348,083	2,768,276
New Debt- Transfer Station	1,154,256		1,154,256
New Debt Service-Equipment	1,593,750	-	1,593,750
Total debt service	5,168,199	1,181,416	6,349,615
Capital improvements:			
CIP projects	15,300,000		15,300,000
R&R projects	-	500,000	500,000
Equipment replacement fund	10,900,000	-	10,900,000
Total capital improvements	26,200,000	500,000	26,700,000
Ending balances:			
Unrestricted reserves	(16,922,322)	(1,642,266)	(18,564,588)
Total uses	<u>\$ 41,977,774</u>	<u>\$ 1,330,000</u>	<u>\$ 43,307,774</u>



EMERALD COAST UTILITIES AUTHORITY  
SANITATION SYSTEMS AND MATERIALS RECYCLING FACILITY  
SOURCES AND USES STATEMENTS  
9/30/2024 - 9/30/2028

	ACTUAL FY2020	ACTUAL FY 2021	ACTUAL FY 2022	PROJECTED ACTUAL FY 2023	APPROVED BUDGET FY 2024
<b>SOURCES :</b>					
Beginning balances:					
Unrestricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total beginning balance	-	-	-	-	-
Operating revenues:					
Sanitation - Residential	23,506,845	24,383,242	27,123,043	28,963,382	31,600,513
Sanitation - Commercial	2,249,690	2,638,319	2,464,079	2,520,324	2,507,261
Sanitation - Santa Rosa	4,886,814	1,748,815	-	-	-
Capital funding fee	1,498,388	1,527,061	1,553,218	2,643,225	2,400,000
Recyclable commodities	1,666,817	1,857,284	1,979,008	686,467	680,000
Recyable tipping fees	846,701	441,787	455,159	606,394	650,000
Composting	427,591	420,141	425,013	76,765	400,000
Miscellaneous revenues	524,179	1,053,081	493,663	187,396	45,000
Total operating income	35,607,025	34,069,730	34,493,183	35,683,953	38,282,774
Other income:					
Interest income	15,977	1,258	6,340	38,175	25,000
Lease purchase funds	3,208,626	461,501	2,321,980	-	5,000,000
Total other	3,224,603	462,759	2,328,320	38,175	5,025,000
Total Sources	<u>\$ 38,831,628</u>	<u>\$ 34,532,489</u>	<u>\$ 36,821,503</u>	<u>\$ 35,722,128</u>	<u>\$ 43,307,774</u>
<b>USES:</b>					
Operating expenses:					
Personal services	12,283,465	11,841,707	11,393,713	12,857,620	14,988,776
Support services	14,705,823	13,550,182	13,450,863	15,597,967	13,432,576
Materials & supplies	1,540,105	1,659,063	2,070,820	2,004,268	1,883,620
Total operating expenses	28,529,393	27,050,952	26,915,396	30,459,855	30,304,972
Debt service:					
Bonds, loans, and leases	4,278,566	5,176,323	5,307,573	3,078,452	6,101,200
Total debt service	4,278,566	5,176,323	5,307,573	3,078,452	6,101,200
Capital improvements:					
CIP Projects	577,693	151,062	534,124	466,351	120,000
R & R Projects	3,624,005	1,664,148	504,428	1,092,997	200,000
Equipment Replacement Fund	3,208,626	461,501	2,321,980	-	5,900,000
Total capital improvements	7,410,324	2,276,711	3,360,532	1,559,348	6,220,000
Total uses	40,218,283	34,503,986	35,583,501	35,097,655	42,626,172
Ending balances:					
Unrestricted Reserves	(1,386,655)	28,503	1,238,002	624,473	681,602
Total Uses & Reserves	<u>\$ 38,831,628</u>	<u>\$ 34,532,489</u>	<u>\$ 36,821,503</u>	<u>\$ 35,722,128</u>	<u>\$ 43,307,774</u>

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

Sanitation:

**DIVISIONS:**

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

**ACTIVITY DESCRIPTION:**

The seven divisions within the Sanitation Department work together to provide Escambia County customers with solid waste collection services for various types of waste. The field crews are supported by the Shared Services Department's full-service fleet maintenance operation, which also serves other ECUA departments.

**GOALS:**

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

**OBJECTIVES:**

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

**2024 TARGETED ACCOMPLISHMENTS:**

1. To reduce the number of preventable accidents and injuries by 3% on an annual basis.
2. To reduce the number of missed pick up complaints by 2% on an annual basis.
3. To compost 20,000 tons of yard trash annually and eliminate the need for landfilling of any yard trash from ECUA's residential customers.
4. To step up enforcement of the proper use of ECUA recycling cans to help reduce the level of contamination from the curbside recycling collection program. It is anticipated that as many as 10% of all recycling containers might be removed through an enforcement program.
5. To operate the bulk waste program as a call-in (work ticket) program in order to reduce expenses for driving all routes collecting bulk at the curb.
6. To reduce the reduced rates for bulk purchase of compost. This will reduce the sale of bulk compost and allow more sales of compost to residential customers.
7. To increase the number of commercial trash customers through marketing and competitive pricing.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION SYSTEMS

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 6,070,832	\$ 6,223,070	\$ 7,454,285
14 OVERTIME	1,246,298	1,175,000	1,266,500
21 FICA MATCHING	529,954	521,022	607,342
22 RETIREMENT	795,426	903,347	1,171,974
23 INSURANCE	1,654,172	1,907,808	1,868,099
24 WORKERS COMPENSATION	46,128	500,000	510,000
26 OTHER	118,465	1,901,000	897,400
31 PROFESSIONAL SERVICES	10,385	12,800	12,800
34 OTHER CONTRACTUAL SVC	1,503,372	1,139,000	1,141,000
40 TRAVEL	351	3,000	3,000
41 COMMUNICATIONS	20,459	30,000	30,000
43 UTILITIES	69,184	79,000	169,000
44 RENTALS & LEASES	186,753	350,000	320,000
45 INSURANCE	469,856	300,000	300,000
46 REPAIRS & MAINTENANCE	3,173,152	2,912,000	3,230,000
48 PROMOTIONAL	3,860	10,000	15,000
49 OTHER CURRENT CHARGES	5,726,094	6,485,500	6,485,050
55 PROFESSIONAL DEVELOPMENT	4,064	5,000	14,200
58 OVERHEAD ALLOCATION	1,048,800	1,048,800	1,048,800
98 CONTINGENCY	-	250,000	500,000
42 TRANSPORTATION (POSTAGE)	202	-	-
47 PRINTING	212	1,000	3,870
51 OFFICE SUPPLIES	7,211	6,000	7,500
52 OPERATING SUPPLIES	2,717,402	1,767,050	1,757,050
54 SUBSCR/MEMBERSHIPS	1,873	1,500	2,000
TOTAL	<u>\$ 25,404,506</u>	<u>\$ 27,531,897</u>	<u>\$ 28,814,870</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 10,461,275	\$ 13,131,247	\$ 13,775,600
SUPPORT SERVICES	12,216,331	12,625,100	13,268,850
MATERIALS & SUPPLIES	2,726,900	1,775,550	1,770,420
TOTAL	<u>\$ 25,404,506</u>	<u>\$ 27,531,897</u>	<u>\$ 28,814,870</u>

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
24 WORKERS COMPENSATION	46,128	500,000	510,000
27 OTHER	118,465	1,901,000	897,400
31 PROFESSIONAL SERVICES	121	2,500	2,500
45 INSURANCE	469,856	300,000	300,000
46 REPAIRS & MAINTENANCE	18,830	5,000	5,000
49 OTHER CURRENT CHARGES	217,057	165,000	165,000
58 OVERHEAD ALLOCATION	1,048,800	1,048,800	1,048,800
98 CONTINGENCY	-	250,000	500,000
TOTAL	<u>\$ 1,919,258</u>	<u>\$ 4,172,300</u>	<u>\$ 3,428,700</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 164,593	\$ 2,401,000	\$ 1,407,400
SUPPORT SERVICES	1,754,665	1,771,300	2,021,300
TOTAL	<u>\$ 1,919,258</u>	<u>\$ 4,172,300</u>	<u>\$ 3,428,700</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION - ESCAMBIA COUNTY

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	6,070,832	6,223,070	7,454,285
14 OVERTIME	1,246,298	1,175,000	1,266,500
21 FICA MATCHING	529,954	521,022	607,342
22 RETIREMENT	795,426	903,347	1,171,974
23 INSURANCE	1,654,172	1,907,808	1,868,099
31 PROFESSIONAL SERVICES	10,264	10,300	10,300
34 OTHER CONTRACTUAL SVC	1,503,372	1,139,000	1,141,000
40 TRAVEL	351	3,000	3,000
41 COMMUNICATIONS	20,459	30,000	30,000
43 UTILITIES	69,184	79,000	169,000
44 RENTALS & LEASES	186,753	350,000	320,000
46 REPAIRS & MAINTENANCE	3,154,322	2,907,000	3,225,000
48 PROMOTIONAL	3,860	10,000	15,000
49 OTHER CURRENT CHARGES	5,509,037	6,320,500	6,320,050
55 PROFESSIONAL DEVELOPMENT	4,064	5,000	14,200
42 TRANSPORTATION (POSTAGE)	202	-	-
47 PRINTING	212	1,000	3,870
51 OFFICE SUPPLIES	7,211	6,000	7,500
52 OPERATING SUPPLIES	2,717,402	1,767,050	1,757,050
54 SUBSCR/MEMBERSHIPS	1,873	1,500	2,000
TOTAL	<u>\$ 23,485,249</u>	<u>\$ 23,359,597</u>	<u>\$ 25,386,170</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 10,296,682	\$ 10,730,247	\$ 12,368,200
SUPPORT SERVICES	10,461,667	10,853,800	11,247,550
MATERIALS & SUPPLIES	2,726,900	1,775,550	1,770,420
TOTAL	<u>\$ 23,485,249</u>	<u>\$ 23,359,597</u>	<u>\$ 25,386,170</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / ADMINISTRATION

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 38,016	\$ 158,392	\$ 166,566
14 OVERTIME	166	-	1,500
21 FICA MATCHING	2,752	10,929	12,139
22 RETIREMENT	4,365	18,865	22,806
23 INSURANCE	10,890	43,755	26,863
31 PROFESSIONAL SERVICES	10,264	10,300	10,300
34 OTHER CONTRACTUAL SVC	67,654	85,000	85,000
40 TRAVEL	351	500	500
41 COMMUNICATIONS	19,784	30,000	30,000
43 UTILITIES	65,707	75,000	165,000
44 RENTALS & LEASES	140,707	230,000	200,000
46 REPAIRS & MAINTENANCE	33,937	40,000	43,000
49 OTHER CURRENT CHARGES	297	15,500	15,500
55 PROFESSIONAL DEVELOPMENT	297	700	700
47 PRINTING	35	500	500
51 OFFICE SUPPLIES	-	300	500
52 OPERATING SUPPLIES	22,334	14,900	1,500
54 SUBSCR/MEMBERSHIPS	673	1,000	1,000
TOTAL	<u>\$ 418,229</u>	<u>\$ 735,641</u>	<u>\$ 783,374</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 56,189	\$ 231,941	\$ 229,874
SUPPORT SERVICES	338,998	487,000	550,000
MATERIALS & SUPPLIES	23,041	16,700	3,500
TOTAL	<u>\$ 418,229</u>	<u>\$ 735,641</u>	<u>\$ 783,374</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / RESIDENTIAL OPERATIONS

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 1,844,996	\$ 1,802,156	\$ 1,958,654
14 OVERTIME	290,581	300,000	300,000
21 FICA MATCHING	152,637	144,454	160,276
22 RETIREMENT	220,732	250,247	306,504
23 INSURANCE	504,158	550,743	490,655
44 RENTALS & LEASES	154	-	-
46 REPAIRS & MAINTENANCE	1,778,580	1,420,000	1,700,000
49 OTHER CURRENT CHARGES	5,169,567	5,501,500	5,501,500
47 PRINTING	-	-	120
52 OPERATING SUPPLIES	1,267,484	975,250	985,250
 TOTAL	 <u><u>\$ 11,228,887</u></u>	 <u><u>\$ 10,944,350</u></u>	 <u><u>\$ 11,402,959</u></u>
 DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 3,013,103	\$ 3,047,600	\$ 3,216,089
SUPPORT SERVICES	6,948,300	6,921,500	7,201,500
 TOTAL	 <u><u>\$ 11,228,887</u></u>	 <u><u>\$ 10,944,350</u></u>	 <u><u>\$ 11,402,959</u></u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / COMMERCIAL OPERATIONS

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 390,945	\$ 348,132	\$ 347,132
14 OVERTIME	184,885	135,000	135,000
21 FICA MATCHING	42,540	35,115	35,316
22 RETIREMENT	72,093	69,547	69,905
23 INSURANCE	87,167	90,235	81,473
34 OTHER CONTRACTUAL SVC	-	4,000	4,000
46 REPAIRS & MAINTENANCE	274,407	300,000	300,000
49 OTHER CURRENT CHARGES	88,013	801,200	800,750
47 PRINTING	35	-	750
52 OPERATING SUPPLIES	832,989	72,300	80,500
 TOTAL	 <u><u>\$ 1,973,074</u></u>	 <u><u>\$ 1,855,529</u></u>	 <u><u>\$ 1,854,826</u></u>
 DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 777,629	\$ 678,029	\$ 668,826
SUPPORT SERVICES	362,421	1,105,200	1,104,750
CAPITAL OUTLAY	-	-	-
 TOTAL	 <u><u>\$ 1,973,074</u></u>	 <u><u>\$ 1,855,529</u></u>	 <u><u>\$ 1,854,826</u></u>



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / GARAGE

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 1,561,631	\$ 1,829,310	\$ 2,018,665
14 OVERTIME	337,401	265,000	355,000
21 FICA MATCHING	138,471	149,951	168,351
22 RETIREMENT	220,861	256,543	334,357
23 INSURANCE	384,078	475,303	482,363
34 OTHER CONTRACTUAL SVC	2,682	-	-
40 TRAVEL	-	2,500	2,500
41 COMMUNICATIONS	675	-	-
43 UTILITIES	3,477	4,000	4,000
46 REPAIRS & MAINTENANCE	282,282	197,000	232,000
49 OTHER CURRENT CHARGES	250,448	1,000	1,000
55 PROFESSIONAL DEVELOPMENT	3,767	800	10,000
42 TRANSPORTATION (POSTAGE)	202		
47 PRINTING	143	-	-
51 OFFICE SUPPLIES	7,211	5,700	7,000
52 OPERATING SUPPLIES	340,014	442,800	468,000
TOTAL	<u>\$ 3,533,343</u>	<u>\$ 3,629,907</u>	<u>\$ 4,083,236</u>
DEPARTMENTAL EXPENDITURE SUMMARIES:			
PERSONAL SERVICES	\$ 2,642,442	\$ 2,976,107	\$ 3,358,736
SUPPORT SERVICES	543,331	205,300	249,500
MATERIALS & SUPPLIES	347,570	448,500	475,000
TOTAL	<u>\$ 3,533,343</u>	<u>\$ 3,629,907</u>	<u>\$ 4,083,236</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / YARD TRASH

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 1,473,094	\$ 1,411,327	\$ 1,904,163
14 OVERTIME	280,233	250,000	250,000
21 FICA MATCHING	127,781	116,578	156,162
22 RETIREMENT	179,946	197,855	292,312
23 INSURANCE	434,545	524,739	537,990
34 OTHER CONTRACTUAL SVC	1,392,239	1,020,000	1,020,000
46 REPAIRS & MAINTENANCE	294,319	400,000	400,000
49 OTHER CURRENT CHARGES	711	800	800
52 OPERATING SUPPLIES	87,403	92,500	92,500
TOTAL	<u>\$ 4,270,271</u>	<u>\$ 4,013,799</u>	<u>\$ 4,653,927</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,495,598	\$ 2,500,499	\$ 3,140,627
SUPPORT SERVICES	1,687,270	1,420,800	1,420,800
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 4,270,271</u>	<u>\$ 4,013,799</u>	<u>\$ 4,653,927</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / RECYCLING

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 522,399	\$ 424,777	\$ 756,817
14 OVERTIME	84,023	160,000	160,000
21 FICA MATCHING	43,292	41,563	48,868
22 RETIREMENT	65,121	72,896	96,248
23 INSURANCE	178,258	162,886	163,148
44 RENTALS & LEASES	15	-	-
46 REPAIRS & MAINTENANCE	116,294	200,000	200,000
48 PROMOTIONAL	3,860	10,000	15,000
49 OTHER CURRENT CHARGES	-	500	500
47 PRINTING	-	500	500
52 OPERATING SUPPLIES	8,665	47,000	2,000
TOTAL	<u>\$ 1,021,926</u>	<u>\$ 1,120,122</u>	<u>\$ 1,443,081</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 893,092	\$ 862,122	\$ 1,225,081
SUPPORT SERVICES	120,169	210,500	215,500
MATERIALS & SUPPLIES	8,665	47,500	2,500
TOTAL	<u>\$ 1,021,926</u>	<u>\$ 1,120,122</u>	<u>\$ 1,443,081</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / COMPOSTING

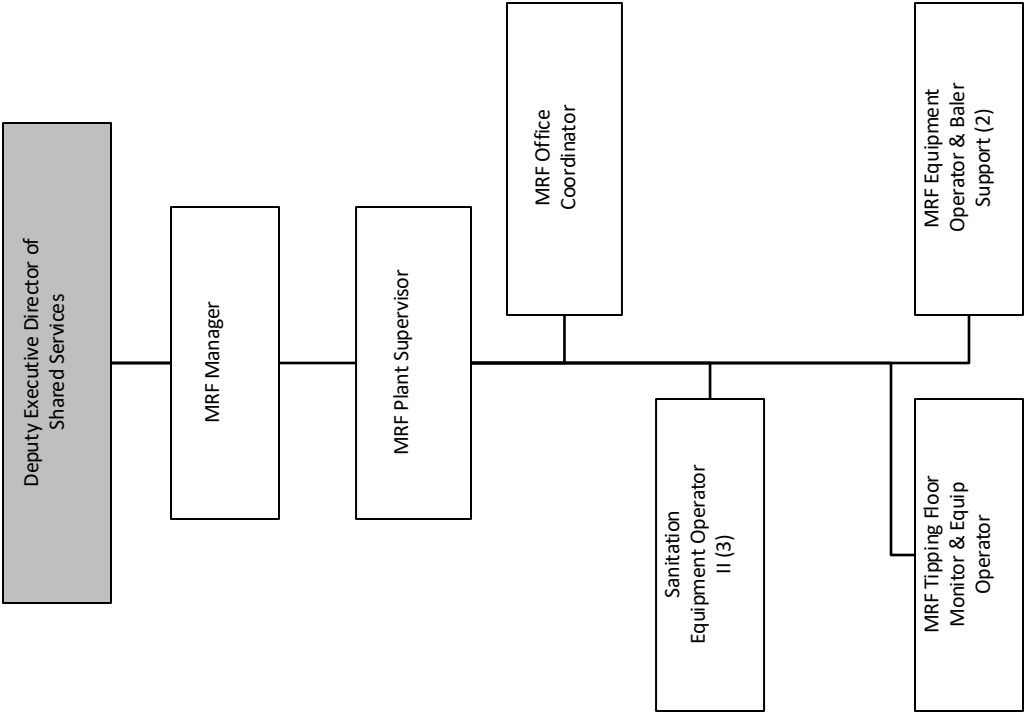
	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 239,751	\$ 248,976	\$ 302,288
14 OVERTIME	69,009	65,000	65,000
21 FICA MATCHING	22,481	22,432	26,230
22 RETIREMENT	32,309	37,394	49,842
23 INSURANCE	55,077	60,147	85,607
34 OTHER CONTRACTUAL SVC	40,798	30,000	32,000
44 RENTALS & LEASES	45,877	120,000	120,000
46 REPAIRS & MAINTENANCE	374,504	350,000	350,000
55 PROFESSIONAL DEVELOPMENT	-	3,500	3,500
47 PRINTING	-	-	2,000
52 OPERATING SUPPLIES	158,513	122,300	127,300
54 SUBSCR/MEMBERSHIPS	1,200	500	1,000
TOTAL	<u>\$ 1,039,519</u>	<u>\$ 1,060,249</u>	<u>\$ 1,164,767</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 418,628	\$ 433,949	\$ 528,967
SUPPORT SERVICES	461,178	503,500	505,500
MATERIALS & SUPPLIES	159,713	122,800	130,300
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 1,039,519</u>	<u>\$ 1,060,249</u>	<u>\$ 1,164,767</u>



# EMERALD COAST UTILITIES AUTHORITY MATERIALS RECYCLING SYSTEM



EMERALD COAST UTILITIES AUTHORITY  
MATERIALS RECYCLING FACILITY  
SOURCES AND USES STATEMENT  
9/30/2024 - 9/30/2028

	ACTUAL FY 2020	ACTUAL FY 2021	ACTUAL FY 2022	PROJECTED ACTUAL FY 2023	APPROVED BUDGET FY 2024
<b>SOURCES:</b>					
Beginning balances:					
Unrestricted Reserves	\$ -	\$ 180,648	\$ (241,444)	\$ 304,892	\$ -
Operating revenues:					
Recyclable commodities	1,666,817	1,857,284	1,979,008	654,406	680,000
Recyclable tipping fees	846,701	441,787	455,159	451,757	650,000
Miscellaneous Revenues	0	0			
Total operating income	2,513,518	2,299,071	2,434,167	1,106,162	1,330,000
Other income:					
Lease purchase funds	-	-	-	-	-
Interfund Loan	42,326	-	-	-	-
Total Other	42,326	-	-	-	-
Total Sources	<u>\$ 2,555,844</u>	<u>\$ 2,479,719</u>	<u>\$ 2,192,723</u>	<u>\$ 1,411,054</u>	<u>\$ 1,330,000</u>
<b>USES:</b>					
Operating expenses:					
Personal services	\$ 702,887	\$ 1,023,379	\$ 1,023,379	1,044,108	1,165,874
Support services	761,723	320,676	320,676	(14,324)	982,100
Materials & supplies	59,407	106,450	106,450	106,950	119,800
Operating Contingency	-	-	-	-	20,000
Overhead Allocation	-	-	-	-	(996,924)
Total operating expenses	1,524,017	1,450,505	1,450,505	1,136,734	1,290,850
Debt service:					
Bonds, loans, and leases	333,332	833,332	0	0	0
Capital improvements:					
CIP projects	80,521	-	-	3,108,000	-
R & R projects	437,326	437,326	437,326	100,000	500,000
Total capital improvements	517,847	437,326	437,326	3,208,000	500,000
Total uses	2,375,196	2,721,163	1,887,831	4,344,734	1,790,850
Ending balances:					
Unrestricted reserves	180,648	(241,444)	304,892	(2,933,680)	(460,850)
Total Uses & Reserves	<u>\$ 2,555,844</u>	<u>\$ 2,479,719</u>	<u>\$ 2,192,723</u>	<u>\$ 1,411,054</u>	<u>\$ 1,330,000</u>

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

Materials Recycling Facility (MRF)

**DIVISIONS:**

MRF Operations

**ACTIVITY DESCRIPTION:**

The ECUA has staffed, operated and maintained the sorting equipment at the facility for several years now after taking over from a previous third-party contractor. During FY23, responsibilities for maintenance of the equipment and building were delegated to the Maintenance and Construction division and rolling stock is maintained by Fleet Maintenance staff.

**GOALS:**

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

**OBJECTIVES:**

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

**2024 TARGETED ACCOMPLISHMENTS:**

1. To prevent downtime due to equipment maintenance issues to less than 10%.
2. To process an average of 150 tons per day on an annual basis.
3. To assist in public education efforts to reduce contamination in recyclables stream to an acceptable 20%.
4. To review existing contract agreements and set fees to more accurately reflect true operating costs, especially with our out-of-county partners.
5. To make recommendations to the Board regarding commodities to sort and send to market versus those not economically viable to send to market.
6. To operate the facility so the operating and capital improvement costs are close to or exceeding the generated revenues.

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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 512,800	\$ 623,143	\$ 645,485
14 OVERTIME	167,256	175,000	175,000
21 FICA MATCHING	50,613	59,521	59,012
22 RETIREMENT	71,919	95,059	111,339
23 INSURANCE	121,254	173,151	207,340
26 OTHER	8,597	40,000	25,000
31 PROFESSIONAL SERVICES	1,070	10,000	10,000
34 OTHER CONTRACTUAL SVC	884,904	305,000	505,000
40 TRAVEL	-	1,500	-
41 COMMUNICATIONS	5,390	9,250	8,000
43 UTILITIES	129,855	112,000	132,300
44 RENTALS & LEASES	127,906	90,000	50,000
45 INSURANCE	1,291	350	350
46 REPAIRS & MAINTENANCE	497,938	404,000	425,000
49 OTHER CURRENT CHARGES	13,883	50,000	-
55 PROFESSIONAL DEVELOPMENT	-	500	-
58 OVERHEAD ALLOCATION	(996,924)	(996,924)	(996,924)
98 CONTINGENCY	-	20,000	20,000
51 OFFICE SUPPLIES	1,317	800	800
52 OPERATING SUPPLIES	89,865	116,000	111,000
54 SUBSCR/MEMBERSHIPS	50	2,500	1,400
TOTAL	<u>\$ 1,688,983</u>	<u>\$ 1,290,850</u>	<u>\$ 1,490,102</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 932,438	\$ 1,165,874	\$ 1,223,176
SUPPORT SERVICES	665,313	5,676	153,726
MATERIALS & SUPPLIES	91,232	119,300	113,200
TOTAL	<u>\$ 1,688,983</u>	<u>\$ 1,290,850</u>	<u>\$ 1,490,102</u>



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

	ACTUAL 2022	APPROVED 2023	APPROVED 2024
12 REGULAR SALARIES	\$ 512,800	\$ 623,143	\$ 645,485
13 OTHER SALARIES			
14 OVERTIME	167,256	175,000	175,000
21 FICA MATCHING	50,613	59,521	59,012
22 RETIREMENT	71,919	95,059	111,339
23 INSURANCE	121,254	173,151	207,340
31 PROFESSIONAL SERVICES	1,070	10,000	10,000
34 OTHER CONTRACTUAL SVC	884,904	305,000	505,000
40 TRAVEL	-	1,500	-
41 COMMUNICATIONS	5,390	9,250	8,000
43 UTILITIES	129,855	112,000	132,300
44 RENTALS & LEASES	127,906	90,000	50,000
45 INSURANCE	1,291	350	350
46 REPAIRS & MAINTENANCE	497,938	404,000	425,000
49 OTHER CURRENT CHARGES	13,883	50,000	
55 MRF TRAINING/DEVELOPMENT	-	500	-
51 OFFICE SUPPLIES	1,317	800	800
52 OPERATING SUPPLIES	89,865	116,000	111,000
54 SUBSCR/MEMBERSHIPS	50	2,500	1,400
TOTAL	<u>\$ 2,677,310</u>	<u>\$ 2,227,774</u>	<u>\$ 2,442,026</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 923,842	\$ 1,125,874	\$ 1,198,176
SUPPORT SERVICES	1,662,237	982,600	1,130,650
MATERIALS & SUPPLIES	91,232	119,300	113,200
TOTAL	<u>\$ 2,677,310</u>	<u>\$ 2,227,774</u>	<u>\$ 2,442,026</u>

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

	ACTUAL 2021	APPROVED 2022	APPROVED 2023
26 OTHER	8,597	40,000	25,000
58 OVERHEAD ALLOCATION	(996,924)	(996,924)	(996,924)
98 CONTINGENCY	-	20,000	20,000
TOTAL	<u>\$ (988,327)</u>	<u>\$ (936,924)</u>	<u>\$ (951,924)</u>

DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	8,597	40,000	25,000
SUPPORT SERVICES	(996,924)	(976,924)	(976,924)
TOTAL	<u>\$ (988,327)</u>	<u>\$ (936,924)</u>	<u>\$ (951,924)</u>



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