

EMERALD COAST UTILITIES AUTHORITY

# OPERATING BUDGET

FISCAL YEAR 2019



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



**For the Fiscal Year Ending 9/30/2019**

# **Emerald Coast Utilities Authority**

An Independent Special District of the State of Florida

## **ANNUAL OPERATING BUDGET**

**For the fiscal year ending September 30, 2019**

**As Approved by the ECUA Board  
9/27/2018**

**Prepared by  
Department 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.”

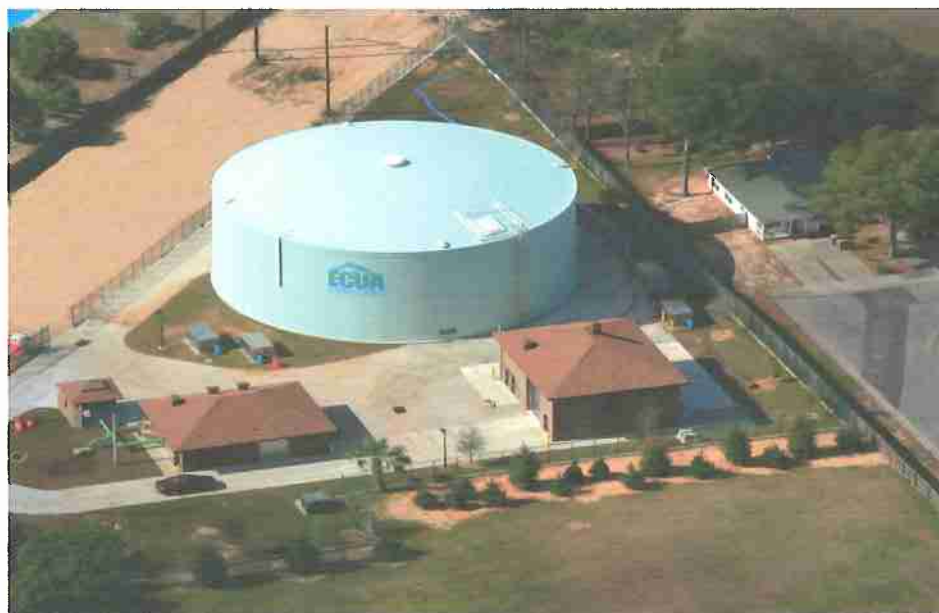


## AUTHORITY PROFILE

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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 95,000 customers. The wastewater system serves over 74,000 customers, conveying wastewater to three treatment plants with a total permitted capacity of 33.1 million gallons. The Authority began providing solid waste collection in 1992 through an acquisition of the system previously operated by Escambia County. Prior to conveying the sanitation system to the ECUA, the County passed an ordinance that mandated garbage collection throughout the unincorporated area of Escambia County. The ECUA implemented that mandatory collection service, and subsequently implemented voluntary recycling throughout the service area. The Authority also purchased two additional residential sanitation systems in 1994. In January 2015, the Authority began providing solid waste and recycling collection services to residential customers in the northern half of neighboring Santa Rosa County. The Authority currently serves over 108,000 sanitation customers in the two counties. In September 2016, the Authority opened a Materials Recycling Facility (MRF) to process recyclable materials out of the solid waste stream. The Authority contracted with a third party for about a year and a half before managing in-house the day-to-day operations of the MRF.



# Emerald Coast Utilities Authority

Fiscal Year 2019

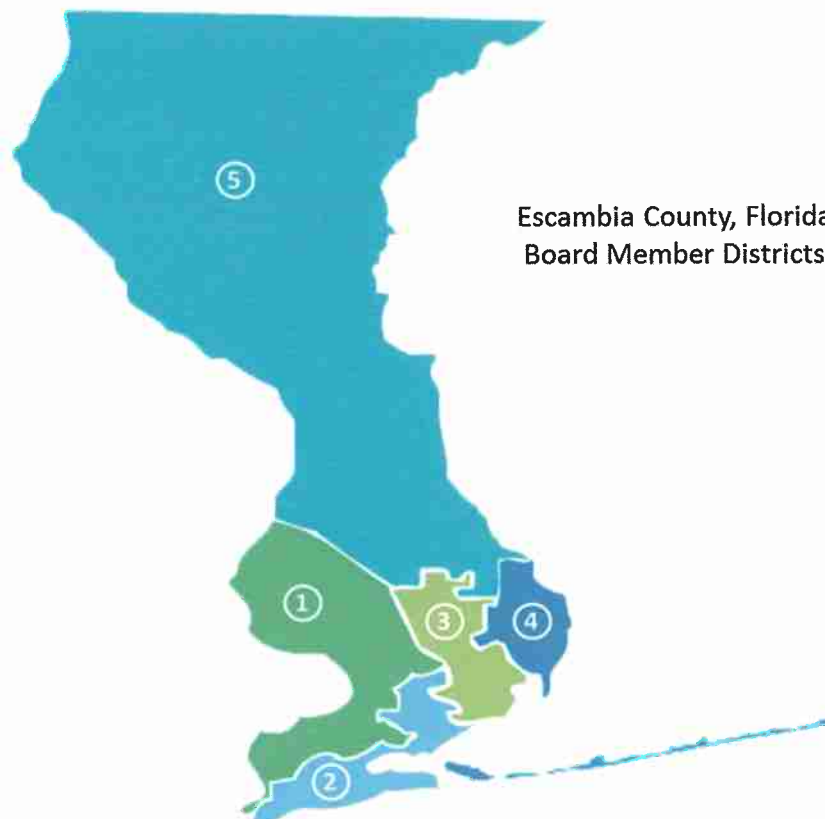
Vicki Campbell, District 1

Lois Benson, District 2, Chair

Elvin McCorvey, District 3

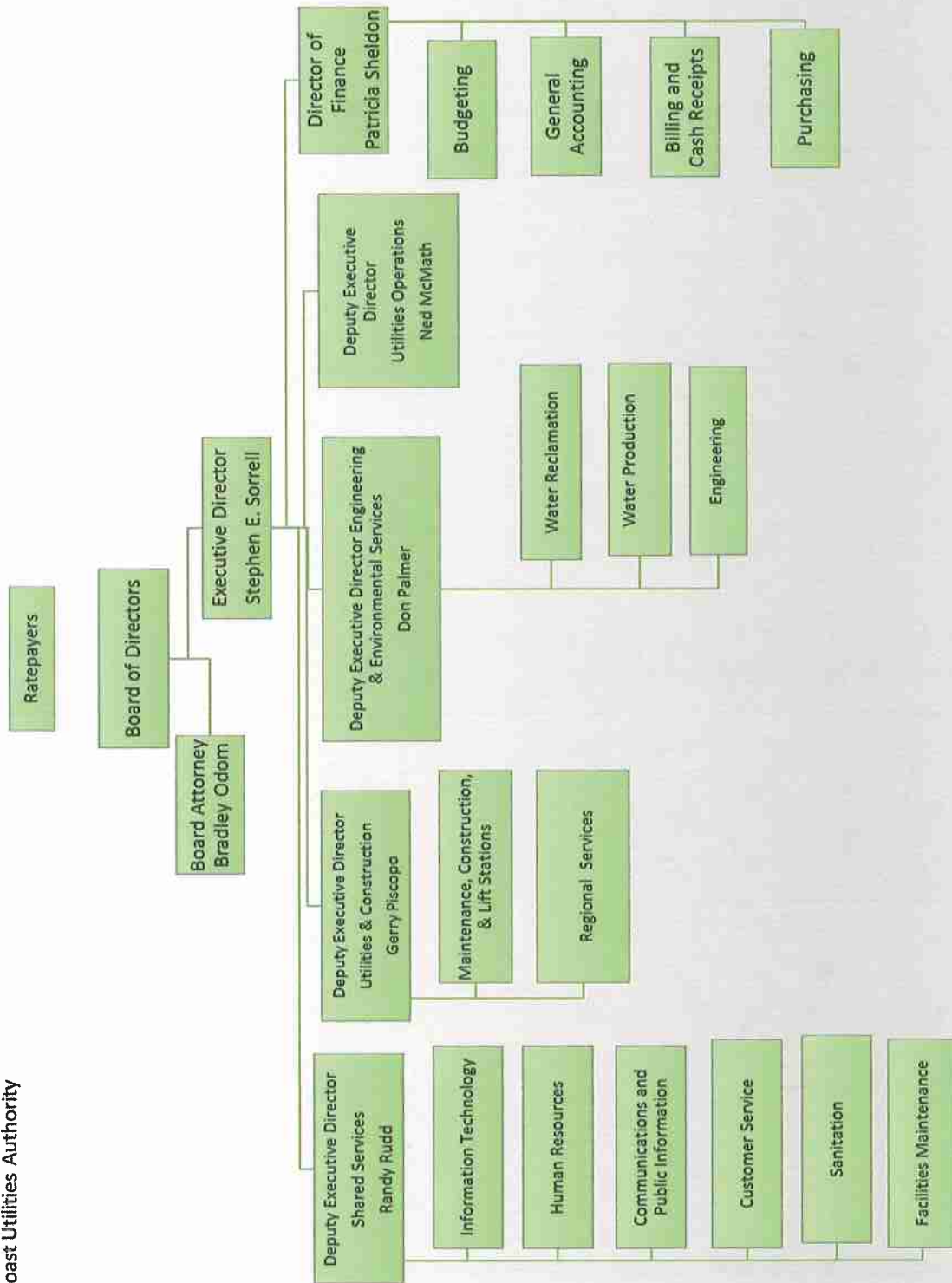
Dale Perkins, District 4, Vice Chair

Larry Walker, District 5





**Emerald Coast Utilities Authority**





**EXECUTIVE DIRECTOR**

Stephen E. Sorrell

**DEPUTY EXECUTIVE DIRECTORS**

Shared Services – Randy Rudd

Maintenance & Construction – Gerry Piscopo

Engineering & Environmental Services – Don Palmer

**DEPARTMENT DIRECTORS**

Finance – Patricia L. Sheldon

Information Technology – John Daane

Human Resources/Administrative Services – Cindy Sutherland

Engineering – Stacy Hayden

Regional Services – Brian Reid

Customer Services – Gabe Brown

Water Production – Tom Dawson

Communications & Governmental Affairs – Tim Haag

Wastewater Infrastructure – Stephen P. Holcomb



## EXECUTIVE SUMMARY

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### **WATER/WASTEWATER**

The Authority continues to remain on sound financial footing thanks to the ECUA Board's focus on fiscal policy. Revenues for both the Water/Wastewater and Sanitation Systems have consistently remained within 5% of the target to meet budget projections. Expenses remain in the budgeted target arena as well. Economic conditions in the service area continue to show modest growth as evidenced by the building of several large, new subdivisions in the north end of the County. Development of these areas is projected to continue into 2019. The presence of the Navy Federal Call Center complex is partly what is driving the demand for housing in the northwest part of the County. Along with new housing comes opportunities for new sanitation and water/wastewater customers, along with challenges in providing the needed infrastructure for the housing developments and apartment complexes.

The ECUA provides for the following separate Systems: The Water/Wastewater System, the Sanitation System, and the Materials Recycling Facility (MRF). The Water/Wastewater System handles all aspects of water production and delivery along with the treatment and disposal of wastewater (sewer). The Sanitation System encompasses the solid waste collection in Escambia County (ESS), as well as in defined portions of Santa Rosa County (SRSS) by agreements with Santa Rosa County and the Town of Jay. Additionally, the Sanitation System manages the composting activity located at the Central Water Reclamation Facility (CWRF). The MRF encompasses the processing and sale of recyclable materials in an effort to keep those materials out of the County landfill and provide a more "green" approach. By doing so, the utilization of the MRF has allowed ECUA to continue the curbside recycling program. ECUA owns the facility and recently terminated the contract with the third-party vendor that was providing for the daily operations of processing and selling the recyclable materials. Currently, ECUA manages the daily operations in-house and contracts with various vendors directly who purchase the raw materials produced at the MRF.

The FY 2019 Water/Wastewater budget revenue projections include a 4.0% rate increase, which is slightly higher than the Consumer Price Index (CPI) for fiscal year 2018. This equates to \$2.39 per month, or approximately \$0.60 cents per week, for average residential customers with monthly usage of 6,100 gallons of water and 4,600 gallons of sewer service.

The Capital Improvement Fee (CIF) is expected to generate approximately \$9 million to help pay for capital infrastructure improvements. The CIF equals a \$5.00 per month assessment for the majority of our customers who receive both water and sewer services using a residential 5/8-

inch meter. Commercial customers and those with larger-than-normal infrastructure (meters and pipes) will be assessed a graduating amount up to a maximum of \$1,000 for our largest commercial customers with a 10-inch meter and associated piping.

The total increase in operating expenses when compared to FY 2018 is 1.54% for the Water and Wastewater Systems. The water/wastewater operating budget expenses include funding for normal operating needs adjusted for ordinary cost increases as we continue to utilize necessary chemicals in the lift stations to control odor, properly maintain the water wells, and provide for repair and maintenance on the buildings, equipment, and vehicles.

Because of the progress we have made over the last several years on the capital improvements program, we are experiencing a normal increase in general maintenance costs. When we repair and maintain the infrastructure, much of those costs are classified as operating and should be expensed in the year they are paid rather than using capital dollars for normal repairs and maintenance. Due to the continued success of the public relations campaign to highlight awareness of ECUA and its programs in the community, we have again included \$200,000 in the Public Information division to keep our message fresh for the community.

The FY 2019 Water/Wastewater budget includes the Information Technology (IT) department purchasing a network switch replacement as part of an on-going and phased approach to upgrading and replacing the network systems. Keeping the network switches up to date is critical to the success of our computing capabilities.

Regional Services is purchasing one (1) vehicle for use in the field, three (3) handheld GPS units to facilitate data collection as part of their manhole inspection process, and one (1) wire guillotine cutter for large diameter ductile and cast iron pipe that will allow the crew to cut the pipe quickly and efficiently in the field. The Customer Service department is adding two (2) full time employees to help in answering the increasing number of calls in the call center. The additional positions will add extra coverage during the peak call hours Monday through Friday.

In order to provide funding for emergency repairs and increases in cost without increasing the actual department budgets each year, we have again budgeted \$1,500,000 as an operating contingency for FY 2019. Each department budgets for routine maintenance costs and current level utility usage, but the operating contingency will allow availability of funds for emergency repairs and other unknown increases, which always seem to occur in the operating expenses.

The FY 2019 budget for Water/Wastewater includes a Capital Improvement Program (CIP) in the sum of \$23.9 million of which \$10 million is for the I&I construction phase of the consent order and the remaining \$13.9 million is for other normal CIP needs. The CIP budget provides a programmed approach targeting system replacements and the Sanitary Sewer Overflow/Inflow & Infiltration (SSO and I&I) Consent Order requirements. We are not planning the issuance of



any new debt for fiscal year 2019. The FY 2019 budget provides funds for the CIP from a combination of prior year carryforward (projected to be approximately \$10.5 million at the end of FY 2018), net current year operating revenue, capital improvement fees collected, impact fees, and funds received from agreements with other entities.

The FY 2019 CIP budget of \$13.9 million for normal CIP needs provides a minimal amount of funding for general utility relocations, vehicle replacement, water meter replacements, lift station rehabilitation and antiquated water line replacements. The \$10 million in funding for the SSO/I&I Program is in response to the FDEP Consent Order (CO) which the ECUA Board approved in May 2012. This is the seventh (7<sup>th</sup>) year of a 16-year program that we have established to make the system reparations required in the CO.

As in the past, we have tried to be consistent with the targeted amount of carryforward so that we have carryforward funds to rely on when unexpected events such as floods or hurricanes occur and we need to fund our capital replacement. Our target annual carryforward is generally around \$9 million to serve as a strong reserve that also helps us achieve a favorable interest rate in the debt market should we find the need to borrow funds later in the year for the CIP requirements. Although a portion of the rate increase will fund this year's capital spending, we will also be using net revenues and last year's carryforward as additional capital funding sources. Therefore, after funding FY 2019 capital without issuing debt, we anticipate the carryforward balance to be \$4.4 million at the end of FY 2019.

The CIF, which was adopted last fiscal year, will be used as an annual dedicated funding source for a portion of the CIP spending. A "capital improvement fee" is a common methodology utilized by many utility companies to fund on-going capital projects from year-to-year to minimize the impact on CIP of lost water revenue in years of heavy rainfall or other anomalies. With the CIF, we estimate realizing approximately \$9 million annually, which will be restricted solely for CIP projects and related debt service. This will provide a dedicated funding source that can be applied to the mandated I&I requirements or CIP projects in general.

In addition to monitoring levels of reserves and carryforward balances, we need to monitor the impact rate decisions have on the debt service coverage (DSC). We are required by bond covenants to maintain a minimum coverage of 1.25% for parity debt (bonds & bank loans) and 1.15% for "all-in" debt (which includes the State Revolving Loans, or SRF, loans). Under this budget proposal, the debt service coverage requirement remains acceptable.

**SANITATION**

The Board, on September 27, 2018 approved a 5.0% rate increase for the Escambia County Sanitation System (ECSS) along with a \$1.50 per month Capital Funding Fee (CFF) on each customer providing adequate funding to service existing customers and additional customers expected from anticipated growth. The Escambia Sanitation System started FY 2019 with a continuation budget from FY 2018 until the rate increase and CFF was formalized via Resolution 18-08 on October 25, 2018.

The total increase in operating expenses when compared to FY 2018 is 6.33% for the Sanitation Systems, mainly due to increases in normal operating costs such as repair and maintenance, gas, oil, and lubricants, along with overtime costs due to driver shortages. The Escambia County Sanitation System (ECSS) is growing. With growth comes increased operating costs in maintenance, labor, and equipment. We need to buy additional collection and recycling cans, and many of the trucks are reaching the end of their programmed life thus requiring expensive maintenance. Two (2) additional equipment mechanics in the garage to service the increasing number of vehicles are requested with FY 2019's budget.

The composting activity is producing and selling compost material and we anticipate completing the concrete composting pads, which will provide an additional 5 acres of processing space. We will complete assembling the fabric canopy during FY 19 to provide shelter protection for the equipment and the final compost product. The composting activity continues to grow with the compost product in high demand.

The well-received compost operation has allowed us to avoid landfill disposal costs for yard trash. The demand for the product has been greater than our ability to supply the material. We anticipate the expansion of the compost site and erection of the fabric structure to be completed during FY 2019, we are requesting the addition of two (2) compost technicians to work the expanded area where the compost is mass-produced. This expansion of personnel allows the composting activity to operate seven days per week. Having instituted a relatively inexpensive bagging operation so we can serve the smaller customers. The sale of the finished compost product, which is marketed as "Emerald Coast Bloom" generates an estimated \$50,000 in revenue each year.

The approved budget contemplates a \$2.7 million lease financing to pay for replacement garbage trucks and other service vehicles similar to the lease financing done in FY 2018. The financing details will be brought to the Board sometime during FY 2019 for review and approval.

The level of remaining unrestricted reserves remains lower than normal, however, the goal is to have consistently reasonable rate increases that will cover costs and provide for building reasonable reserves. The DSC based upon borrowing for the ECSS is 1.46%.

The rate for the Santa Rosa County Sanitation System (SRCS) is independent of the ECSS and does not have any impact on the ECSS rate structure. As established by the contract approved between the ECUA and Santa Rosa County, the SRCS rate increases on January 1 of each year by the percentage change in CPI as of October 31 for the proceeding twelve months. As of this writing, a 2.13% increase in Santa Rosa rates will be effective January 1, 2019. This increase was estimated at budget preparation and has been built into the Santa Rosa Sanitation Budget.

### **MATERIALS RECYCLING FACILITY (MRF)**

The MRF is now in its third full year of operations. As of May 1, 2018, we no longer utilize a third party contractor to operate the MRF. Instead, we operate and manage the facility solely in-house. We are managing the operations in-house and selling the product directly to third parties. Because of this change, we have experienced a significant increase in the budget request for FY 2019 as compared to the budget for FY 2018. While expenses are projected to be 109% higher than the original budget for FY 2018, the 136% increase in projected revenues offset these costs. This budget request takes into account all of the operating expenses as well as debt service toward both the "Closed Loop Loan" and the interfund loan from Water/Wastewater. The proposed budget request includes capital spending at a minimal level of \$50,000 for some equipment modifications. The MRF serves as a stable local processing facility for recyclables. This long-term solution takes approximately 51,000 tons of materials that otherwise would be wasted by dumping it into the landfill and turns it into raw materials to sell on the commodities market. We currently have thirteen (13) inter-local agreements in place with several nearby cities and counties to accept their recyclable materials. No rate setting is involved with the MRF since the entire cost of operation including repair, maintenance, personnel, debt service, and capital is paid via the sale of the recovered materials.

### **SUMMARY**

In summary, the 4.0% rate increase for FY 2019 will increase the water and wastewater rates by \$2.39 per month for an average residential customer, due to both increased operating costs and capital project spending. Escambia sanitation rates will increase 5.0%. Therefore, an average Escambia County ECUA water/wastewater customer who also receives ECUA sanitation service will see a net monthly increase in service charges of \$3.26 per month, or \$.82 per week.

The Escambia County Sanitation System (ECSS) is experiencing growth opportunities, but along with that comes increased operating costs in maintenance, labor, equipment, and electrical

energy. We have to buy additional collection and recycling cans, and many of the trucks are reaching the end of their programmed life and are requiring expensive maintenance. We also need two additional equipment mechanics because of the expanding fleet and increase in operating equipment. The growth of about 2,000 customers per year resulted in a 6.33% increase in operating costs needed for FY 19. The ECSS experienced increases in labor costs, equipment, maintenance, and additional garbage and recycling cans creating the need for the 5.0% rate increase in the ECSS for FY 2019. Reserves remain in the negative and therefore, one of the goals in the FY 2019 budget is to initiate an incremental replacement of the emergency reserves.

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

The compost operation has been extremely well received. While not a big revenue producer, it has allowed us to avoid landfill disposal costs for yard trash and energy costs to dry sludge at the CWRF. The demand for the product has been greater than our ability to supply the material. We are currently working to expand the compost site and construct a fabric structure during FY 2019. We initiated a relatively inexpensive bagging operation so we can serve the smaller customers.

The Materials Recycling Facility (MRF) in its third full year of operations has experienced some growing pains. Our third party contractor was not able to fulfill their contractual obligations and as a result we took the operations in-house by restructuring and hiring staff as well as negotiating directly with purchasers of the recyclable materials. We anticipate this will facilitate a more reliable revenue stream for the MRF. The MRF has won several major awards for innovation and efficiency. It continues to attract neighboring localities interested in utilizing the facility.

We would like to express our thanks to the ECUA Board and the Citizen's Advisory Committee members for their guidance and input, as well as the staff who diligently worked to produce this plan. The Fiscal Year 2019 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,



Stephen E. Sorrell, P.E., M.P.A.  
Executive Director



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

EMERALD COAST UTILITIES AUTHORITY  
OPERATING BUDGET  
FISCAL YEAR 2019

	WATER & WASTEWATER	SANITATION	MATERIALS RECYCLING	TOTAL APPROVED FY 2019
<b>SOURCES:</b>				
Operating revenues:				
Water	\$ 42,395,104	\$ -	\$ -	\$ 42,395,104
Wastewater	55,659,324	-	-	55,659,324
Sewer Improvement Fee	5,850,000	-	-	5,850,000
Capital Improvement Fee	9,000,000	1,477,800	-	10,477,800
Sanitation - Residential	-	27,347,903	-	27,347,903
Sanitation-Commercial	-	1,760,065	-	1,760,065
Connection Charges	350,000	-	-	350,000
Recyclable Commodities	-	-	3,436,600	3,436,600
Recyclable Tipping Fees	-	-	300,000	300,000
Compost & Yard Waste Tipping Fees	-	450,000	-	450,000
Miscellaneous Revenues	1,300,000	45,000	-	1,345,000
Subtotal Operating Revenues	114,554,428	31,080,768	3,736,600	149,371,796
Non-operating revenues:				
Interest Income	1,500,000	11,600	-	1,511,600
Impact Fees	3,000,000	-	-	3,000,000
Grants & Other Capital Contributions	1,000,000	-	-	1,000,000
Capital Financing Sources	-	2,749,040	-	2,749,040
Unrestricted Reserves	3,500,000	(1,593,983)	(394,371)	1,511,646
Project Contingencies	10,490,369	-	-	10,490,369
Subtotal Non-operating Revenues	19,490,369	1,166,657	(394,371)	20,262,655
<b>TOTAL SOURCES</b>	<b>\$ 134,044,797</b>	<b>\$ 32,247,425</b>	<b>\$ 3,342,229</b>	<b>\$ 169,634,451</b>
<b>USES:</b>				
Operating expenses:				
Personal Services	\$ 36,127,648	\$ 10,611,435	\$ 823,000	\$ 47,562,083
Support Services	20,543,859	10,306,700	1,411,250	32,261,809
Materials & Supplies	8,966,614	1,530,050	135,500	10,632,164
Subtotal operating expenses	65,638,121	22,448,185	2,369,750	90,456,056
Non-operating expenses:				
Debt Service	36,513,348	5,566,774	833,332	42,913,454
CIP, Renewal & Replacement	23,900,000	940,000	50,000	24,890,000
Capital Financing Projects	-	2,749,040	-	2,749,040
Unrestricted Reserves	3,500,000	543,426	89,147	4,132,573
Project Contingencies	4,493,328	-	-	4,493,328
Subtotal non-operating expenses	68,406,676	9,799,240	972,479	79,178,395
<b>TOTAL USES</b>	<b>\$ 134,044,797</b>	<b>\$ 32,247,425</b>	<b>\$ 3,342,229</b>	<b>\$ 169,634,451</b>



**EMERALD COAST UTILITIES AUTHORITY  
PERSONNEL COMPARISON**

	<u>2017 ACTUAL POSITIONS</u>	<u>2018 FUNDED POSITIONS</u>	<u>2019 FUNDED POSITIONS</u>
ADMINISTRATION DEPARTMENT			
OFFICE OF THE EXECUTIVE DIRECTOR	<u>3</u>	<u>3</u>	<u>3</u>
FINANCE DEPARTMENT			
ADMINISTRATION	4	4	4
GENERAL ACCOUNTING	7	7	7
ACCOUNTS RECEIVABLE	15	15	15
PURCHASING & STORES	8	8	8
FINANCE TOTAL	<u>34</u>	<u>34</u>	<u>34</u>
INFORMATION TECHNOLOGY DEPARTMENT			
ADMINISTRATION	9	10	10
GIS	3	0	0
INFORMATION TECHNOLOGY TOTAL	<u>12</u>	<u>10</u>	<u>10</u>
HUMAN RESOURCES/ADMIN SERVICES DEPARTMENT			
ADMINISTRATIVE SERVICES	2	2	2
SAFETY & SECURITY	3	3	3
HUMAN RESOURCES	3	4	4
EMPLOYMENT	3	2	2
HUMAN RESOURCES/ADMIN SERVICES TOTAL	<u>11</u>	<u>11</u>	<u>11</u>
ENGINEERING DEPARTMENT			
ADMINISTRATION	20	20	23
INSPECTIONS	6	7	7
ENGINEERING TOTAL	<u>26</u>	<u>27</u>	<u>30</u>
SHARED SERVICES			
ADMINISTRATION	6	6	6
FACILITIES MAINTENANCE	0	11	9
SHARED SERVICES TOTAL	<u>6</u>	<u>17</u>	<u>15</u>
CUSTOMER SERVICES			
ADMINISTRATION	7	7	7
OPERATIONS	34	36	38
FATS, OIL & GREASE	7	0	0
CUT NON-PAYS	0	5	5
CUSTOMER SERVICES TOTAL	<u>48</u>	<u>48</u>	<u>50</u>

EMERALD COAST UTILITIES AUTHORITY  
PERSONNEL COMPARISON

	2017 ACTUAL POSITIONS	2018 FUNDED POSITIONS	2019 FUNDED POSITIONS
REGIONAL SERVICES DEPARTMENT			
ADMINISTRATION	3	3	4
REGION 2 (WEST REGION)	19	19	19
REGION 3 (EAST REGION)	24	23	23
REGION 4 (SOUTH REGION)	20	20	18
SEWER MAINTENANCE SERVICES	22	22	22
FIRE HYDRANT INSTALL/MAINT.	7	7	7
PATCH SERVICES	7	8	8
AIR RELEASE VALVES	6	6	8
FATS, OILS, & GREASE	0	2	2
REGIONAL SERVICES TOTAL	108	110	111
MAINTENANCE AND CONSTRUCTION			
ADMINISTRATION	0	0	6
LIFTSTATIONS	24	23	24
MAINTENANCE OPERATIONS	3	4	0
INFO SYSTEMS/WAREHOUSE	2	2	2
INSTRUMENT, ELECTRICAL (I/E)	15	15	15
PLANT MAINTENANCE	13	13	13
ODOR CONTROL	2	2	2
GENERATOR MAINTENANCE	2	2	2
FACILITIES MAINTENANCE	10	0	0
UTILITY OPERATIONS ADMINISTRATION	5	5	0
MAINTENANCE AND CONSTRUCTION TOTAL	76	66	64
WATER PRODUCTION			
WATER OPERATIONS	21	21	21
WELL MECHANICAL MAINTENANCE	7	7	7
COMMUNICATIONS CENTER	11	11	11
LAB (QA/QC)	11	11	0
CROSS CONNECTION CONTROLS	5	5	5
WATER PRODUCTION TOTAL	55	55	44



EMERALD COAST UTILITIES AUTHORITY  
PERSONNEL COMPARISON

	2017 ACTUAL POSITIONS	2018 FUNDED POSITIONS	2019 FUNDED POSITIONS
WATER RECLAMATION			
ADMINISTRATION	1	2	1
BAYOU MARCUS WRF	14	14	14
PENSACOLA BEACH WWTP	11	11	11
CENTRAL WRF	37	36	36
WATER QUALITY/LAB	0	0	11
WATER RECLAMATION TOTAL	<u>63</u>	<u>63</u>	<u>73</u>
COMMUNICATIONS & PUBLIC INFORMATION DEPARTMENT			
PUBLIC INFORMATION	<u>1</u>	<u>1</u>	<u>1</u>
WASTEWATER INFRASTRUCTURE			
ADMINISTRATION	<u>9</u>	<u>9</u>	<u>8</u>
WATER & WASTEWATER TOTAL	<u>452</u>	<u>454</u>	<u>454</u>
SANITATION DEPARTMENT			
ESCAMBIA:			
ADMINISTRATION	2	2	2
RESIDENTIAL OPERATIONS	42	39	39
GARAGE	30	31	31
COMMERCIAL OPERATIONS	6	7	7
YARD TRASH COLLECTION	30	28	27
RECYCLING	11	17	18
COMPOSTING	3	3	3
ESCAMBIA TOTAL	<u>124</u>	<u>127</u>	<u>127</u>
SANTA ROSA:			
RESIDENTIAL OPERATIONS	32	32	32
GARAGE	2	2	2
SANTA ROSA TOTAL	<u>34</u>	<u>34</u>	<u>34</u>
SANITATION TOTAL	<u>158</u>	<u>161</u>	<u>161</u>
MATERIALS RECYCLING SYSTEM			
MATERIALS RECYCLING FACILITY OPERATIONS	<u>2</u>	<u>2</u>	<u>16</u>
GRAND TOTAL	<u><u>612</u></u>	<u><u>617</u></u>	<u><u>631</u></u>

**Financial Health**

ECUA received an unqualified opinion for the FY 2017 Annual Audit Report. This means the financial statements were presented fairly and in all material respects were in accordance with accounting principles generally accepted in the United States of America. ECUA received the Government Finance Officers' Certificate of Excellence in Financial Reporting for the twenty-ninth (29<sup>th</sup>) consecutive year. Debt service coverage for FY 2017 was 177% while meeting debt covenant requirements for reserve targets and all key performance indicators.

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

ECUA's Water/Wastewater System issued a new Bank Note on November 22, 2017 to provide \$40 million to fund the FY 2018 CIP program. Additionally, on January 19, 2018, the Authority's Escambia Sanitation System entered into a capital lease agreement in the par amount of \$2,749,040 for trucks needed for the Sanitation Systems.

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

**Water/Wastewater:**

- ❖ \$86,384,803 State of Florida Department of Environmental Protection Revolving Loans, interest from 2.04% to 3.27%, maturing through October 2032, secured by net revenue. As of September 30, 2018, the outstanding balance is \$57,974,186.
- ❖ \$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, 2018, the outstanding balance is \$107,595,000.
- ❖ \$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, 2018, the outstanding balance is \$31,136,000.
- ❖ \$13,151,000 Utility System Refunding Revenue Note, Series 2011, interest at 3.03%, maturing in annual installments through January 2023, secured by net revenue. As of September 30, 2018, the outstanding balance is \$6,211,000.
- ❖ \$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, 2018, the outstanding balance is \$17,190,000.
- ❖ \$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, 2018, the outstanding balance is \$8,215,000.

- ❖ \$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, 2018, the outstanding balance is \$48,565,000.
- ❖ \$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, 2018, the outstanding balance is \$31,218,000.
- ❖ \$40,085,000 Utility System Revenue Note, Series 2017, interest at 2.59%, maturing in annual installments through July 2030, secured by net revenue. As of September 30, 2018, the outstanding balance is \$40,085,000.
- ❖ \$15,500,000 capital lease, interest at 4.41%, payments due annually through September 2027. As of September 30, 2018, the outstanding balance is \$8,488,165.
- ❖ \$965,655 capital lease, interest at 2.09%, payments due monthly through February 2024. As of September 30, 2018, the outstanding balance is \$579,774.

**Sanitation:**

- ❖ \$8,544,000 Sanitation System Refunding Revenue Bond, Series 2012, interest at 2.75%, maturing in annual installments through January 2022, secured by net revenue. As of September 30, 2018, the outstanding balance is \$3,770,000.
- ❖ \$11,973,722 capital lease, interest at 2.12%, payments annually through February 2019. As of September 30, 2018, the outstanding balance is \$3,602,300.
- ❖ \$1,933,355 capital lease, interest at 2.09%, payments due monthly through September 2022. As of September 30, 2018, the outstanding balance is \$872,786.
- ❖ \$11,068,116 capital lease, interest at 2.48%, payments due semi-annually through February 2023. As of September 30, 2018, the outstanding balance is \$6,480,183.
- ❖ \$661,163.28 capital lease, interest at 2.59%, payments annually through April 2024. As of September 30, 2018, the outstanding balance is \$571,481.
- ❖ \$2,749,040 capital lease, interest at 3.307%, payments annually through December 2024. As of September 30, 2018, the outstanding balance is \$2,749,040.

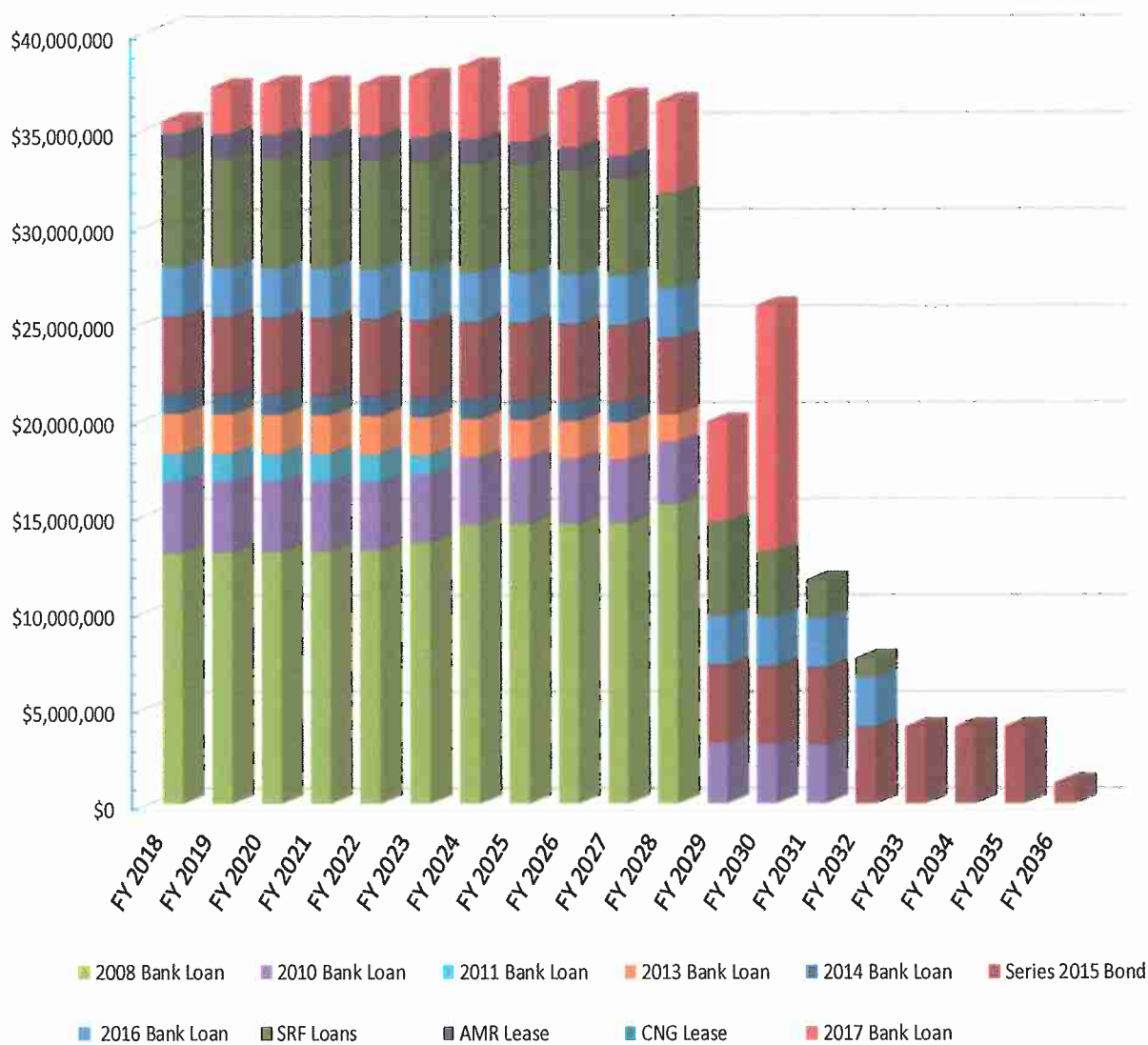
**MRF:**

- ❖ \$3,000,000 interest-free loan, maturing in annual installments through December 2025, secured by pledge of collateral on equipment. As of September 30, 2018, the outstanding balance is \$2,416,667.

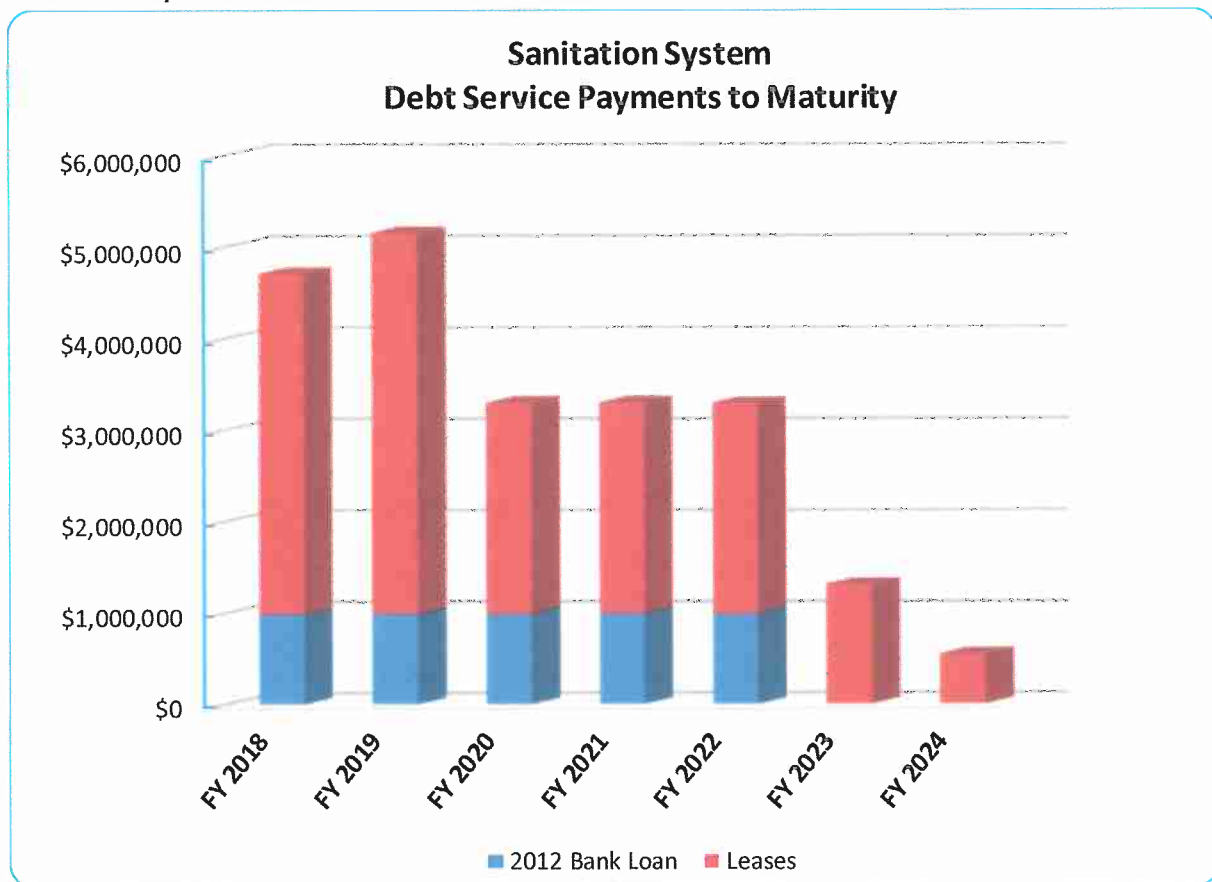
Aggregate Debt Service through maturity is as follows:

Water/Wastewater System:

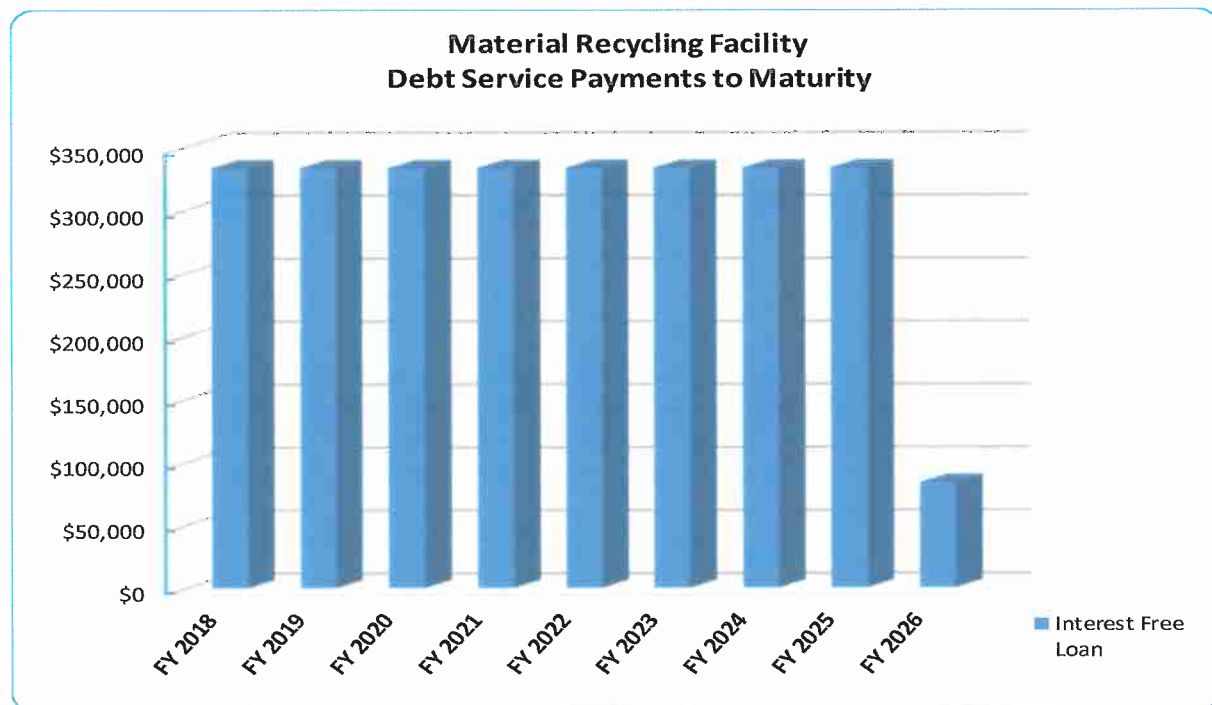
Water/Wastewater System  
Debt Service Payments to Maturity



## Sanitation System:



## MRF:



## STRATEGIC PLANNING

ECUA is required to have a Management Audit every 5 years. The last audit, conducted in 2013, outlined five key areas that support the ECUA's strategic direction. The next management audit began during fiscal year 2018 and is ongoing as of the writing of this narrative. The goal of the management audits is to support the processes which will continue to assist in our journey making ECUA a great utility. Key areas identified were Community, Environment, Finance, Infrastructure, and Workforce. The graph below outlines the key areas and performance strategies within each area. The financial plan supports the strategic direction and helps to ensure that ECUA is financially sound while allowing the plan to be appropriately implemented.





## Awards and Recognitions



The ECUA's drinking water has been selected as the 2018 Best Tasting Water in a taste-test competition held on March 16, 2018 in Destin, Florida. The Florida Section of the American Water Works Association (FS/AWWA) is divided into twelve Regions, each hosting their own regional competition. Destin Water Users hosted the Region IX event and provided a panel of impartial judges. Region IX is comprised of all water utilities in the four westernmost counties of the Panhandle: Escambia, Santa Rosa, Okaloosa and

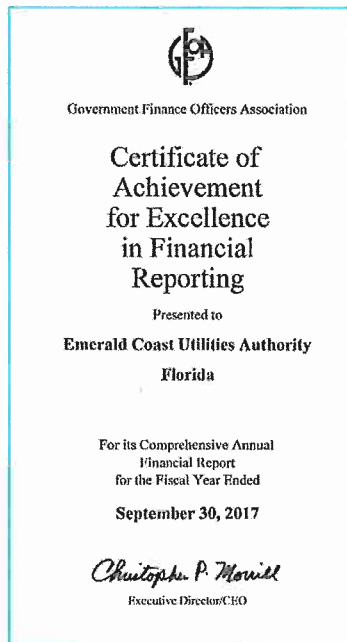
Walton. Participation in the Best Tasting Drinking Water Contest is open only to water providers within the geographical region who have not experienced any violations in the federal or state safe drinking water regulatory requirements. Each water sample was evaluated for taste, odor, color, and clarity. "ECUA water has been recognized as the best-tasting water in the Florida Panhandle for the fifth time in thirteen years," said ECUA Executive Director, Steve Sorrell. "We're extremely proud of all our staff members, but especially those in our Water Production Department, who oversee the day-to-day operations. It's truly a team effort"



### National Association of Clean Water Agencies (NACWA)

Peak Performance Awards consist of a "Gold" award to those utilities with no violations of applicable NPDES permit limits, or a "Silver" award for those with five (5) or less violations. For 2017, the Bayou Marcus Water Reclamation Facility received the Gold Award and the Pensacola Beach Wastewater Treatment Plant received the Silver Award.





### **Government Finance Officers Association (GFOA) Certificate of Achievement**

The Government Finance Officers Association (GFOA) awarded ECUA a Certificate of Achievement for Excellence in Financial Reporting for the thirtieth (30th) consecutive year. This prestigious national award recognizes conformance with the highest standards for preparation of the local government's Comprehensive Annual Financial Report (CAFR). In order to be awarded a Certificate of Achievement, a government organization must publish an easily readable and efficiently organized CAFR. This report must satisfy both generally accepted accounting principles and applicable legal requirements. A Certificate of Achievement is valid for a period of one year only. We believe that we will continue to meet the Certificate of Achievement Program's standards, and ECUA looks forward to continued

participation in the program by submitting the FY 2017 CAFR.



### **Florida League of Cities Hometown Health Award**

ECUA received the Florida League of Cities' Hometown Health Award for the second consecutive year. The 2017 award was presented to the ECUA Board during the December Citizens' Advisory Committee meeting by Florida League of Cities (FLC) representatives. Our commitment to promoting a culture of health and wellness in the workplace resulted in ECUA not only meeting but exceeding the required standards, as we fulfilled all twelve of the wellness objectives. The award recognized ECUA's effort to promote health and wellness through a multitude of activities and programs. A few examples of such programs include the annual flu shot program, an



annual health and wellness fair, blood drives in support of our local blood banks, and occasional fitness challenges that help keep everyone on their toes! These health and wellness programs are coordinated by our outstanding human resources staff, whose dedication made the award possible.

## BUDGET POLICY

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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.

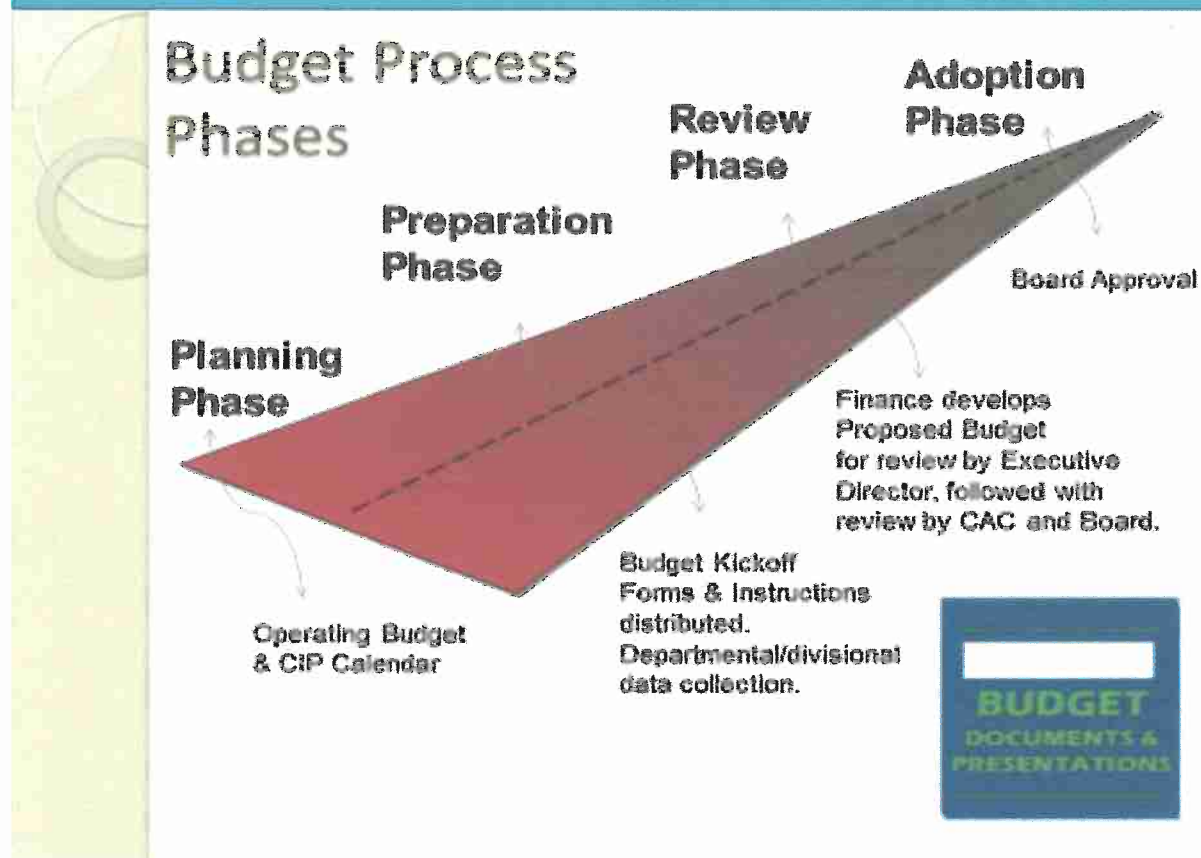
The Board approves the total budget appropriations. The Executive Director is authorized to transfer budget amounts between departments and object codes. Any changes that alter the total appropriations must be approved by the Board. Therefore, the legal level of budgetary responsibility is by total appropriations;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

**CAPITAL BUDGET CALENDAR**

TASK DESCRIPTION	DATE
Staff Budget Preparation	February 16, 2018
Budget compilation by Finance	March 2, 2018
Staff Committee Review and prioritization	March 16, 2018
<b>Executive Director review period</b>	March 16 - April 5, 2018
Update final changes	April 5, 2018
Prepare Budget Workshop Packets	April 5, 2018
Distribute Budget Packets to Citizen's Advisory Committee	April 18, 2018
Distribute Budget Packets to the Board	June 28, 2018

**OPERATING BUDGET CALENDAR**

TASK DESCRIPTION	DATE
Distribute Budget Prep Forms to Depts.	April 9, 2018
Departmental Staff Budget Preparation	April 13 - May 7, 2018
Budget compilation by Finance	May 7, 2018
Prepare a balanced operating draft	May 24, 2018
<b>Executive Director review period</b>	May 25 - June 7, 2018
Update final changes	June 7, 2018
Prepare Budget Workshop Packets	June 11, 2017
Distribute Budget Packets to Citizen's Advisory Committee	June 20, 2018
Distribut Budget Packets to the Board	June 28, 2018

**PUBLIC HEARING ADVERTISEMENT AND ADOPTION OF RESOLUTIONS**

Adopt 2018 Budget Resolution	July 26, 2018
Public Hearing notice advertised	August 16 - Sept 21, 2018
Adopt Rates and Fees Resolution	September 27, 2018

**BUDGET ASSUMPTIONS**

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

**BALANCED BUDGET**

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

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

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



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

### **SOURCES**

Charges for Services  
Connection Fees  
Bond Proceeds  
Interest Income  
Misc. Revenue

How much are  
rate-payers  
willing to pay?



### **USES**

Salary Costs  
Employee Benefits  
Operating Costs  
Capital Equipment  
Capital Projects  
Debt Service  
Contingencies

What level of  
service do  
rate-payers  
want?

## **CAPITAL BUDGETING**

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

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

- Consolidating and coordinating all department requests with the goal of reducing unnecessary delays and implementing the improvement programs of the department;

- Establishing a process by which each proposal can be evaluated in terms of public need, the comprehensive planning of the area, the interrelationship of projects, and cost requirements;
- Scheduling capital projects over an extended period so that the most efficient financial plan for the CIP can be achieved; and
- Relating needed projects to existing and projected fiscal capacity.

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

The following table shows the CIP budget by System for the fiscal years 2019 – 2023.

COMBINED SUMMARY BY SYSTEM

FY 2019 - 2023

(IN 000's)

SYSTEM	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FUND TOTAL
Water & Wastewater System	\$23,900	\$ 98,255	\$ 71,927	\$ 59,696	\$ 50,295	\$ 304,073
Sanitation Systems	3,365	3,765	3,665	3,715	3,765	18,275
Materials Recycling Facility	50	-	-	-	-	50
TOTAL	<u>\$27,315</u>	<u>\$ 102,020</u>	<u>\$ 75,592</u>	<u>\$ 63,411</u>	<u>\$ 54,060</u>	<u>\$ 322,398</u>



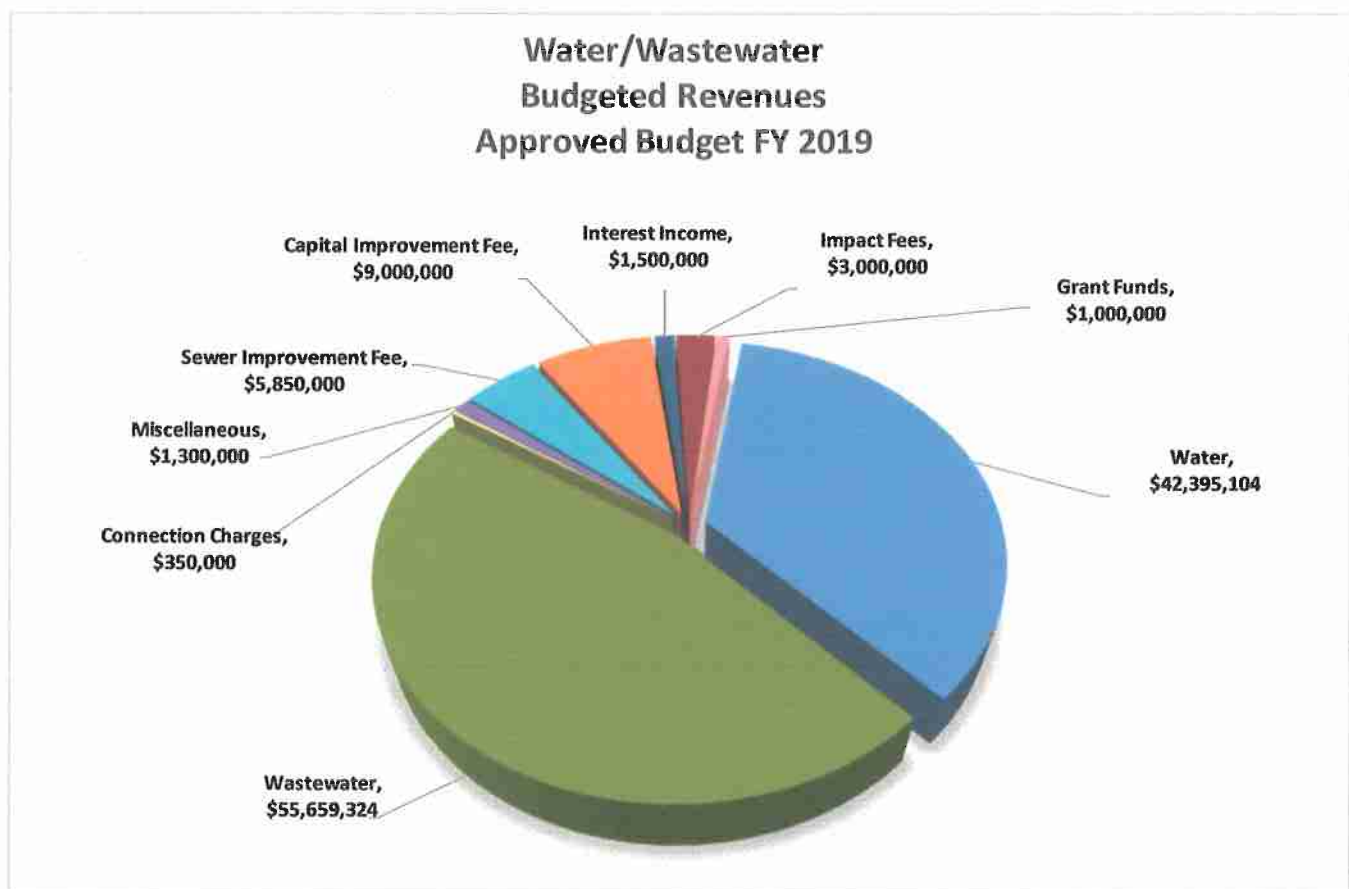
## WATER & WASTEWATER SYSTEM

**EMERALD COAST UTILITIES AUTHORITY  
WATER AND WASTEWATER SYSTEMS  
SOURCES AND USES STATEMENTS  
9/30/2015 - 9/30/2019**

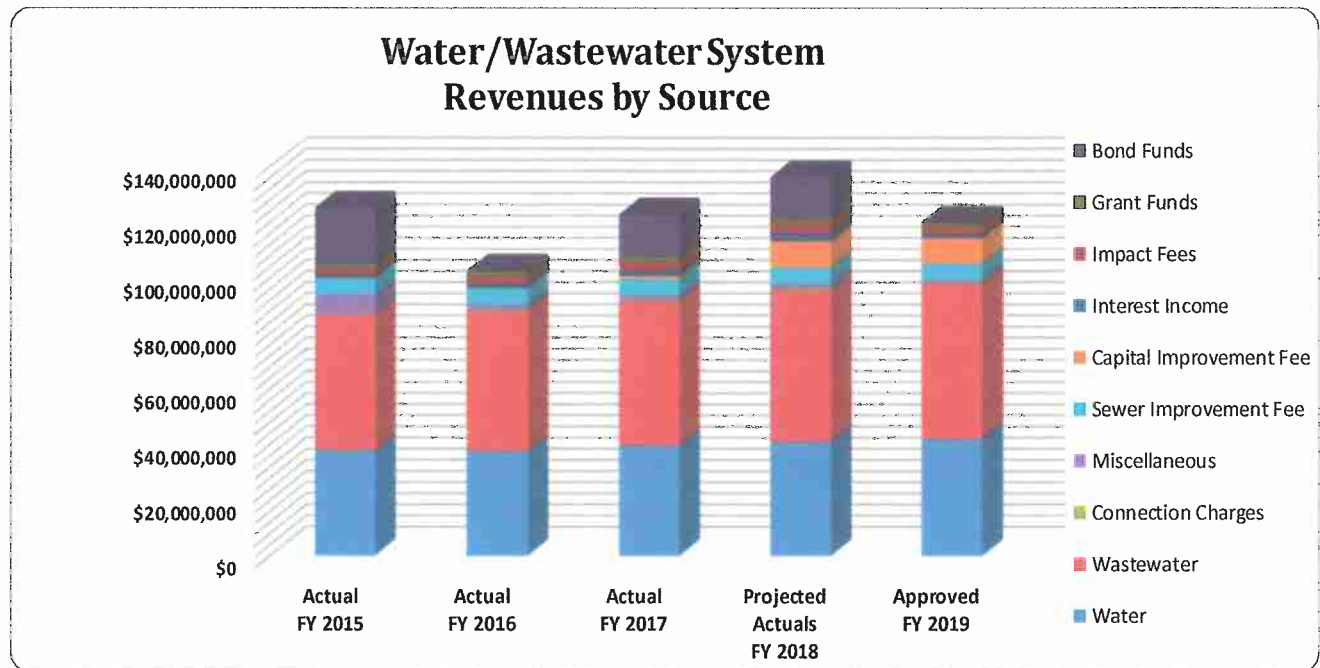
	ACTUAL FY 2015	ACTUAL FY 2016	ACTUAL FY 2017	PROJECTED ACTUAL FY 2018	APPROVED BUDGET FY 2019
<b>SOURCES:</b>					
Beginning balances:					
Unrestricted reserves	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000
Prior year carryforward	10,079,825	15,361,079	4,189,509	6,443,312	10,490,369
Total beginning balance	13,579,825	18,861,079	7,689,509	9,943,312	13,990,369
Operating revenues:					
Water	38,095,464	37,971,317	39,899,298	41,200,887	42,395,104
Wastewater	48,755,616	50,410,216	51,959,786	54,524,437	55,659,324
Connection charges	370,567	384,901	408,185	654,600	350,000
Miscellaneous revenues	7,111,655	1,851,307	1,814,230	1,770,632	1,300,000
Sewer improvement fee	5,876,999	5,858,768	5,980,699	6,050,672	5,850,000
Capital improvement fee	0	0	896,734	9,290,020	9,000,000
Total operating income	100,210,301	96,476,509	100,958,932	113,491,248	114,554,428
Other income:					
Interest income	902,527	1,223,257	1,639,573	2,577,057	1,500,000
Impact fees	2,591,698	3,430,737	3,876,995	4,182,672	3,000,000
Grants and contributions	1,627,276	4,925,968	1,474,731	1,416,203	1,000,000
Bond funds	20,000,000	0	15,000,000	14,800,000	0
Total other	25,121,501	9,579,962	21,991,299	22,975,932	5,500,000
Total Sources	\$ 138,911,627	\$ 124,917,550	\$ 130,639,740	\$ 146,410,492	\$ 134,044,797
<b>USES:</b>					
Operating expenses:					
Personal services	\$ 30,272,195	\$ 33,528,555	\$ 33,525,608	\$ 34,444,032	\$ 36,127,648
Support services	14,481,612	14,662,905	17,548,891	17,579,832	20,543,858
Materials & supplies	9,821,374	8,351,810	7,222,377	8,476,689	8,966,614
Total operating expenses	54,575,181	56,543,270	58,296,876	60,500,553	65,638,120
Debt service:					
Bonds, loans, and leases	31,793,090	33,675,591	34,093,235	35,098,335	36,513,348
Capital improvements:					
CIP Projects	4,600,891	6,151,441	6,372,483	8,713,383	5,900,000
R & R Projects	9,081,386	13,032,645	6,933,834	4,337,089	18,000,000
Bond Fund Projects	20,000,000	0	15,000,000	14,800,000	0
Total capital improvement	33,682,277	19,184,086	28,306,317	27,850,472	23,900,000
Total uses	120,050,548	109,402,947	120,696,428	123,449,360	126,051,468
Ending balances:					
Unrestricted reserves	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Carryforward balance	15,361,079	12,014,603	6,443,312	19,461,132	4,493,329
Total Uses & Reserves	\$ 138,911,627	\$ 124,917,550	\$ 130,639,740	\$ 146,410,492	\$ 134,044,797

**REVENUES:**

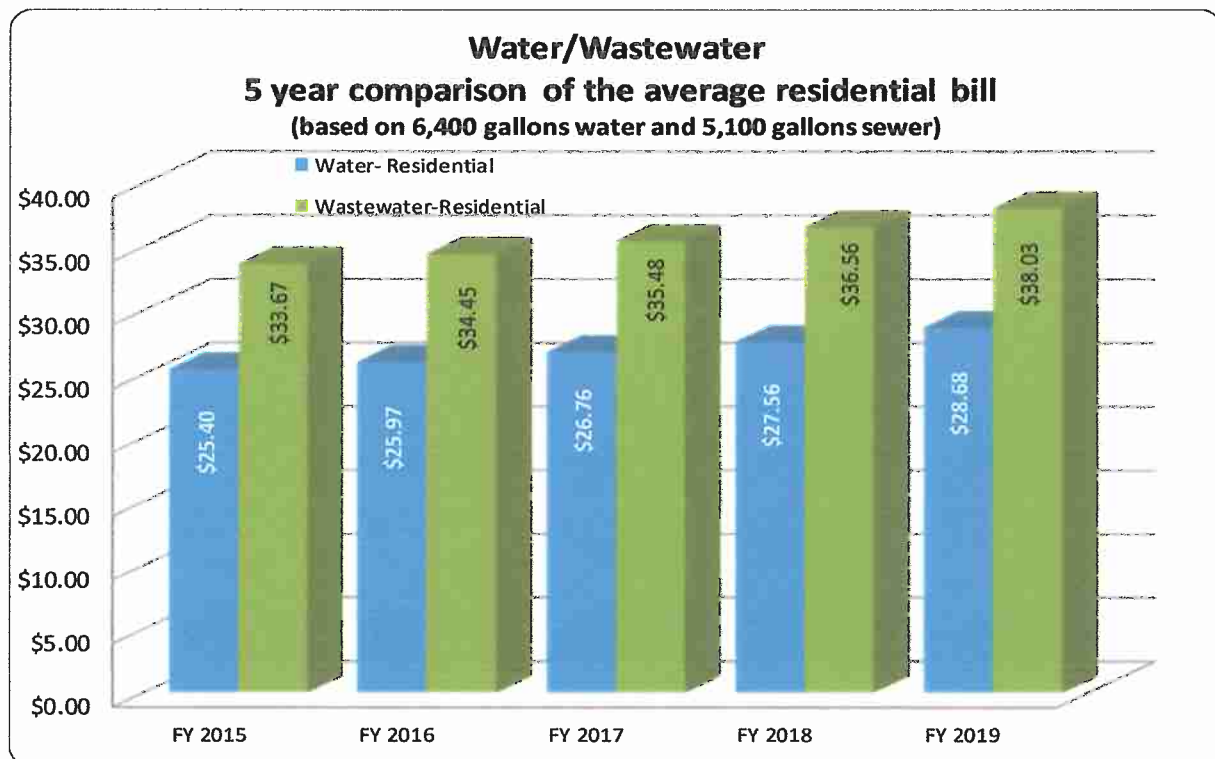
In fiscal year 2019, Water/Wastewater expects to generate 85.6% of its operating revenues through the rates charged to customers; 43.2% consists of water revenue and the remaining 56.8% consists of wastewater revenue. The other 14.4% of operating revenue comes from other revenue sources such as connection charges, grant revenues, sewer improvement fees, capital improvement fees, and miscellaneous revenue. Miscellaneous revenue consists of service charges such as charges to turn on/off service, bad check charges, system review fees, and the sale of pelletized sludge. Other non-operating revenue consists of interest income, impact fees, and funds received through the issuance of bonds.



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



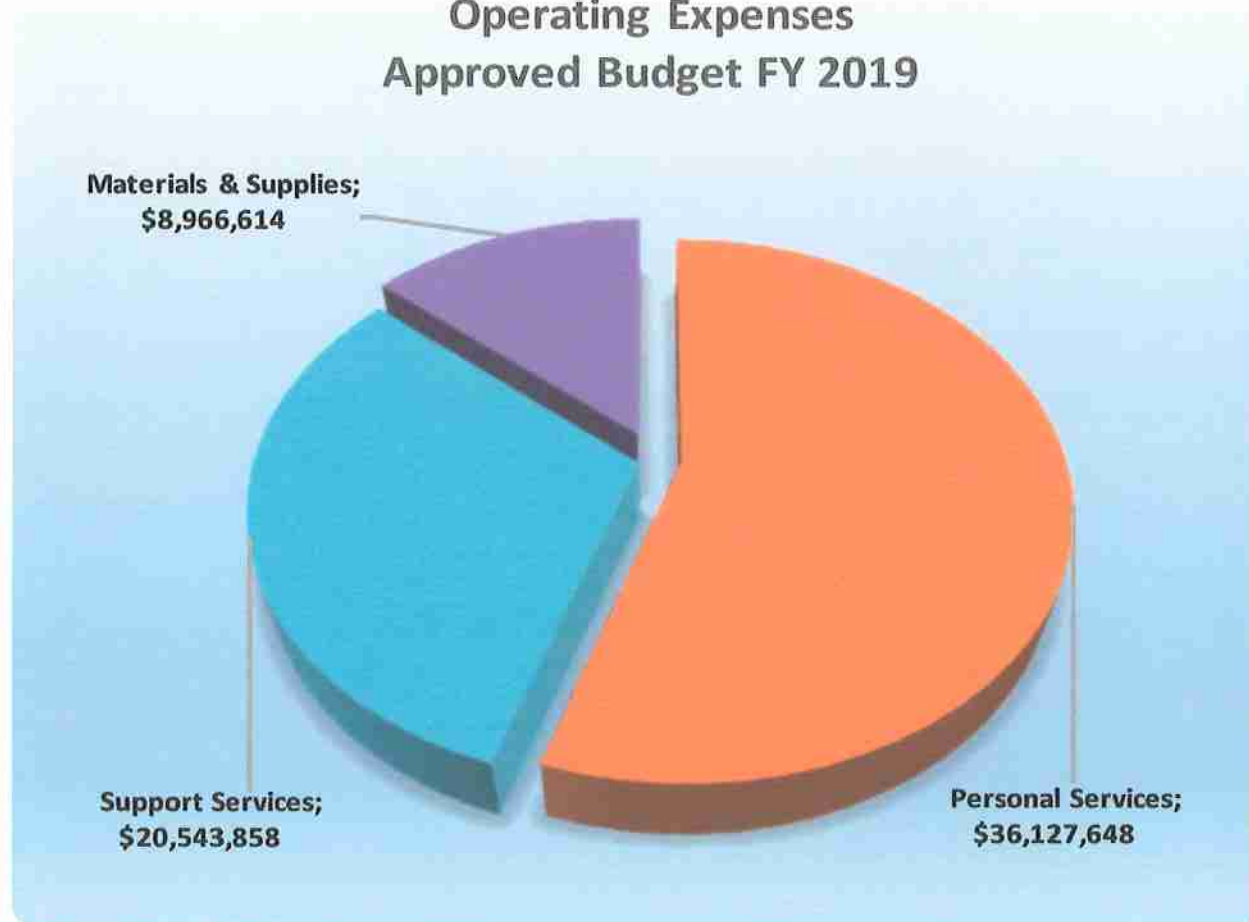
A comparison of customer rates for water/wastewater is presented in the chart below. Rate increases have been held to a minimum for the past five (5) years.



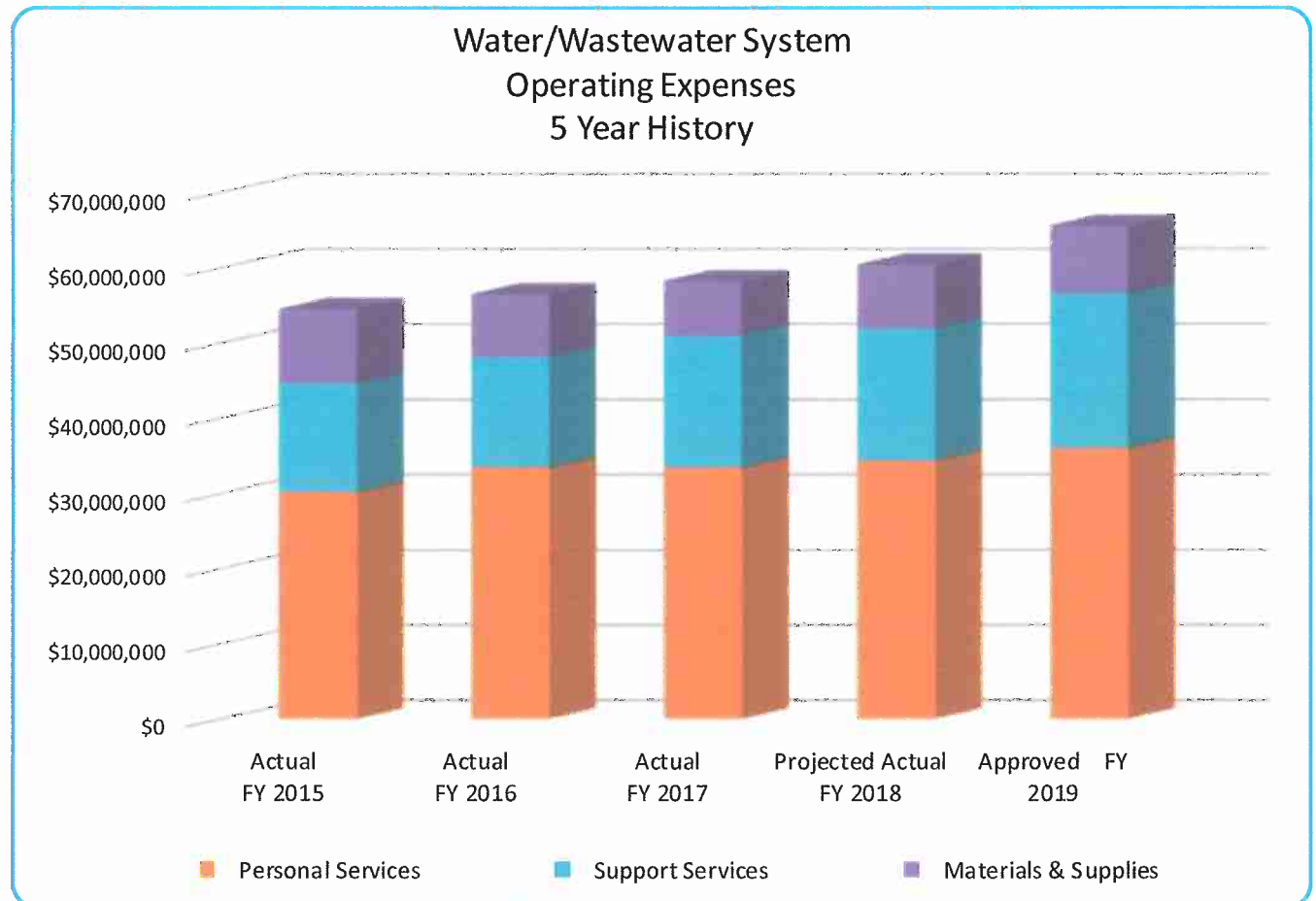
**EXPENSES:**

During FY 2019, Water/Wastewater expects to spend 48% of the total amount budgeted on operating expenditures. Operating expenses for FY 2019 increased 1.54%, or \$1 million, over the approved FY 2018 operating expense budget. This increase reflects increases in the costs of chemicals necessary in the lift stations for odor control, costs to properly maintain the water wells, costs to provide for repair and maintenance on the buildings, and equipment and vehicles.

**Water/Wastewater  
Operating Expenses  
Approved Budget FY 2019**



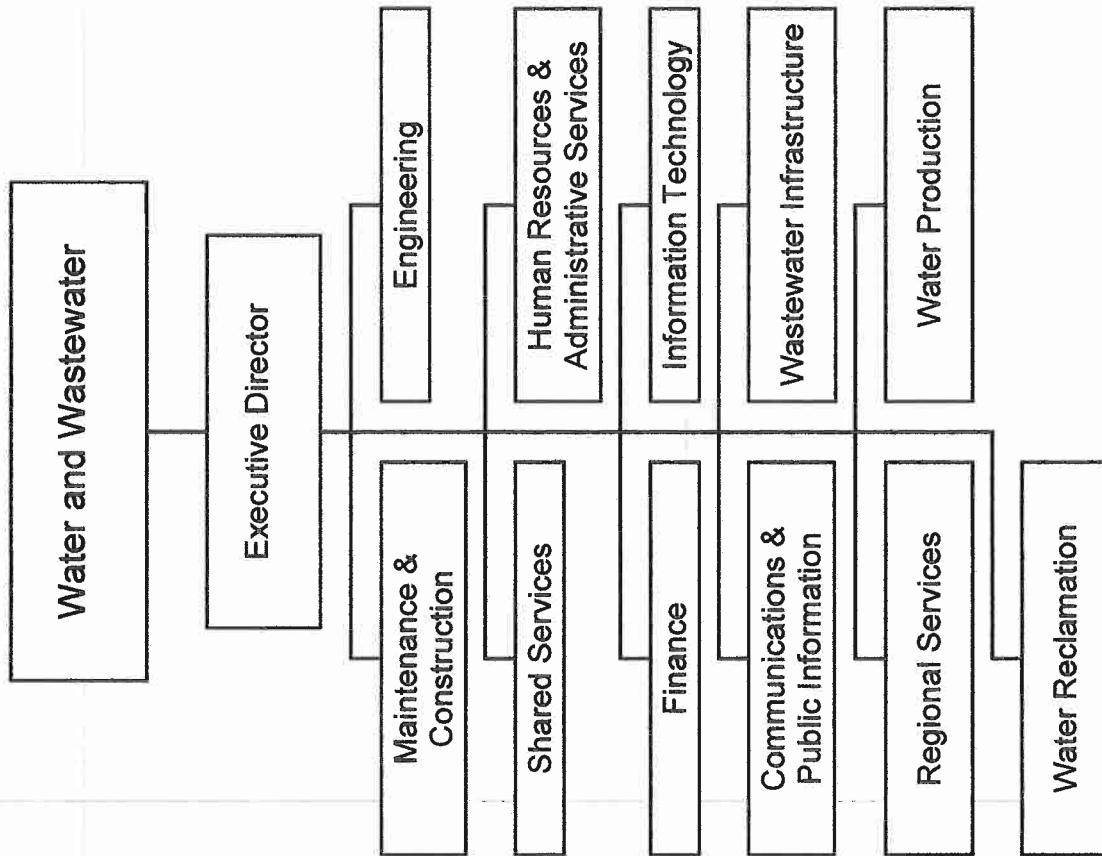
The chart below reflects the five-year history and trend of expense categories contained in the total budget.



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



# EMERALD COAST UTILITIES AUTHORITY WATER & WASTEWATER



10-01-2018



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WATER AND WASTEWATER

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
11 EXECUTIVE SALARIES	\$ 200,585	\$ 203,919	\$ 209,792
12 REGULAR SALARIES	20,267,791	22,142,435	22,415,515
13 OTHER SALARIES	30,829	37,550	49,076
14 OVERTIME	2,154,335	1,764,350	1,975,300
21 FICA MATCHING	1,631,933	1,829,667	1,864,496
22 RETIREMENT	2,107,104	2,291,599	2,474,585
23 INSURANCE	5,139,450	5,374,226	5,421,384
24 WORKERS COMPENSATION	787,832	1,087,500	812,500
25 UNEMPLOYMENT COMP	6,790	40,000	40,000
26 OTHER	360,111	1,106,000	865,000
31 PROFESSIONAL SERVICES	758,002	690,654	891,654
32 ACCOUNTING/AUDITING	59,750	77,000	54,500
34 OTHER CONTRACTUAL SVC	1,949,277	2,262,000	2,153,300
40 TRAVEL	25,835	104,680	102,120
41 COMMUNICATIONS	175,072	214,529	240,733
43 UTILITIES	6,713,782	7,463,122	7,469,122
44 RENTALS & LEASES	134,604	193,600	192,900
45 INSURANCE	1,781,820	1,120,000	1,040,000
46 REPAIRS & MAINTENANCE	4,491,682	5,579,039	5,940,010
48 PROMOTIONAL	280,376	395,000	397,000
49 OTHER CURRENT CHARGES	970,746	1,126,195	1,147,820
58 OVERHEAD ALLOCATION	(585,300)	(585,300)	(585,300)
98 CONTINGENCY	-	1,500,000	1,500,000
42 TRANSPORTATION (POSTAGE)	570,364	619,800	612,050
47 PRINTING	56,489	77,350	69,672
51 OFFICE SUPPLIES	84,069	101,850	107,500
52 OPERATING SUPPLIES	7,054,232	7,498,690	7,895,971
53 ROAD MATERIALS & SUPPLIES	83,564	81,000	81,000
54 SUBSCR/MEMBERSHIPS	108,894	105,953	104,663
64 MACHINERY & EQUIPMENT	-	141,092	95,758
TOTAL	<u>\$ 57,400,018</u>	<u>\$ 64,643,500</u>	<u>\$ 65,638,121</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 32,686,760	\$ 35,877,246	\$ 36,127,648
SUPPORT SERVICES	16,755,646	20,140,519	20,543,859
MATERIALS & SUPPLIES	7,957,612	8,484,643	8,870,856
CAPITAL OUTLAY	-	141,092	95,758
TOTAL	<u>\$ 57,400,018</u>	<u>\$ 64,643,500</u>	<u>\$ 65,638,121</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
23 INSURANCE	\$ 163,912	\$ 105,000	\$ 107,000
26 OTHER	360,111	1,100,000	865,000
34 OTHER CONTRACTUAL SVC	188,500	160,000	160,000
49 OTHER CURRENT CHARGES	514,024	583,400	583,400
58 OVERHEAD ALLOCATION	(585,300)	(585,300)	(585,300)
98 CONTINGENCY	-	1,500,000	1,500,000
TOTAL	<u>\$ 641,247</u>	<u>\$ 2,863,100</u>	<u>\$ 2,630,100</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 524,023	\$ 1,205,000	\$ 972,000
SUPPORT SERVICES	117,224	1,658,100	1,658,100
TOTAL	<u>\$ 641,247</u>	<u>\$ 2,863,100</u>	<u>\$ 2,630,100</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
BOARD MEMBERS

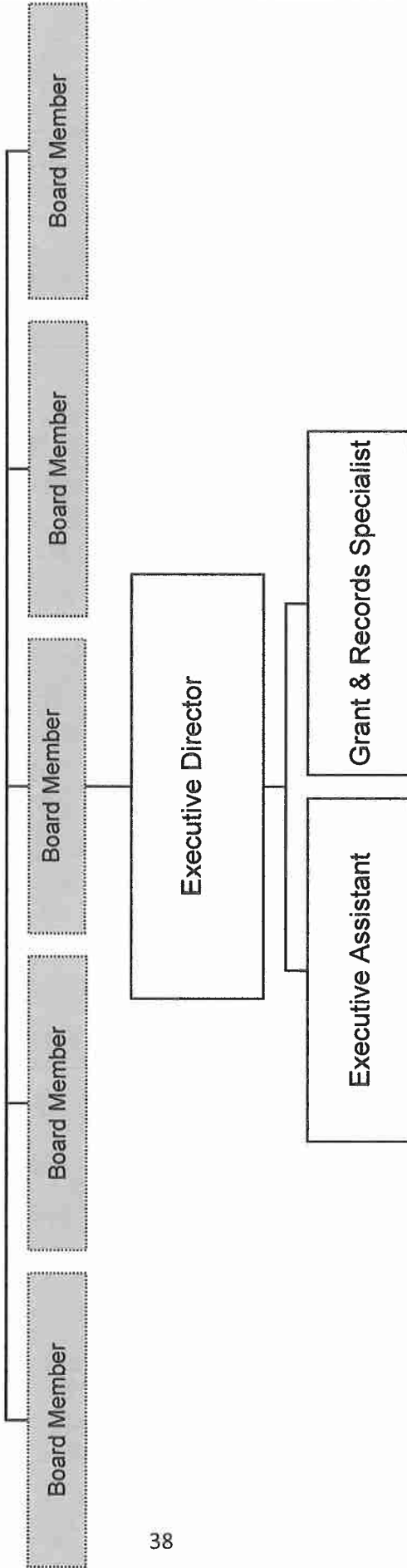
	ACTUAL 2017	APPROVED 2018	APPROVED 2019
11 EXECUTIVE SALARIES	200,585	203,919	209,792
21 FICA MATCHING	14,283	14,539	14,869
22 RETIREMENT	54,978	58,466	64,124
23 INSURANCE	66,570	63,984	66,496
31 PROFESSIONAL SERVICES	3,675	6,000	6,000
40 TRAVEL	-	2,000	2,000
49 OTHER CURRENT CHARGES	-	1,000	1,000
54 SUBSCR/MEMBERSHIPS	-	200	200
TOTAL	<u>\$ 340,091</u>	<u>\$ 350,108</u>	<u>\$ 364,481</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	336,416	340,908	355,281
SUPPORT SERVICES	3,675	9,000	9,000
MATERIALS & SUPPLIES	-	200	200
TOTAL	<u>\$ 340,091</u>	<u>\$ 350,108</u>	<u>\$ 364,481</u>



**EMERALD COAST UTILITIES AUTHORITY  
ADMINISTRATION**



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
ADMINISTRATION DEPARTMENT

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
11 EXECUTIVE SALARIES	\$ 200,585	\$ 203,919	\$ 209,792
12 REGULAR SALARIES	330,833	336,698	331,117
21 FICA MATCHING	34,313	34,998	34,526
22 RETIREMENT	111,528	117,970	127,591
23 INSURANCE	86,749	82,224	76,330
31 PROFESSIONAL SERVICES	466,368	361,000	526,000
40 TRAVEL	1,818	3,500	4,000
44 RENTALS & LEASES	2,941	3,500	3,000
46 REPAIRS & MAINTENANCE	281	1,000	500
48 PROMOTIONAL	43,692	40,000	40,000
49 OTHER CURRENT CHARGES	1,201	4,500	4,000
42 TRANSPORTATION (POSTAGE)	-	200	200
51 OFFICE SUPPLIES	2,439	2,000	2,500
52 OPERATING SUPPLIES	1,554	1,500	1,500
54 SUBSCR/MEMBERSHIPS	25,779	25,200	25,200
TOTAL	<u>\$ 1,310,081</u>	<u>\$ 1,218,209</u>	<u>\$ 1,386,256</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 764,008	\$ 775,809	\$ 779,356
SUPPORT SERVICES	516,301	413,500	577,500
MATERIALS & SUPPLIES	29,772	28,900	29,400
TOTAL	<u>\$ 1,310,081</u>	<u>\$ 1,218,209</u>	<u>\$ 1,386,256</u>

## **EMERALD COAST UTILITIES AUTHORITY**

### **GOALS AND WORK PLAN**

#### **DEPARTMENT:**

Administration

#### **ACTIVITY DESCRIPTION:**

This department is responsible for recommending policy and programs to the ECUA Board, and providing accurate information in support of the Board and its committees. The department manages, coordinates and directs the activities of all other departments to assure proper execution of Board directives and policies. Responsibilities also include monitoring and coordinating intergovernmental activities, and management of the day-to-day activities of the company.

#### **GOAL:**

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

#### **OBJECTIVES:**

1. To provide the ECUA Board with timely and accurate information, and coordinate staff activities consistent with Board policies.
2. To recommend policy consistent with sound operational and environmental objectives, and maintain current policies and resolutions.
3. To promote a positive public and internal image of the ECUA.
4. To foster strong mutual trust between the ECUA, its customers, the media, businesses, other governmental units, and the general public.

#### **2019 TARGETED ACCOMPLISHMENTS:**

1. Monitor the efficient provision of utility services to customers to keep rates as low as possible.
2. Effectively administer the ECUA's Capital Improvements Program and Operating Budget, to keep operating expenses close to the Consumer Price Index (CPI) and capital projects within budget confines approved by the ECUA Board.
3. Evaluate the prior and current year goals and objectives of each department. Analyze the quarterly metrics for each ECUA department and implement management changes as required to provide efficient utility operations.
4. Assess recommendations from the 2018 management audit with respect to ECUA policies, and implement recommendations as appropriate.



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

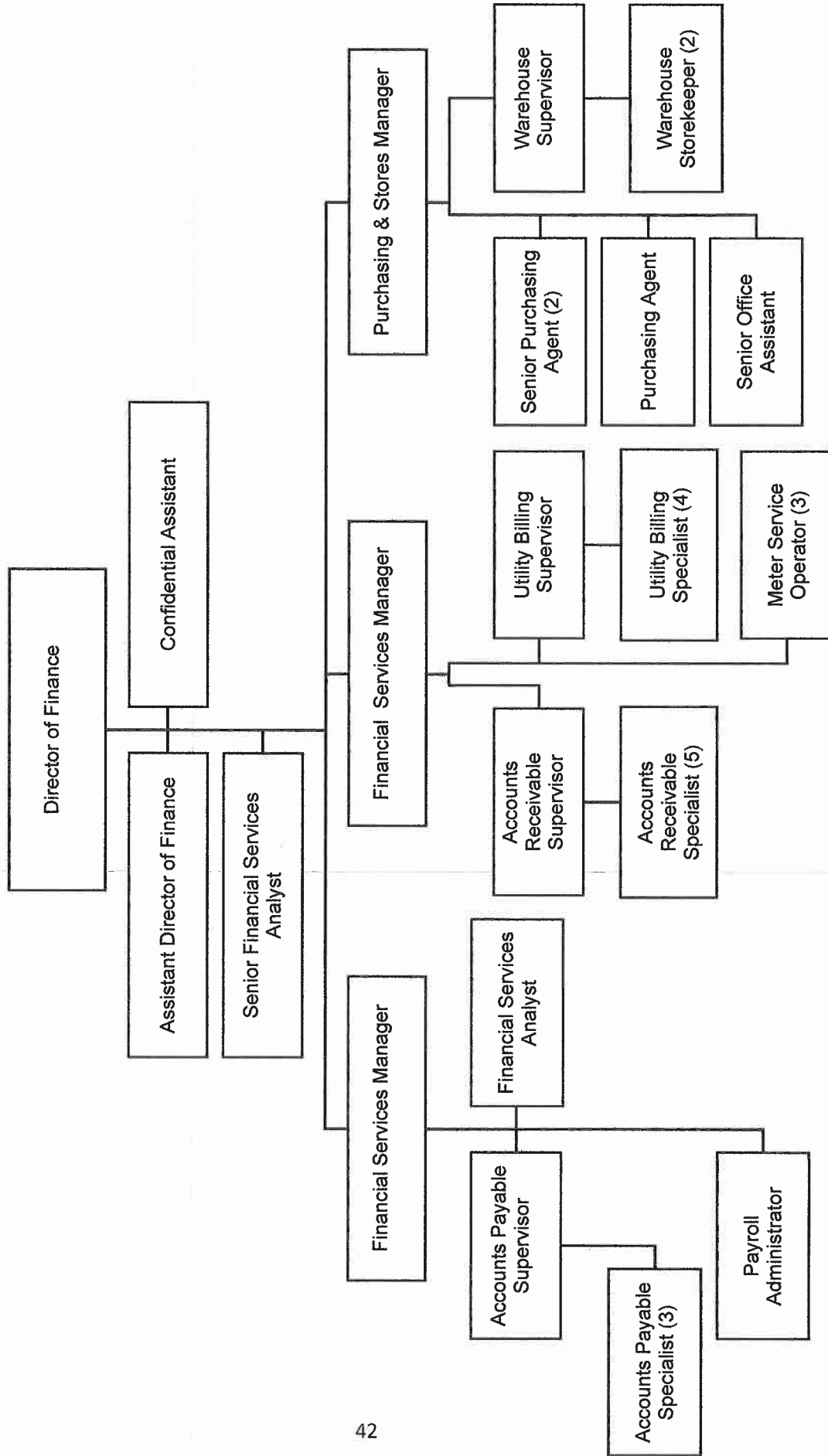
	ACTUAL 2017	APPROVED 2018	APPROVED 2019
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	\$ 330,833	\$ 336,698	\$ 331,117
21 FICA MATCHING	20,030	20,459	19,657
22 RETIREMENT	56,550	59,504	63,467
23 INSURANCE	20,179	18,240	9,834
31 PROFESSIONAL SERVICES	462,693	355,000	520,000
40 TRAVEL	1,818	1,500	2,000
44 RENTALS & LEASES	2,941	3,500	3,000
46 REPAIRS & MAINTENANCE	281	1,000	500
48 PROMOTIONAL	43,692	40,000	40,000
49 OTHER CURRENT CHARGES	1,201	3,500	3,000
42 TRANSPORTATION (POSTAGE)	-	200	200
51 OFFICE SUPPLIES	2,439	2,000	2,500
52 OPERATING SUPPLIES	1,554	1,500	1,500
54 SUBSCR/MEMBERSHIPS	25,779	25,000	25,000
TOTAL	<u>\$ 969,990</u>	<u>\$ 868,101</u>	<u>\$ 1,021,775</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 427,592	\$ 434,901	\$ 424,075
SUPPORT SERVICES	512,626	404,500	568,500
MATERIALS & SUPPLIES	29,772	28,700	29,200
TOTAL	<u>\$ 969,990</u>	<u>\$ 868,101</u>	<u>\$ 1,021,775</u>



# EMERALD COAST UTILITIES AUTHORITY FINANCE



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
FINANCE DEPARTMENT

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 1,559,036	\$ 1,666,634	\$ 1,681,139
13 OTHER SALARIES	16,859	20,150	26,676
14 OVERTIME	7,272	20,600	42,100
21 FICA MATCHING	114,759	131,114	134,230
22 RETIREMENT	157,786	172,504	189,611
23 INSURANCE	331,759	354,312	342,649
31 PROFESSIONAL SERVICES	20,000	-	15,000
32 ACCOUNTING/AUDITING	59,750	77,000	54,500
34 OTHER CONTRACTUAL SVC	134,983	172,900	173,900
40 TRAVEL	1,469	6,920	3,680
41 COMMUNICATIONS	-	1,200	1,200
44 RENTALS & LEASES	-	-	1,800
46 REPAIRS & MAINTENANCE	24,748	37,520	44,185
49 OTHER CURRENT CHARGES	22,263	12,375	11,920
42 TRANSPORTATION (POSTAGE)	565,192	590,000	590,000
47 PRINTING & BINDING	3,719	5,200	8,722
51 OFFICE SUPPLIES	13,399	19,950	24,950
52 OPERATING SUPPLIES	12,818	21,950	22,950
TOTAL	<u>\$ 3,047,217</u>	<u>\$ 3,312,969</u>	<u>\$ 3,371,692</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,187,471	\$ 2,365,314	\$ 2,416,405
SUPPORT SERVICES	263,213	307,915	306,185
MATERIALS & SUPPLIES	596,533	639,740	649,102
TOTAL	<u>\$ 3,047,217</u>	<u>\$ 3,312,969</u>	<u>\$ 3,371,692</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 budgetary accounting system, including budget preparation, expense and revenue forecasting, monitoring, investing, and reporting. The General Accounting division pays vendor bills, maintains 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 ECUA 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 and ensures ECUA's compliance with bond covenants.

**GOALS:**

To provide sound financial management, 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.

**2018 ACCOMPLISHMENTS TO DATE:**

1. Accounts Payable processes an average of 23,000 invoices per year, which equates to roughly 8,000 checks written, 2,300 electronic funds transfer payments and 50 direct wires. As of March 31, 2018, we have 298 vendors registered to receive payments electronically. This is a 4.19% increase over this same time-period last fiscal year. Additionally, Accounts Payable has processed over \$1.2 million of purchasing card payments as of March 31, 2018.
2. The Payroll Division processes bi-weekly payroll for 605 employees. As of March 31, 2018, Payroll had processed 62 new employees, 7 employees entering retirement, and 5 employees entering DROP.
3. The Purchasing Division processes, on average, over 1,100 purchase orders, 15 formal bids and 12 construction bids each year.
4. The Billing Division is responsible for reading, on average, 110,000 meters monthly and producing over 112,000 customer billings based on the readings. We exceeded our stated goal of a 10% increase in the monthly average for customer payments processed through our on-line payment processing service; at over 33,000 payments processed, we have experienced a 12.24% increase over this same time-period last fiscal year. The number of customers receiving e-bills has increased almost 20% as compared to the end of FY 2017.
5. By effectively managing the cash flow, we have been able to plan the timing of major cash expenditures and invest idle cash in order to maximize the efficient use of every dollar.
6. As required by State Statute, Finance performs a physical inventory of all the equipment owned by the ECUA. Staff actually goes out in the field and "puts eyes" on each piece of equipment held in fixed assets. The number of items inventoried varies each year based

on purchases and disposals, but on average, 5,000 items having a book value of over \$32 million were inspected and accounted for during FY 2018.

**2019 TARGETED ACCOMPLISHMENTS:**

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

1. Continue to encourage vendors to sign up for electronic payments with a goal of increasing participation by 5%. 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 10% for FY 2019. We continue to work with the IT department to explore new technology and innovative solutions to enhance the customer's access to on-line and mobile app bill paying.
3. Administer the ECUA property control program: maintain property control records, perform the physical inventory equipment and reconcile property inventory, and provide technical assistance to property custodians within each department. As required by State Statute, Finance performs a physical inventory of all the equipment owned by the ECUA. Staff actually goes out in the field and "puts eyes" on each piece of equipment held in fixed assets. The number of items inventoried varies each year based on purchases and disposals.
4. Continue employing effective cash flow management to plan the timing of major cash expenditures, which helps identify idle cash that can be invested in order to maximize efficient use of every dollar. We plan to effectively close the gap between the amount of CIP budgeted and the cash available to spend on CIP by 50% during FY 2019.
5. We continue to explore options regarding electronic storage and retrieval of vendor payment records and other financial records in order to alleviate the demand for physical storage space of those hard-copy records.
6. We continue to modify policies and methods that improve on business processes; utilizing electronic media and workflow when possible to reduce the amount of staff time spent generating paper documents.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
FINANCE / ADMINISTRATION

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 275,354	\$ 359,423	\$ 347,194
14 OVERTIME	221	1,500	10,000
21 FICA MATCHING	20,171	27,589	27,122
22 RETIREMENT	43,177	51,146	57,609
23 INSURANCE	42,013	61,269	43,881
31 PROFESSIONAL SERVICES	20,000	-	15,000
32 ACCOUNTING/AUDITING	59,750	77,000	54,500
34 OTHER CONTRACTUAL SVC	2,881	5,000	5,000
40 TRAVEL	1,441	3,300	3,300
46 REPAIRS & MAINTENANCE	-	300	350
49 OTHER CURRENT CHARGES	1,313	1,925	1,925
47 PRINTING & BINDING	66	2,000	2,000
51 OFFICE SUPPLIES	4,899	7,000	12,000
52 OPERATING SUPPLIES	999	2,000	2,000
54 SUBSCR/MEMBERSHIPS	878	1,605	1,605
TOTAL	<u>\$ 473,163</u>	<u>\$ 601,057</u>	<u>\$ 583,486</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 380,936	\$ 500,927	\$ 485,806
SUPPORT SERVICES	85,385	87,525	80,075
MATERIALS & SUPPLIES	6,842	12,605	17,605
TOTAL	<u>\$ 473,163</u>	<u>\$ 601,057</u>	<u>\$ 583,486</u>



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
FINANCE / GENERAL ACCOUNTING

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 334,166	\$ 340,822	\$ 349,752
13 OTHER SALARIES	5,786	8,900	8,892
14 OVERTIME	3,580	1,900	8,900
21 FICA MATCHING	24,912	27,003	28,248
22 RETIREMENT	30,231	31,515	34,446
23 INSURANCE	67,673	66,647	78,010
40 TRAVEL	-	1,470	30
46 REPAIRS & MAINTENANCE	1,210	1,120	2,300
49 OTHER CURRENT CHARGES	-	655	245
47 PRINTING	3,154	2,200	6,222
54 SUBSCR/MEMBERSHIPS	-	435	225
TOTAL	<u>\$ 470,712</u>	<u>\$ 482,667</u>	<u>\$ 517,270</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 466,348	\$ 476,787	\$ 508,248
SUPPORT SERVICES	1,210	3,245	2,575
MATERIALS & SUPPLIES	3,154	2,635	6,447
TOTAL	<u>\$ 470,712</u>	<u>\$ 482,667</u>	<u>\$ 517,270</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
FINANCE / ACCOUNTS RECEIVABLE

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 566,372	\$ 582,005	\$ 588,619
14 OVERTIME	1,147	13,000	13,000
21 FICA MATCHING	40,372	45,691	46,203
22 RETIREMENT	47,284	51,517	55,651
23 INSURANCE	158,074	166,018	157,991
34 OTHER CONTRACTUAL SVC	126,258	161,900	161,900
40 TRAVEL	28	1,800	-
41 COMMUNICATIONS	-	1,200	1,200
44 RENTALS & LEASES	-	-	1,800
46 REPAIRS & MAINTENANCE	22,095	33,100	33,535
49 OTHER CURRENT CHARGES	-	435	-
42 TRANSPORTATION (POSTAGE)	565,192	590,000	590,000
51 OFFICE SUPPLIES	5,580	8,400	8,400
52 OPERATING SUPPLIES	9,630	17,600	17,600
TOTAL	<u>\$ 1,542,032</u>	<u>\$ 1,672,666</u>	<u>\$ 1,675,899</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 813,249	\$ 858,231	\$ 861,464
SUPPORT SERVICES	148,381	198,435	198,435
MATERIALS & SUPPLIES	580,402	616,000	616,000
TOTAL	<u>\$ 1,542,032</u>	<u>\$ 1,672,666</u>	<u>\$ 1,675,899</u>

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

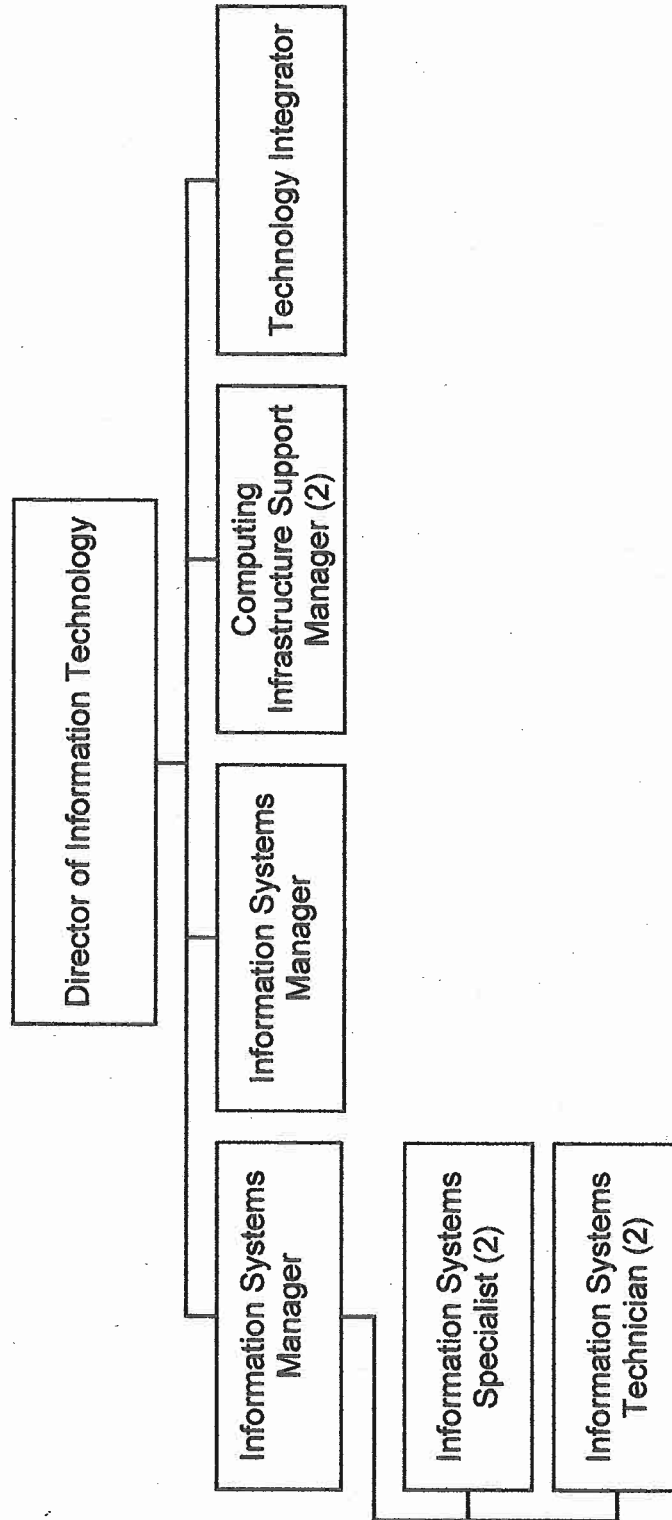
	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 383,144	\$ 384,384	\$ 395,574
13 OTHER SALARIES	11,073	11,250	17,784
14 OVERTIME	2,324	4,200	10,200
21 FICA MATCHING	29,304	30,831	32,657
22 RETIREMENT	37,094	38,326	41,905
23 INSURANCE	63,999	60,378	62,767
34 OTHER CONTRACTUAL SVC	5,844	6,000	7,000
40 TRAVEL	-	350	350
46 REPAIRS & MAINTENANCE	1,443	3,000	8,000
49 OTHER CURRENT CHARGES	20,950	9,360	9,750
47 PRINTING	499	1,000	500
51 OFFICE SUPPLIES	2,920	4,550	4,550
52 OPERATING SUPPLIES	2,189	2,350	3,350
54 SUBSCR/MEMBERSHIPS	527	600	650
TOTAL	<u>\$ 561,310</u>	<u>\$ 556,579</u>	<u>\$ 595,037</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 526,938	\$ 529,369	\$ 560,887
SUPPORT SERVICES	28,237	18,710	25,100
MATERIALS & SUPPLIES	6,135	8,500	9,050
TOTAL	<u>\$ 561,310</u>	<u>\$ 556,579</u>	<u>\$ 595,037</u>



# EMERALD COAST UTILITIES AUTHORITY INFORMATION TECHNOLOGY



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
INFORMATION TECHNOLOGY DEPARTMENT

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 646,323	\$ 647,131	\$ 654,139
14 OVERTIME	4,843	6,600	6,000
21 FICA MATCHING	48,433	49,925	50,239
22 RETIREMENT	67,430	70,873	72,848
23 INSURANCE	105,685	85,118	88,809
31 PROFESSIONAL SERVICES	1,078	3,000	3,000
34 OTHER CONTRACTUAL SVC	64,324	15,600	10,000
40 TRAVEL	3,259	6,070	6,000
41 COMMUNICATIONS	115,429	110,839	126,713
46 REPAIRS & MAINTENANCE	305,253	280,231	301,807
49 OTHER CURRENT CHARGES	31,103	16,500	16,500
42 TRANSPORTATION (POSTAGE)	190	150	150
47 PRINTING	4,581	7,000	300
51 OFFICE SUPPLIES	276	1,050	600
52 OPERATING SUPPLIES	25,809	34,309	19,609
54 SUBSCR/MEMBERSHIPS	1,306	1,350	670
64 MACHINERY & EQUIPMENT	-	-	16,000
	<u>\$ 1,439,292</u>	<u>\$ 1,335,746</u>	<u>\$ 1,373,384</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 886,684	\$ 859,647	\$ 872,035
SUPPORT SERVICES	520,446	432,240	464,020
MATERIALS & SUPPLIES	32,162	43,859	21,329
TOTAL	<u>\$ 1,439,292</u>	<u>\$ 1,335,746</u>	<u>\$ 1,373,384</u>

## **EMERALD COAST UTILITIES AUTHORITY**

### **GOALS AND WORK PLAN**

#### **DEPARTMENT:**

Information Technology Department

#### **ACTIVITY DESCRIPTION:**

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

#### **GOAL:**

##### **ITD Vision:**

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

##### **ITD Mission:**

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

##### **ITD Strategy:**

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

#### **OBJECTIVES:**

1. Provide a personal computing environment for ECUA personnel, including desktop and mobile platforms, associated peripherals and applications.
2. Provide an efficient and up-to-date platform for our business applications.
3. Ensure that the network infrastructure is available and of sufficient bandwidth and speed to accommodate ECUA business requirements.
4. Provide sufficient storage for enterprise data files and other information.
5. Maintain a secure and highly available network.
6. Provide adequate Internet connectivity for all approved users.
7. Provide support for phones and voice mail.



8. Provide staff with training necessary for the continued support and effective operations of the ECUA enterprise computing and communications infrastructure.
9. Control cost associated with all I.T. services.
10. Maintain accurate online equipment inventory

#### **2019 TARGETED ACCOMPLISHMENTS:**

1. Continue the Implementation of the Strategic Master Plan
  - a. Continue Implementation of selected Enterprise Resource Planning (ERP) solution
  - b. Design, build and document IT infrastructure to support selected ERP system
  - c. Documentation for new ERP system processes, policies, procedures, training
  - d. Replace Phone System
2. Test Disaster Recovery of various servers, systems, and data sets.
3. Continue documentation of IT support processes and systems
4. Continue PC replacement project (1/5 computers) – goal is no computer +5 years
  - a. Upgrade all desktops to Windows 10
  - b. Upgrade all desktop Office users to Office 2016
5. Develop reliable metrics for request response times and time to resolution
6. Continue deploying wireless secure ECUA network connectivity to mobile workforce
7. Implement Microsoft Structured Query Language (SQL) Server as The GIS data platform and remove PostgreSQL
  - a. Implement best practices for data and analysis automation, e.g. Work Order Scheduled Updates for near real-time review (24 hours)
8. Develop, improve upon, and implement a standard for how GIS data is collected, updated, and distributed
  - a. Develop a metadata platform for which users can rely on to find and understand the data available
    - i. Identify missing data needs and requirements
  - b. Begin process of implementing Global Positioning Satellite (GPS) Standards

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
INFORMATION TECHNOLOGY / ADMINISTRATION

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 507,597	\$ 647,131	\$ 654,139
14 OVERTIME	2,623	6,600	6,000
21 FICA MATCHING	37,410	49,925	50,239
22 RETIREMENT	56,703	70,873	72,848
23 INSURANCE	72,199	85,118	88,809
31 PROFESSIONAL SERVICES	1,078	3,000	3,000
34 OTHER CONTRACTUAL SVC	64,324	15,600	10,000
40 TRAVEL	2,615	6,070	6,000
41 COMMUNICATIONS	115,429	110,839	126,713
46 REPAIRS & MAINTENANCE	277,323	280,231	301,807
49 OTHER CURRENT CHARGES	26,058	16,500	16,500
42 TRANSPORTATION (POSTAGE)	190	150	150
47 PRINTING	4,581	7,000	300
51 OFFICE SUPPLIES	276	1,050	600
52 OPERATING SUPPLIES	24,476	34,309	19,609
54 SUBSCR/MEMBERSHIPS	395	1,350	670
64 MACHINERY & EQUIPMENT	-	-	16,000
TOTAL	<u>\$ 1,193,277</u>	<u>\$ 1,335,746</u>	<u>\$ 1,373,384</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 676,532	\$ 859,647	\$ 872,035
SUPPORT SERVICES	486,827	432,240	464,020
MATERIALS & SUPPLIES	29,918	43,859	21,329
CAPITAL OUTLAY	-	-	16,000
TOTAL	<u>\$ 1,193,277</u>	<u>\$ 1,335,746</u>	<u>\$ 1,373,384</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
INFORMATION TECHNOLOGY / G.I.S.

	ACTUAL 2017	APPROVED 2018	APPROVED * 2019
12 REGULAR SALARIES	\$ 138,726	\$ -	\$ -
13 OTHER SALARIES	13,970	-	-
14 OVERTIME	2,220		
21 FICA MATCHING	11,023	-	-
22 RETIREMENT	10,727	-	-
23 INSURANCE	33,486	-	-
40 TRAVEL	644	-	-
46 REPAIRS & MAINTENANCE	27,930	-	-
49 OTHER CURRENT CHARGES	5,045	-	-
52 OPERATING SUPPLIES	1,333	-	-
54 SUBSCR/MEMBERSHIPS	911	-	-
TOTAL	<u>\$ 246,015</u>	<u>\$ -</u>	<u>\$ -</u>

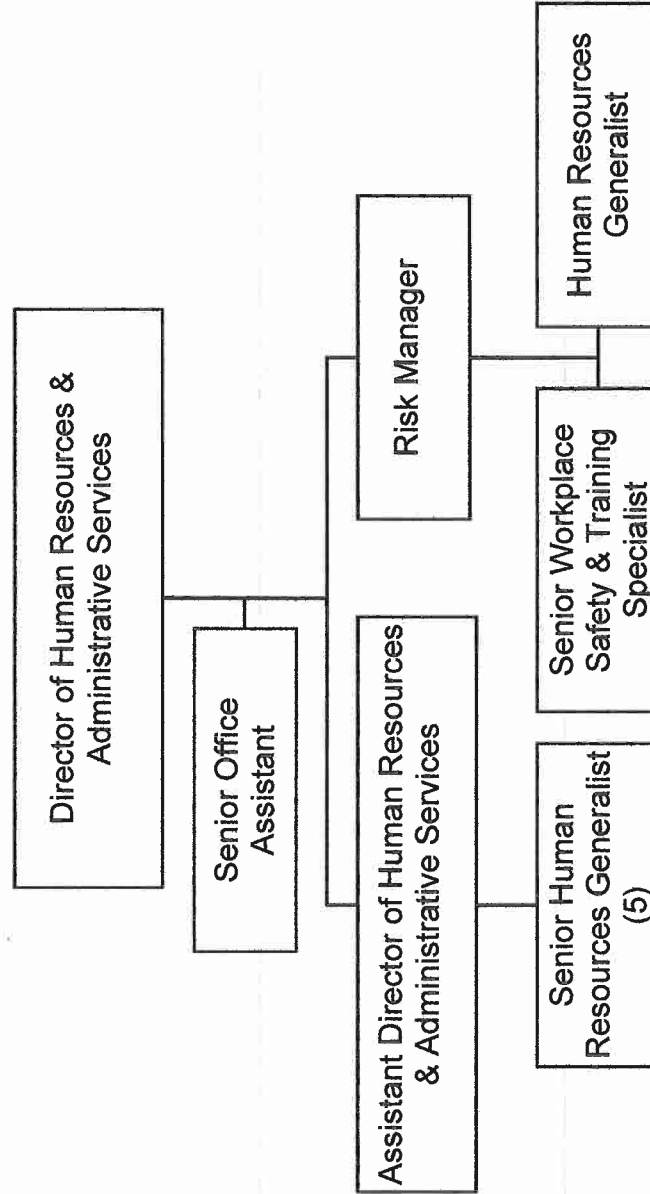
## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 210,152	\$ -	\$ -
SUPPORT SERVICES	33,619	-	-
MATERIALS & SUPPLIES	2,244	-	-
TOTAL	<u>\$ 246,015</u>	<u>\$ -</u>	<u>\$ -</u>

\* Note: This Division was moved to the Engineering Administration Division effective October 1, 2017.



## EMERALD COAST UTILITIES AUTHORITY HUMAN RESOURCES & ADMINISTRATIVE SERVICES



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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 630,517	\$ 665,267	\$ 685,423
14 OVERTIME	-	500	500
21 FICA MATCHING	45,602	51,066	52,606
22 RETIREMENT	62,335	66,764	74,207
23 INSURANCE	212,833	253,372	231,499
24 WORKERS COMPENSATION	787,832	1,087,500	812,500
25 UNEMPLOYMENT COMP	6,790	40,000	40,000
26 OTHER	-	6,000	-
31 PROFESSIONAL SERVICES	63,137	89,700	90,700
34 OTHER CONTRACTUAL SVC	9,675	24,500	6,500
40 TRAVEL	1,763	12,270	12,270
44 RENTALS & LEASES	8,155	8,600	8,600
45 INSURANCE	1,781,820	1,120,000	1,040,000
46 REPAIRS & MAINTENANCE	30,518	33,500	33,500
48 PROMOTIONAL	65,470	85,000	87,000
49 OTHER CURRENT CHARGES	22,487	75,240	75,470
42 TRANSPORTATION (POSTAGE)	63	700	700
47 PRINTING	510	500	500
51 OFFICE SUPPLIES	7,406	7,300	7,300
52 OPERATING SUPPLIES	20,654	41,400	41,400
54 SUBSCR/MEMBERSHIPS	57,417	37,948	37,948
TOTAL	<u>\$ 3,814,984</u>	<u>\$ 3,707,127</u>	<u>\$ 3,338,623</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,745,909	\$ 2,170,469	\$ 1,896,735
SUPPORT SERVICES	1,983,025	1,448,810	1,354,040
MATERIALS & SUPPLIES	86,050	87,848	87,848
TOTAL	<u>\$ 3,814,984</u>	<u>\$ 3,707,127</u>	<u>\$ 3,338,623</u>

## **EMERALD COAST UTILITIES AUTHORITY**

### **GOALS AND WORK PLAN**

#### **DEPARTMENT:**

Human Resources and Administrative Services

#### **DESCRIPTION:**

The human resources and risk management staff supports the organization's effort to meet its goals through the continued development and support of guidelines, practices, and programs covering: employment, recruitment, retention, training and development, education, communication, employee recognition, benefits administration, health & wellness, compensation, safety, and risk management while maintaining compliance with all applicable federal, state, and local laws.

#### **GOALS:**

1. Maintain full compliance with EEO regulations and reporting deadlines, Drug Free Workplace Program, and all federal, state, and local regulatory requirements.
2. Launch the health and wellness initiatives set forth by FMIT in FY2019 to garner the Hometown Health Award for the fourth consecutive year.
3. Conduct biannual sessions with the Risk Control Consultant of the current provider for ECUA's workers' compensation insurance to review ECUA's claims' experience and incorporate best-practice methods for claim reduction where feasible.
4. Collaborate with the current provider of workers' compensation insurance to develop and utilize a Transitional Duty/Return-to-work program for injured workers to work in a transitional role, while treating for their work-related injuries. Data supports Transitional Duty programs have the potential to reduce the employer's cost by keeping the injured worker engaged with the company through the healing process, and promotes favorable results with employee retention.

#### **OBJECTIVES:**

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

#### **2019 TARGETED ACCOMPLISHMENTS:**

1. Health & Wellness
  - 1.1. Conduct the annual biometric screening event and flu shot clinics for FY2019, and promote the event to exceed FY2018's overall participation by 5%.



- 1.2. Provide a minimum of 12 monthly lunch & learn health and wellness educational events through FY2019 with an annual attendance target goal of 300 participants.
2. Employee Benefits
  - 2.1. Conduct Request for Proposal for Life and Disability insurance provided to employees.
3. Recruiting
  - 3.1. Promote recruitment opportunities at no less than six job/career fairs within the local community.
  - 3.2. HR Recruitment staff to participate in the quarterly meetings with Chamber of Commerce to educate the community regarding the process of doing business with ECUA.
4. Administration
  - 4.1. Set-up and prepare for digital document repository and file structure for 600+ HR active personnel files to ensure an effective transition to the new ERP system in FY2019.
  - 4.2. Review and begin updating all sections of the Human Resources Manual, dated December 2, 2016, for the purpose to finalize, publish, and distribute a new Human Resources Manual in FY2019.
  - 4.3. Create a written Standard Operating Procedure for ECUA's Drug-Free Workplace program, in accordance with federal and state regulations.
  - 4.4. Prepare Request for Quote to conduct a compensation market study for all current classifications for FY2020 implementation.
5. Risk Management
  - 5.1. Begin the review and revision of the ECUA Emergency Response Plan Manual dated November 1, 2015.
6. Training
  - 6.1. Provide a four-hour Defensive Driver training course to 33% of all Sanitation Equipment Operators and all drivers in the Regional Services by September 30, 2019.
  - 6.2. Research Learning Management System software options in order to obtain a more robust system that will integrate with other current HR Applications.
  - 6.3. As required by law, conduct 2-hour drug awareness training for new supervisors and managers, and offer current supervisors, managers, and directors drug awareness refresher training.
7. Safety
  - 7.1. With management's approval, initiate the acquisition and installation of Automated External Defibrillators (AED) and First Aid Stations placed in visible locations at designated ECUA facilities. Provide the required safety training for use of AEDs. Purchase and place the equipment at up to two ECUA facilities in FY2019.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
HR/ADMINISTRATIVE SERVICES

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 146,453	\$ 158,891	\$ 146,973
14 OVERTIME	-	500	500
21 FICA MATCHING	10,319	12,230	11,320
22 RETIREMENT	26,533	28,478	29,730
23 INSURANCE	27,457	30,777	20,183
25 UNEMPLOYMENT COMP	6,790	40,000	40,000
31 PROFESSIONAL SERVICES	29,207	47,000	28,000
34 OTHER CONTRACTUAL SVC	300	5,500	5,500
40 TRAVEL	-	1,850	1,850
44 RENTALS & LEASES	8,155	8,600	8,600
46 REPAIRS & MAINTENANCE	1,321	1,500	1,500
49 OTHER CURRENT CHARGES	190	1,920	1,920
42 TRANSPORTATION (POSTAGE)	12	150	150
51 OFFICE SUPPLIES	2,001	2,500	2,500
52 OPERATING SUPPLIES	367	5,650	5,650
54 SUBSCR/MEMBERSHIPS	340	750	750
TOTAL	<u>\$ 259,445</u>	<u>\$ 346,296</u>	<u>\$ 305,126</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 217,552	\$ 270,876	\$ 248,706
SUPPORT SERVICES	39,173	66,370	47,370
MATERIALS & SUPPLIES	2,720	9,050	9,050
TOTAL	<u>\$ 259,445</u>	<u>\$ 346,296</u>	<u>\$ 305,126</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
HR / RISK MANAGEMENT

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 158,563	\$ 174,450	\$ 191,194
21 FICA MATCHING	11,686	13,361	14,633
22 RETIREMENT	12,108	13,799	15,793
23 INSURANCE	30,711	26,769	32,145
24 WORKERS COMPENSATION	787,832	1,087,500	812,500
31 PROFESSIONAL SERVICES	3,712	5,000	5,000
34 OTHER CONTRACTUAL SVC	-	1,000	1,000
40 TRAVEL	-	1,400	1,400
45 INSURANCE	1,781,820	1,120,000	1,040,000
46 REPAIRS & MAINTENANCE	1,026	1,500	1,500
49 OTHER CURRENT CHARGES	2,139	2,420	2,650
42 TRANSPORTATION (POSTAGE)	51	50	50
47 PRINTING	158	-	-
51 OFFICE SUPPLIES	2,526	1,000	1,000
52 OPERATING SUPPLIES	16,696	29,250	29,250
54 SUBSCR/MEMBERSHIPS	525	900	900
TOTAL	<u>\$ 2,809,553</u>	<u>\$ 2,478,399</u>	<u>\$ 2,149,015</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,000,900	\$ 1,315,879	\$ 1,066,265
SUPPORT SERVICES	1,788,697	1,131,320	1,051,550
MATERIALS & SUPPLIES	19,956	31,200	31,200
TOTAL	<u>\$ 2,809,553</u>	<u>\$ 2,478,399</u>	<u>\$ 2,149,015</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
HR/HUMAN RESOURCES

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 217,766	\$ 223,912	\$ 235,456
21 FICA MATCHING	15,496	17,199	18,087
22 RETIREMENT	16,617	17,711	19,449
23 INSURANCE	135,626	178,113	155,418
26 OTHER	-	6,000	-
31 PROFESSIONAL SERVICES	391	500	20,500
40 TRAVEL	937	5,020	5,020
46 REPAIRS & MAINTENANCE	28,171	30,000	30,000
48 PROMOTIONAL	38,426	47,000	47,000
49 OTHER CURRENT CHARGES	17,754	60,575	60,575
42 TRANSPORTATION (POSTAGE)	-	500	500
47 PRINTING	320	500	500
51 OFFICE SUPPLIES	1,770	1,800	1,800
52 OPERATING SUPPLIES	337	1,500	1,500
54 SUBSCR/MEMBERSHIPS	1,827	800	800
TOTAL	<u>\$ 475,438</u>	<u>\$ 591,130</u>	<u>\$ 596,605</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

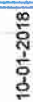
PERSONAL SERVICES	\$ 385,505	\$ 442,935	\$ 428,410
SUPPORT SERVICES	85,679	143,095	163,095
MATERIALS & SUPPLIES	4,254	5,100	5,100
TOTAL	<u>\$ 475,438</u>	<u>\$ 591,130</u>	<u>\$ 596,605</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
HR/ EMPLOYMENT

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 107,735	\$ 108,014	\$ 111,800
21 FICA MATCHING	8,101	8,276	8,566
22 RETIREMENT	7,077	6,776	9,235
23 INSURANCE	19,039	17,713	23,753
31 PROFESSIONAL SERVICES	29,827	37,200	37,200
34 OTHER CONTRACTUAL SVC	9,375	18,000	-
40 TRAVEL	826	4,000	4,000
46 REPAIRS & MAINTENANCE	-	500	500
48 PROMOTIONAL	27,044	38,000	40,000
49 OTHER CURRENT CHARGES	2,404	10,325	10,325
42 TRANSPORTATION (POSTAGE)	-	-	
47 PRINTING	32	-	
51 OFFICE SUPPLIES	1,109	2,000	2,000
52 OPERATING SUPPLIES	3,254	5,000	5,000
53 ROAD MATERIALS & SUPPLIES	-	-	
54 SUBSCR/MEMBERSHIPS	54,725	35,498	35,498
TOTAL	<u>\$ 270,548</u>	<u>\$ 291,302</u>	<u>\$ 287,877</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 141,952	\$ 140,779	\$ 153,354
SUPPORT SERVICES	69,476	108,025	92,025
MATERIALS & SUPPLIES	59,120	42,498	42,498
TOTAL	<u>\$ 270,548</u>	<u>\$ 291,302</u>	<u>\$ 287,877</u>





EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
ENGINEERING DEPARTMENT

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 886,061	\$ 1,578,501	\$ 2,064,450
13 OTHER SALARIES	-	17,400	17,400
14 OVERTIME	447	22,650	47,650
21 FICA MATCHING	61,068	122,698	160,510
22 RETIREMENT	85,627	144,377	239,124
23 INSURANCE	210,575	328,890	409,126
31 PROFESSIONAL SERVICES	490	5,000	5,000
34 OTHER CONTRACTUAL SVC	47,302	93,000	2,000
40 TRAVEL	2,820	8,470	8,470
41 COMMUNICATIONS	657	1,570	2,800
44 RENTALS & LEASES	11,658	10,000	10,000
46 REPAIRS & MAINTENANCE	16,962	59,770	42,500
49 OTHER CURRENT CHARGES	5,843	10,900	13,300
42 TRANSPORTATION (POSTAGE)	27	250	250
51 OFFICE SUPPLIES	6,548	10,950	10,950
52 OPERATING SUPPLIES	35,422	42,450	43,325
54 SUBSCR/MEMBERSHIPS	4,710	7,100	8,100
TOTAL	<u>\$ 1,376,217</u>	<u>\$ 2,463,976</u>	<u>\$ 3,084,955</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,243,778	\$ 2,214,516	\$ 2,938,260
SUPPORT SERVICES	85,732	188,710	84,070
MATERIALS & SUPPLIES	46,707	60,750	62,625
TOTAL	<u>\$ 1,376,217</u>	<u>\$ 2,463,976</u>	<u>\$ 3,084,955</u>

## **EMERALD COAST UTILITIES AUTHORITY**

### **GOALS AND WORK PLAN**

#### **DEPARTMENT:**

Engineering

#### **ACTIVITY DESCRIPTION:**

The Engineering Department is responsible for the planning, design, and construction management of all upgrades and extensions to the water and wastewater systems. This includes development of recommendations for capital improvements, and review and approval of line extensions proposed for new developments.

#### **GOAL:**

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

#### **OBJECTIVES:**

1. Evaluate system needs and recommend projects to maintain or achieve adequate levels of service for all ECUA customers.
2. Ensure design and construction of system extensions are compatible with ECUA's Master Plan, and in compliance with the requirements of the ECUA Engineering Manual.
3. Implement efficiencies in the systems in accordance with good engineering practices.
4. Provide fair and impartial review in response to requests for service and plan submittals.

#### **2019 TARGETED ACCOMPLISHMENTS:**

1. Update the ECUA Engineering Manual to incorporate improvements in water and sewer system design standards and technical specifications.
2. Resolve property and easement issues delaying the construction of capital improvement projects.
3. Implement the sewer rehabilitation projects associated with I & I in the Wastewater Infrastructure Department.
4. Update water and sewer system hydraulic models to assist with master planning.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
ENGINEERING / ADMINISTRATION

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 641,948	\$ 1,230,018	\$ 1,706,794
13 OTHER SALARIES	-	17,400	17,400
14 OVERTIME	447	2,650	2,650
21 FICA MATCHING	43,454	94,381	129,630
22 RETIREMENT	65,522	112,187	202,502
23 INSURANCE	166,601	253,712	330,941
31 PROFESSIONAL SERVICES	490	5,000	5,000
34 OTHER CONTRACTUAL SVC	47,302	93,000	2,000
40 TRAVEL	2,820	8,470	8,470
41 COMMUNICATIONS	657	400	400
44 RENTALS & LEASES	11,658	10,000	10,000
46 REPAIRS & MAINTENANCE	14,894	54,270	37,000
49 OTHER CURRENT CHARGES	5,793	10,900	13,300
42 TRANSPORTATION (POSTAGE)	27	250	250
51 OFFICE SUPPLIES	6,261	10,650	10,650
52 OPERATING SUPPLIES	14,273	20,650	21,525
54 SUBSCR/MEMBERSHIPS	4,710	7,100	8,100
TOTAL	<u>\$ 1,026,857</u>	<u>\$ 1,931,038</u>	<u>\$ 2,506,612</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 917,972	\$ 1,710,348	\$ 2,389,917
SUPPORT SERVICES	83,614	182,040	76,170
MATERIALS & SUPPLIES	25,271	38,650	40,525
TOTAL	<u>\$ 1,026,857</u>	<u>\$ 1,931,038</u>	<u>\$ 2,506,612</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
ENGINEERING / INSPECTIONS

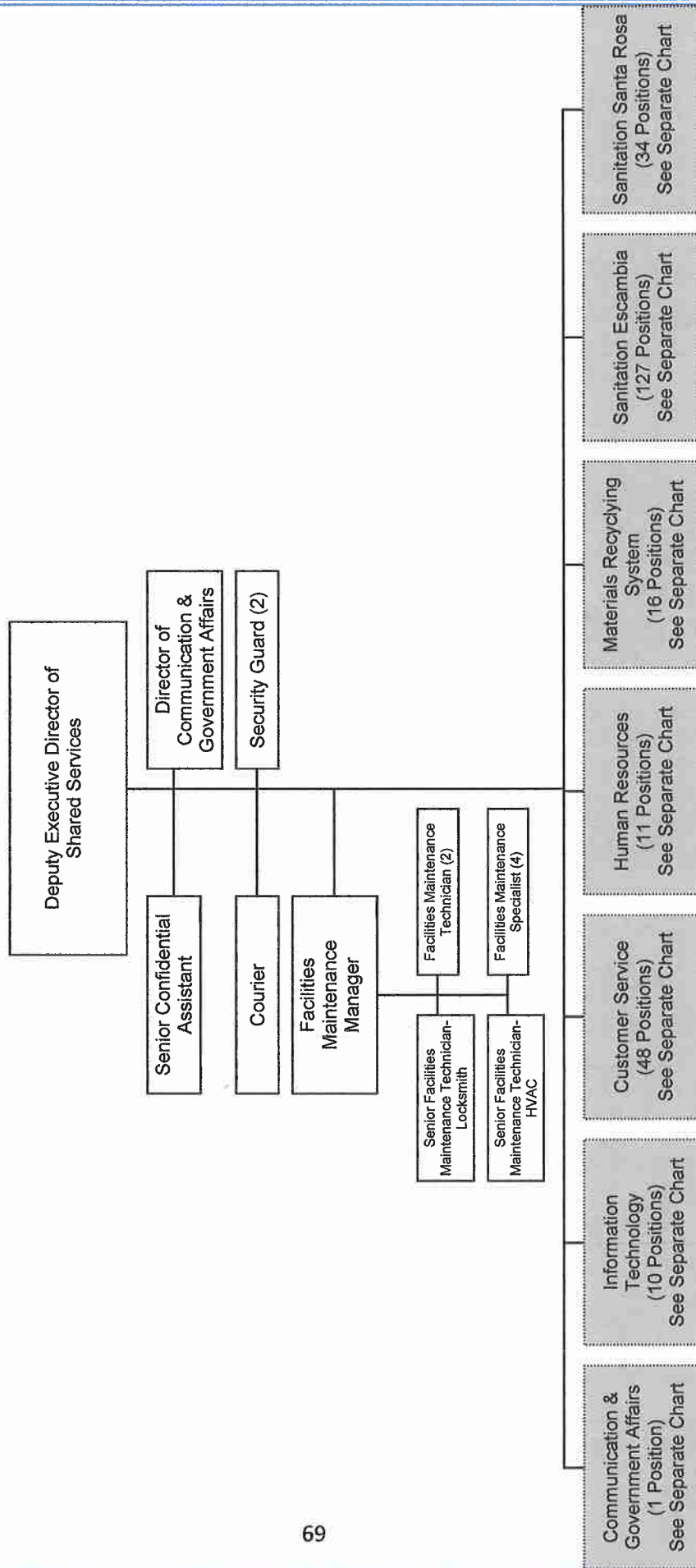
	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 244,113	\$ 348,483	\$ 357,656
14 OVERTIME	-	20,000	45,000
21 FICA MATCHING	17,614	28,317	30,880
22 RETIREMENT	20,105	32,190	36,622
23 INSURANCE	43,974	75,178	78,185
41 COMMUNICATIONS	-	1,170	2,400
46 REPAIRS & MAINTENANCE	2,068	5,500	5,500
49 OTHER CURRENT CHARGES	50	-	-
51 OFFICE SUPPLIES	287	300	300
52 OPERATING SUPPLIES	21,149	21,800	21,800
TOTAL	<u>\$ 349,360</u>	<u>\$ 532,938</u>	<u>\$ 578,343</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 325,806	\$ 504,168	\$ 548,343
SUPPORT SERVICES	2,118	6,670	7,900
MATERIALS & SUPPLIES	21,436	22,100	22,100
TOTAL	<u>\$ 349,360</u>	<u>\$ 532,938</u>	<u>\$ 578,343</u>



## EMERALD COAST UTILITIES AUTHORITY SHARED SERVICES



Positions: 15      10-01-2018

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
SHARED SERVICES DEPARTMENT

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 277,692	\$ 820,791	\$ 698,256
14 OVERTIME	1,753	12,250	18,000
21 FICA MATCHING	18,996	62,703	53,400
22 RETIREMENT	42,859	96,726	89,830
23 INSURANCE	54,192	232,787	195,664
34 OTHER CONTRACTUAL SVC	6,445	106,000	74,000
40 TRAVEL	-	2,950	2,950
41 COMMUNICATIONS	46,136	42,000	42,000
43 UTILITIES	-	304,700	304,700
44 RENTALS & LEASES	2,184	4,700	4,700
46 REPAIRS & MAINTENANCE	353	68,208	68,208
49 OTHER CURRENT CHARGES	211	12,200	12,200
47 PRINTING	32	100	100
51 OFFICE SUPPLIES	888	1,200	1,800
52 OPERATING SUPPLIES	7,830	56,200	56,200
54 SUBSCR/MEMBERSHIPS	-	100	100
TOTAL	<u>\$ 459,571</u>	<u>\$ 1,823,615</u>	<u>\$ 1,622,108</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 395,492	\$ 1,225,257	\$ 1,055,150
SUPPORT SERVICES	55,329	540,758	508,758
MATERIALS & SUPPLIES	8,750	57,600	58,200
TOTAL	<u>\$ 459,571</u>	<u>\$ 1,823,615</u>	<u>\$ 1,622,108</u>



## **EMERALD COAST UTILITIES AUTHORITY**

### **GOALS AND WORK PLAN**

#### **DEPARTMENT:**

Shared Services

#### **ACTIVITY DESCRIPTION:**

The Shared Services Department is responsible for overseeing and coordinating the operations of the Information Technology, Public Information, Customer Service, Human Resources and Risk Management and Sanitation Departments.

#### **GOALS:**

It is the goal of this department is to ensure that both internal and external customers are provided with the highest quality service in a professional and courteous manner and in a timely fashion. It is our goal that all activities within the Shared Services group are communicated effectively internally, to other areas of the ECUA and to the public.

#### **OBJECTIVES:**

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

#### **2019 TARGETED ACCOMPLISHMENTS:**

1. To ensure the timeline and plan to modernize the ECUA's information technology system as outlined in the IT Master Plan is met.
2. To reduce the number of incoming customers calls that are abandoned on an annual basis by 2%.
3. To improve the effectiveness of the public information program and increase customer awareness of ECUA programs by increasing the number of customers that visit the ECUA website by 2%.
4. To improve customer knowledge and awareness of the Fats, Oils and Grease (FOG) program by conducting 12 additional FOG presentations annually and its impact on the ECUA sewer system by tracking the number of FOG related Sanitary Sewer Overflows (SSO).

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
SHARED SERVICES / ADMINISTRATION

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 277,692	\$ 270,421	\$ 277,961
14 OVERTIME	1,753	250	-
21 FICA MATCHING	18,996	19,397	19,693
22 RETIREMENT	42,859	43,590	47,483
23 INSURANCE	54,192	65,426	64,178
34 OTHER CONTRACTUAL SVC	6,445	10,000	10,000
40 TRAVEL	-	450	450
41 COMMUNICATIONS	46,136	42,000	42,000
44 RENTALS & LEASES	2,184	2,200	2,200
46 REPAIRS & MAINTENANCE	353	3,000	3,000
49 OTHER CURRENT CHARGES	211	200	200
47 PRINTING	32	100	100
51 OFFICE SUPPLIES	888	800	800
52 OPERATING SUPPLIES	7,830	2,200	2,200
54 SUBSCR/MEMBERSHIPS	-	100	100
 TOTAL	 <u>\$ 459,571</u>	 <u>\$ 460,134</u>	 <u>\$ 470,365</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 395,492	\$ 399,084	\$ 409,315
SUPPORT SERVICES	55,329	57,850	57,850
MATERIALS & SUPPLIES	8,750	3,200	3,200
 TOTAL	 <u>\$ 459,571</u>	 <u>\$ 460,134</u>	 <u>\$ 470,365</u>

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

	ACTUAL * 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ -	\$ 550,370	\$ 420,295
14 OVERTIME	-	12,000	18,000
21 FICA MATCHING	-	43,306	33,707
22 RETIREMENT	-	53,136	42,347
23 INSURANCE	-	167,361	131,486
34 OTHER CONTRACTUAL SVC	-	96,000	64,000
40 TRAVEL	-	2,500	2,500
43 UTILITIES	-	304,700	304,700
44 RENTALS & LEASES	-	2,500	2,500
46 REPAIRS & MAINTENANCE	-	65,208	65,208
49 OTHER CURRENT CHARGES	-	12,000	12,000
51 OFFICE SUPPLIES	-	400	1,000
52 OPERATING SUPPLIES	-	54,000	54,000
TOTAL	<u>\$ -</u>	<u>\$ 1,363,481</u>	<u>\$ 1,151,743</u>

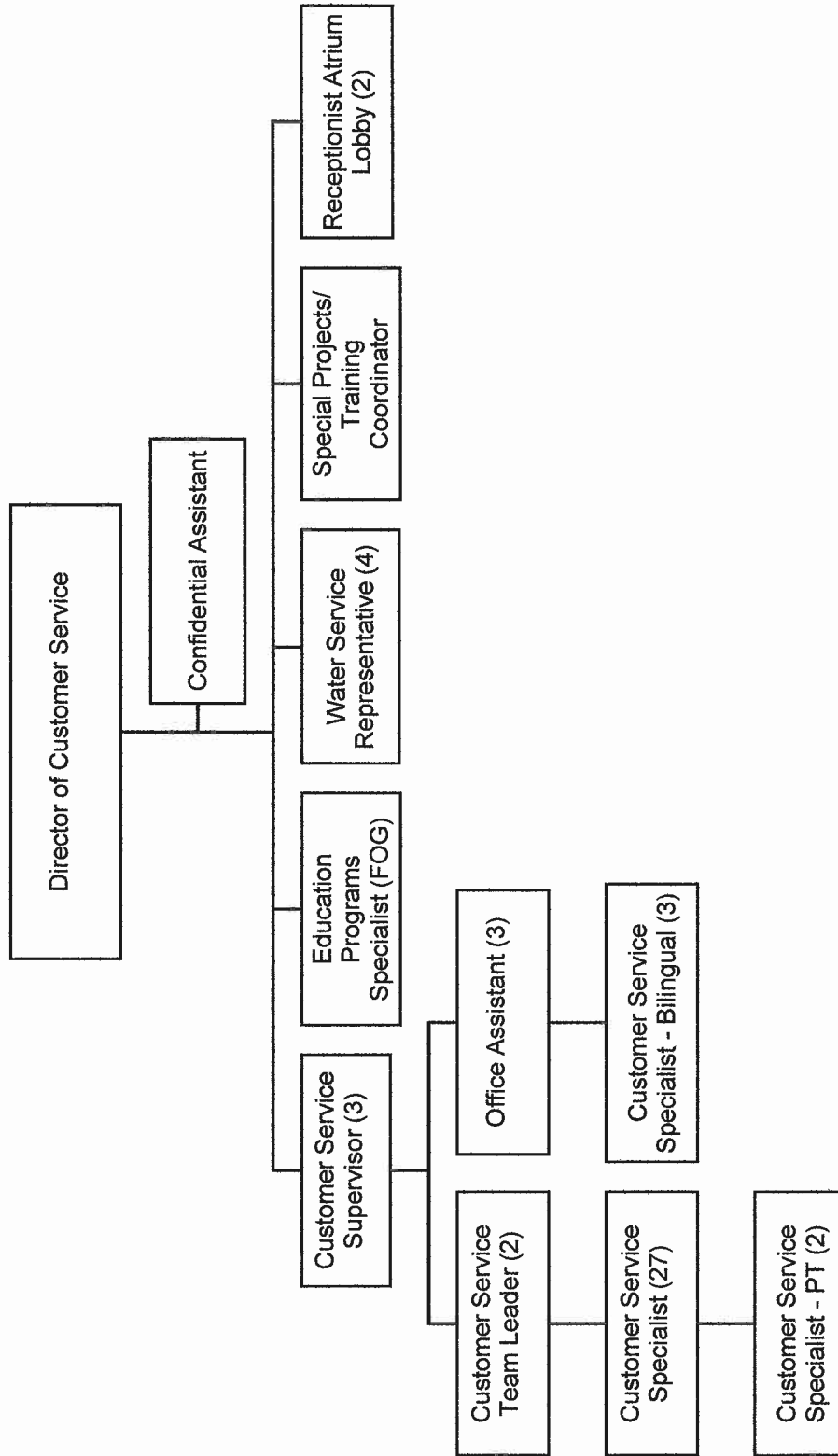
## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ -	\$ 826,173	\$ 645,835
SUPPORT SERVICES	-	482,908	450,908
MATERIALS & SUPPLIES	-	54,400	55,000
TOTAL	<u>\$ -</u>	<u>\$ 1,363,481</u>	<u>\$ 1,151,743</u>

\* Note: Facilities Maintenance moved from the Maintenance & Construction Department to Shared Services effective October 1, 2017.



# EMERALD COAST UTILITIES AUTHORITY CUSTOMER SERVICES



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
CUSTOMER SERVICES

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 1,755,230	\$ 1,779,834	\$ 1,863,449
14 OVERTIME	13,677	12,200	12,200
21 FICA MATCHING	127,536	137,810	144,251
22 RETIREMENT	158,552	165,348	178,364
23 INSURANCE	456,372	439,586	489,630
34 OTHER CONTRACTUAL SVC	57,336	30,000	36,800
40 TRAVEL	2,447	1,800	1,800
41 COMMUNICATIONS	4,916	9,600	9,600
46 REPAIRS & MAINTENANCE	70	-	-
49 OTHER CURRENT CHARGES	(494)	7,200	7,200
42 TRANSPORTATION (POSTAGE)	-	100	100
47 PRINTING	926	2,000	2,000
51 OFFICE SUPPLIES	14,875	15,400	15,400
52 OPERATING SUPPLIES	41,895	14,304	15,516
54 SUBSCR/MEMBERSHIPS	-	600	600
64 MACHINERY & EQUIPMENT	-	3,350	3,696
TOTAL	<u>\$ 2,633,568</u>	<u>\$ 2,619,132</u>	<u>\$ 2,782,606</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,511,367	\$ 2,534,778	\$ 2,687,894
SUPPORT SERVICES	64,505	48,600	57,400
MATERIALS & SUPPLIES	57,696	32,404	33,616
CAPITAL OUTLAY	-	3,350	3,696
TOTAL	<u>\$ 2,633,568</u>	<u>\$ 2,619,132</u>	<u>\$ 2,782,606</u>

## **EMERALD COAST UTILITIES AUTHORITY**

### **GOALS AND WORK PLAN**

#### **DIVISION:**

Customer Services

#### **ACTIVITY DESCRIPTION:**

The 6 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.

#### **2019 TARGETED ACCOMPLISHMENTS:**

1. Utilize the scanner to electronically file all new correspondence and completed work orders which will reduce the amount of paperwork being filed.
2. Streamlining the process for adjustments and all printed reports to ensure that the work flow is modernized and efficient. By utilizing technology the processing of these reports will be completed in a timelier manner. December 2018 is our targeted date of completion.
3. Restructure employee breaks and lunch hours to provide better staff coverage during our peak hours of operation.
4. As a result of cross training, we have been able to promote employees in house to fill vacant position because of retirements. Continue our succession plan and continue with our cross-training efforts for the entire staff.
5. Revise the cut-non pay procedures so that the report is processed by reviewing it on the computer network. This report will no longer be printed therefore will be a cost savings on paper, ink and equipment maintenance.
6. Continuously provide training to all 45 employees that highlights customer service topics and personal health issues to ensure personal development and growth.



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
CS / ADMINISTRATION

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 242,889	\$ 260,260	\$ 257,855
14 OVERTIME	645	1,200	1,200
21 FICA MATCHING	17,171	20,181	20,075
22 RETIREMENT	30,226	32,701	34,688
23 INSURANCE	58,507	57,188	59,822
34 OTHER CONTRACTUAL SVC	36,614	30,000	36,800
40 TRAVEL	1,153	1,600	1,600
41 COMMUNICATIONS	230	-	400
46 REPAIRS & MAINTENANCE	2,904	3,500	3,500
49 OTHER CURRENT CHARGES	410	1,200	1,200
47 PRINTING	212	1,000	1,000
51 OFFICE SUPPLIES	4,469	5,000	5,000
52 OPERATING SUPPLIES	1,001	750	750
54 SUBSCR/MEMBERSHIPS	-	100	100
TOTAL	<u>\$ 396,431</u>	<u>\$ 414,680</u>	<u>\$ 423,990</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 349,438	\$ 371,530	\$ 373,640
SUPPORT SERVICES	41,311	36,300	43,500
MATERIALS & SUPPLIES	5,682	6,850	6,850
TOTAL	<u>\$ 396,431</u>	<u>\$ 414,680</u>	<u>\$ 423,990</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 1,223,053	\$ 1,312,968	\$ 1,392,436
14 OVERTIME	10,661	10,000	10,000
21 FICA MATCHING	89,652	101,701	107,735
22 RETIREMENT	106,112	117,435	125,987
23 INSURANCE	317,269	328,145	366,561
40 TRAVEL	-	200	200
46 REPAIRS & MAINTENANCE	-	500	500
49 OTHER CURRENT CHARGES	(904)	5,000	5,000
47 PRINTING	580	500	500
51 OFFICE SUPPLIES	10,239	8,900	8,900
52 OPERATING SUPPLIES	3,001	5,254	6,466
54 SUBSCR/MEMBERSHIPS	-	500	500
64 MACHINERY & EQUIPMENT	-	3,350	3,696
TOTAL	<u>\$ 1,759,663</u>	<u>\$ 1,894,453</u>	<u>\$ 2,028,481</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,746,747	\$ 1,870,249	\$ 2,002,719
SUPPORT SERVICES	(904)	5,700	5,700
MATERIALS & SUPPLIES	13,820	15,154	16,366
CAPITAL OUTLAY	-	3,350	3,696
TOTAL	<u>\$ 1,759,663</u>	<u>\$ 1,894,453</u>	<u>\$ 2,028,481</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED * 2019
12 REGULAR SALARIES	\$ 289,288		\$ -
14 OVERTIME	2,371		-
21 FICA MATCHING	20,713		-
22 RETIREMENT	22,214		-
23 INSURANCE	80,596		-
34 OTHER CONTRACTUAL SVC	20,722		
40 TRAVEL	1,294		-
46 REPAIRS & MAINTENANCE	2,012		-
49 OTHER CURRENT CHARGES	70		-
42 TRANSPORTATION (POSTAGE)	-		-
47 PRINTING	134		-
51 OFFICE SUPPLIES	167		-
52 OPERATING SUPPLIES	37,893		-
54 SUBSCR/MEMBERSHIPS	-		-
TOTAL	<u>\$ 477,474</u>	<u>\$ -</u>	<u>\$ -</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 415,182	\$ -	\$ -
SUPPORT SERVICES	24,098	-	-
MATERIALS & SUPPLIES	38,194	-	-
TOTAL	<u>\$ 477,474</u>	<u>\$ -</u>	<u>\$ -</u>

\* Note: Fats, Oils, & Grease Division was moved to the Regional Services Department effective October 1, 2017.

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

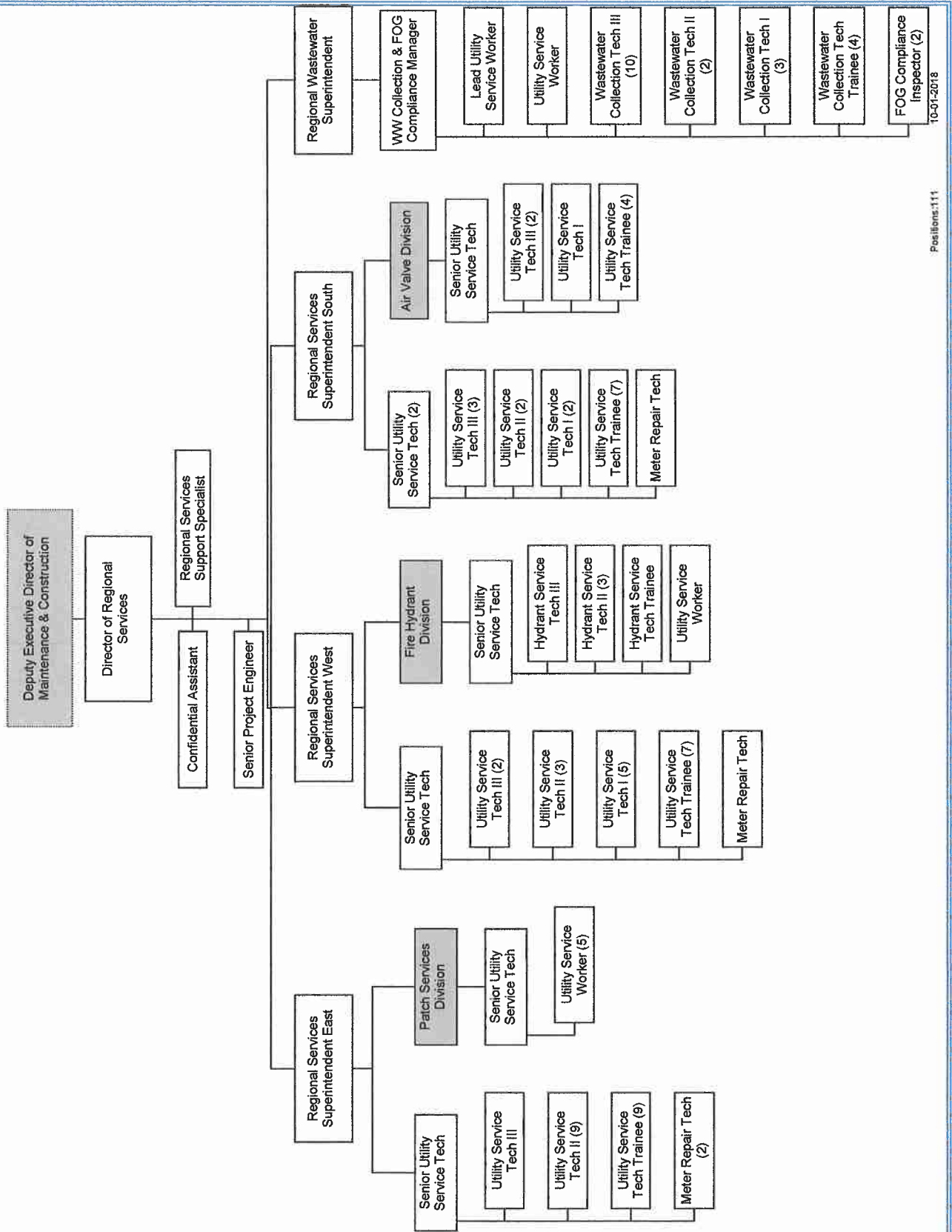
	ACTUAL 2017	APPROVED 2018	APPROVED * 2019
12 REGULAR SALARIES	\$ -	\$ 206,606	\$ 213,158
14 OVERTIME	-	1,000	1,000
21 FICA MATCHING	-	15,928	16,441
22 RETIREMENT	-	15,212	17,689
23 INSURANCE	-	54,253	63,247
41 COMMUNICATIONS	-	-	1,600
46 REPAIRS & MAINTENANCE	-	5,600	5,600
49 OTHER CURRENT CHARGES	-	1,000	1,000
42 TRANSPORTATION (POSTAGE)	-	100	100
47 PRINTING	-	500	500
51 OFFICE SUPPLIES	-	1,500	1,500
52 OPERATING SUPPLIES	-	8,300	8,300
TOTAL	<u>\$ -</u>	<u>\$ 309,999</u>	<u>\$ 330,135</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ -	\$ 292,999	\$ 311,535
SUPPORT SERVICES	-	6,600	8,200
MATERIALS & SUPPLIES	-	10,400	10,400
TOTAL	<u>\$ -</u>	<u>\$ 309,999</u>	<u>\$ 330,135</u>

\* Note: This is a new division for fiscal year 2018 due to a reorganization of the Customer Service Department

# EMERALD COAST UTILITIES AUTHORITY REGIONAL SERVICES



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
REGIONAL SERVICES DEPARTMENT

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 4,441,802	\$ 4,665,427	\$ 4,706,807
14 OVERTIME	836,657	394,000	528,800
21 FICA MATCHING	383,239	388,730	400,350
22 RETIREMENT	423,245	416,640	460,034
23 INSURANCE	1,206,634	1,223,106	1,266,429
31 PROFESSIONAL SERVICES	-	-	-
34 OTHER CONTRACTUAL SVC	503,816	371,000	408,000
40 TRAVEL	742	5,000	6,500
41 COMMUNICATIONS	7,805	50,000	50,000
43 UTILITIES	-	-	-
44 RENTALS & LEASES	8,406	13,000	13,000
46 REPAIRS & MAINTENANCE	287,295	273,050	273,050
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	123,523	83,980	83,980
42 TRANSPORTATION (POSTAGE)	209	150	150
47 PRINTING	1,490	6,000	6,000
51 OFFICE SUPPLIES	6,381	8,500	8,500
52 OPERATING SUPPLIES	2,433,836	2,152,285	2,162,071
53 ROAD MATERIALS & SUPPLIES	83,564	80,000	80,000
54 SUBSCR/MEMBERSHIPS	466	1,600	1,600
64 MACHINERY & EQUIPMENT	-	76,292	76,062
TOTAL	<u>\$ 10,749,110</u>	<u>\$ 10,208,760</u>	<u>\$ 10,531,333</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 7,291,577	\$ 7,087,903	\$ 7,362,420
SUPPORT SERVICES	931,587	796,030	834,530
MATERIALS & SUPPLIES	2,525,946	2,248,535	2,258,321
CAPITAL OUTLAY	-	76,292	76,062
TOTAL	<u>\$ 10,749,110</u>	<u>\$ 10,208,760</u>	<u>\$ 10,531,333</u>

## **EMERALD COAST UTILITIES AUTHORITY**

### **GOALS AND WORK PLAN**

#### **DEPARTMENT**

Regional Services

#### **DIVISIONS**

West Region  
East Region  
South Region  
Administration  
Sewer Maintenance Service  
Fire Hydrant Installation/Maintenance  
Patch Services  
Air Release Valves  
Fats, Oil, and Grease

#### **ACTIVITY DESCRIPTION:**

The nine divisions within the Regional Services Department work together to operate and maintain the potable water distribution system and the wastewater collection system. This scope of responsibility includes water mains, water service laterals, water meters, fire hydrants, water valves, gravity sewer mains, manholes, sewer service laterals, wastewater force mains, control valves, and air release valves.

#### **GOALS:**

The goals of the department are to operate and maintain the potable water distribution system and the wastewater collection system efficiently in order to provide the best possible service to ECUA's customers.

#### **OBJECTIVES:**

- To comply with all local, state and federal regulatory requirements.
- To provide services to customers and respond to their concerns quickly and effectively.
- To respond quickly and effectively to all situations that require emergency maintenance.
- To minimize disruptions of customers' utility services through best management practices and preventative maintenance.
- To reduce operating expenses with improved efficiency and preventative maintenance.
- To work with other departments to facilitate the construction of capital improvements and to identify needed capital improvements for the future.
- To maintain a safe working environment for our employees with opportunities for training and advancement.



**2019 TARGETED ACCOMPLISHMENTS:**

- Test all 847 large water meters and calibrate them as necessary to achieve acceptable accuracy.
- Execute a flushing program that maintains the water quality in the potable water distribution system.
- Continue to execute multi-year plan to inspect and maintain 4,700 water valves and 2,000 fire hydrants.
- Continue to execute multi-year plan to clean and perform video inspection of all gravity sewer mains.
- Perform preventative maintenance on gravity sewer mains and manholes to decrease the number of avoidable sanitary sewer overflows by 10%.
- Inspect and perform preventative maintenance on all ARVs in accordance with the established schedule.
- Perform regular inspections of all food service establishments to ensure compliance with the FOG program to reduce the discharge of FOG into the wastewater collection system.

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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 811,343	\$ 851,907	\$ 813,342
14 OVERTIME	112,951	63,000	89,300
21 FICA MATCHING	68,066	70,192	69,227
22 RETIREMENT	69,970	71,237	73,766
23 INSURANCE	195,092	190,420	199,366
34 OTHER CONTRACTUAL SVC	14,101	3,000	3,000
44 RENTALS & LEASES	-	1,000	1,000
46 REPAIRS & MAINTENANCE	28,903	36,900	36,900
49 OTHER CURRENT CHARGES	-	200	200
52 OPERATING SUPPLIES	297,961	320,000	320,000
TOTAL	<u>\$ 1,598,387</u>	<u>\$ 1,607,856</u>	<u>\$ 1,606,101</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,257,422	\$ 1,246,756	\$ 1,245,001
SUPPORT SERVICES	43,004	41,100	41,100
MATERIALS & SUPPLIES	297,961	320,000	320,000
TOTAL	<u>\$ 1,598,387</u>	<u>\$ 1,607,856</u>	<u>\$ 1,606,101</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 905,260	\$ 945,258	\$ 952,800
14 OVERTIME	292,232	118,000	168,000
21 FICA MATCHING	85,303	81,563	84,652
22 RETIREMENT	91,734	84,103	97,343
23 INSURANCE	287,588	282,828	275,258
34 OTHER CONTRACTUAL SVC	73,500	9,000	9,000
40 TRAVEL	20	-	-
44 RENTALS & LEASES	2,495	3,800	3,800
46 REPAIRS & MAINTENANCE	58,019	40,500	40,500
49 OTHER CURRENT CHARGES	3,595	3,040	3,040
52 OPERATING SUPPLIES	461,374	380,000	380,000
TOTAL	<u>\$ 2,261,120</u>	<u>\$ 1,948,092</u>	<u>\$ 2,014,393</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,662,117	\$ 1,511,752	\$ 1,578,053
SUPPORT SERVICES	137,629	56,340	56,340
MATERIALS & SUPPLIES	461,374	380,000	380,000
TOTAL	<u>\$ 2,261,120</u>	<u>\$ 1,948,092</u>	<u>\$ 2,014,393</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 825,516	\$ 843,589	\$ 747,930
14 OVERTIME	178,887	88,000	113,000
21 FICA MATCHING	71,844	71,472	66,023
22 RETIREMENT	80,119	76,861	71,113
23 INSURANCE	251,451	253,942	221,487
34 OTHER CONTRACTUAL SVC	-	23,000	23,000
44 RENTALS & LEASES	150	2,000	2,000
46 REPAIRS & MAINTENANCE	56,612	52,500	52,500
49 OTHER CURRENT CHARGES	4	300	300
52 OPERATING SUPPLIES	349,026	318,214	318,000
64 MACHINERY & EQUIPMENT	-	16,917	58,000
TOTAL	<u>\$ 1,813,609</u>	<u>\$ 1,746,795</u>	<u>\$ 1,673,353</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,407,817	\$ 1,333,864	\$ 1,219,553
SUPPORT SERVICES	56,766	77,800	77,800
MATERIALS & SUPPLIES	349,026	318,214	318,000
CAPITAL OUTLAY	-	16,917	58,000
TOTAL	<u>\$ 1,813,609</u>	<u>\$ 1,746,795</u>	<u>\$ 1,673,353</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
RS / ADMINISTRATION

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 228,365	\$ 208,250	\$ 261,102
14 OVERTIME	689	-	-
21 FICA MATCHING	16,750	16,319	20,002
22 RETIREMENT	23,850	22,712	37,769
23 INSURANCE	47,043	43,171	69,445
34 OTHER CONTRACTUAL SVC	144,100	148,000	148,000
40 TRAVEL	722	2,000	3,500
41 COMMUNICATIONS	7,805	50,000	50,000
44 RENTALS & LEASES	1,957	3,000	3,000
46 REPAIRS & MAINTENANCE	756	3,000	3,000
49 OTHER CURRENT CHARGES	55,990	54,000	54,000
42 TRANSPORTATION (POSTAGE)	209	150	150
47 PRINTING	1,490	2,000	2,000
51 OFFICE SUPPLIES	6,381	6,000	6,000
52 OPERATING SUPPLIES	965,496	627,921	627,921
54 SUBSCR/MEMBERSHIPS	466	600	600
TOTAL	<u>\$ 1,502,069</u>	<u>\$ 1,187,123</u>	<u>\$ 1,286,489</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 316,697	\$ 290,452	\$ 388,318
SUPPORT SERVICES	211,330	260,000	261,500
MATERIALS & SUPPLIES	974,042	636,671	636,671
TOTAL	<u>\$ 1,502,069</u>	<u>\$ 1,187,123</u>	<u>\$ 1,286,489</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 906,933	\$ 918,382	\$ 940,222
14 OVERTIME	81,013	68,500	68,500
21 FICA MATCHING	72,578	75,835	77,322
22 RETIREMENT	78,146	80,431	83,572
23 INSURANCE	222,749	222,324	244,582
34 OTHER CONTRACTUAL SVC	41,503	45,000	45,000
46 REPAIRS & MAINTENANCE	78,889	76,250	76,250
49 OTHER CURRENT CHARGES	-	200	200
52 OPERATING SUPPLIES	128,371	177,000	177,000
64 MACHINERY & EQUIPMENT	-	-	7,197
TOTAL	<u>\$ 1,610,182</u>	<u>\$ 1,663,922</u>	<u>\$ 1,719,845</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,361,419	\$ 1,365,472	\$ 1,414,198
SUPPORT SERVICES	120,392	121,450	121,450
MATERIALS & SUPPLIES	128,371	177,000	177,000
TOTAL	<u>\$ 1,610,182</u>	<u>\$ 1,663,922</u>	<u>\$ 1,719,845</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 270,582	\$ 272,230	\$ 300,206
14 OVERTIME	5,454	3,000	4,000
21 FICA MATCHING	20,724	21,122	23,421
22 RETIREMENT	24,058	24,649	28,278
23 INSURANCE	66,004	68,759	62,775
46 REPAIRS & MAINTENANCE	5,729	10,500	10,500
49 OTHER CURRENT CHARGES	-	140	140
52 OPERATING SUPPLIES	101,148	123,000	123,000
TOTAL	<u>\$ 493,699</u>	<u>\$ 523,400</u>	<u>\$ 552,320</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 386,822	\$ 389,760	\$ 418,680
SUPPORT SERVICES	5,729	10,640	10,640
MATERIALS & SUPPLIES	101,148	123,000	123,000
TOTAL	<u>\$ 493,699</u>	<u>\$ 523,400</u>	<u>\$ 552,320</u>



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
RS/ PATCH SERVICES

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 283,049	\$ 318,386	\$ 300,269
14 OVERTIME	89,122	30,000	50,000
21 FICA MATCHING	26,984	26,794	26,973
22 RETIREMENT	33,448	30,471	32,927
23 INSURANCE	84,704	89,708	86,560
34 OTHER CONTRACTUAL SVC	228,932	138,000	175,000
44 RENTALS & LEASES	745	200	200
46 REPAIRS & MAINTENANCE	52,632	30,000	30,000
49 OTHER CURRENT CHARGES	63,934	25,100	25,100
52 OPERATING SUPPLIES	58,592	70,000	70,000
53 ROAD MATERIALS & SUPPLIES	83,564	80,000	80,000
TOTAL	<u>\$ 1,005,706</u>	<u>\$ 838,659</u>	<u>\$ 877,029</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 517,307	\$ 495,359	\$ 496,729
SUPPORT SERVICES	346,243	193,300	230,300
MATERIALS & SUPPLIES	142,156	150,000	150,000
TOTAL	<u>\$ 1,005,706</u>	<u>\$ 838,659</u>	<u>\$ 877,029</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 210,754	\$ 214,345	\$ 312,146
13 OTHER SALARIES	-	-	-
14 OVERTIME	76,309	22,500	35,000
21 FICA MATCHING	20,990	18,142	26,618
22 RETIREMENT	21,920	18,734	28,675
23 INSURANCE	52,003	49,111	86,681
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	1,680	5,000	5,000
40 TRAVEL	-	-	-
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	3,059	3,000	3,000
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	5,755	15,000	15,000
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	-	-	-
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	-	-
52 OPERATING SUPPLIES	71,868	90,000	90,000
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	59,375	10,865
TOTAL	<u>\$ 464,338</u>	<u>\$ 495,207</u>	<u>\$ 612,985</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 381,976	\$ 322,832	\$ 489,120
SUPPORT SERVICES	10,494	23,000	23,000
MATERIALS & SUPPLIES	71,868	90,000	90,000
CAPITAL OUTLAY	-	59,375	10,865
TOTAL	<u>\$ 464,338</u>	<u>\$ 495,207</u>	<u>\$ 612,985</u>

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

	ACTUAL * 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ -	\$ 93,080	\$ 78,790
14 OVERTIME	-	1,000	1,000
21 FICA MATCHING	-	7,291	6,112
22 RETIREMENT	-	7,442	6,591
23 INSURANCE	-	22,843	20,275
34 OTHER CONTRACTUAL SVC	-	-	-
40 TRAVEL AND PER DIEM	-	3,000	3,000
41 COMMUNICATIONS	-	-	-
46 REPAIRS & MAINTENANCE	-	8,400	8,400
49 OTHER CURRENT CHARGES	-	1,000	1,000
47 PRINTING	-	4,000	4,000
51 OFFICE SUPPLIES	-	2,500	2,500
52 OPERATING SUPPLIES	-	46,150	56,150
54 SUBSCR/MEMBERSHIPS	-	1,000	1,000
TOTAL	<u>\$ -</u>	<u>\$ 197,706</u>	<u>\$ 188,818</u>

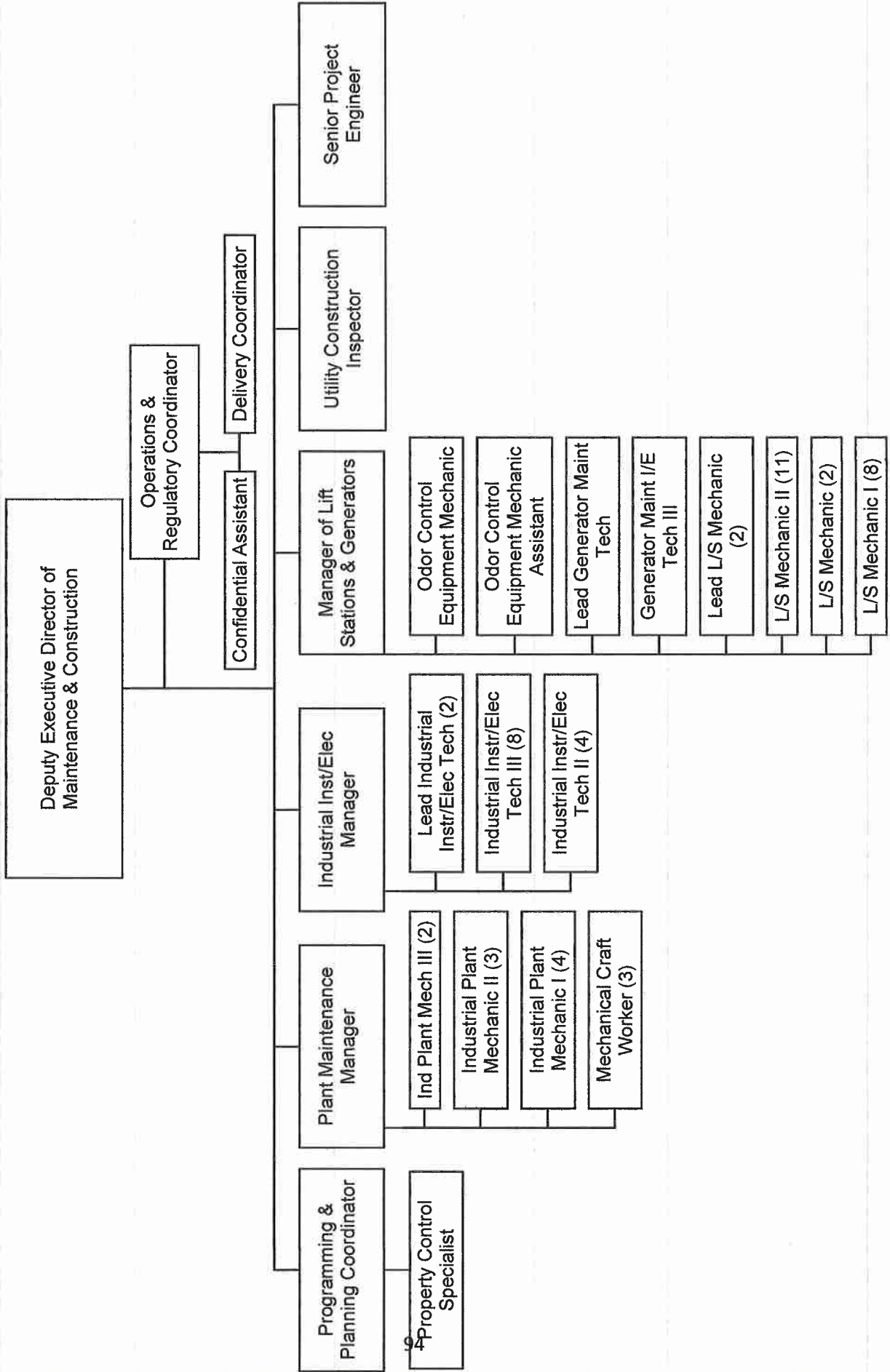
## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	-	\$ 131,656	\$ 112,768
SUPPORT SERVICES	-	12,400	12,400
MATERIALS & SUPPLIES	-	53,650	63,650
TOTAL	<u>\$ -</u>	<u>\$ 197,706</u>	<u>\$ 188,818</u>

\* Note: Fats, Oils, & Grease Division was in the Customer Service Department in previous fiscal years.



# EMERALD COAST UTILITIES AUTHORITY MAINTENANCE & CONSTRUCTION



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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 3,519,478	\$ 3,221,172	\$ 3,479,716
14 OVERTIME	482,450	438,850	478,850
21 FICA MATCHING	289,931	281,000	301,749
22 RETIREMENT	342,224	316,258	362,492
23 INSURANCE	816,264	695,041	765,270
31 PROFESSIONAL SERVICES	40,197	46,954	46,954
34 OTHER CONTRACTUAL SVC	201,856	201,000	204,100
40 TRAVEL	1,210	17,250	22,750
41 COMMUNICATIONS	4,672	2,000	9,100
43 UTILITIES	1,312,638	1,080,000	1,080,000
44 RENTALS & LEASES	63,663	113,000	116,000
46 REPAIRS & MAINTENANCE	3,347,668	4,134,180	4,463,180
49 OTHER CURRENT CHARGES	68,557	102,900	119,400
42 TRANSPORTATION (POSTAGE)	-	-	3,500
47 PRINTING	473	5,300	1,300
51 OFFICE SUPPLIES	4,773	6,300	15,300
52 OPERATING SUPPLIES	1,533,128	1,610,017	1,819,775
54 SUBSCR/MEMBERSHIPS	2,294	4,015	4,565
TOTAL	<u>\$ 12,031,476</u>	<u>\$ 12,275,237</u>	<u>\$ 13,294,001</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 5,450,347	\$ 4,952,321	\$ 5,388,077
SUPPORT SERVICES	5,040,461	5,697,284	6,061,484
MATERIALS & SUPPLIES	1,540,668	1,625,632	1,844,440
TOTAL	<u>\$ 12,031,476</u>	<u>\$ 12,275,237</u>	<u>\$ 13,294,001</u>

## **EMERALD COAST UTILITIES AUTHORITY**

### **GOALS AND WORK PLAN**

#### **DEPARTMENT:**

Maintenance & Construction

#### **DIVISIONS:**

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

#### **ACTIVITY DESCRIPTION:**

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

#### **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.

#### **OBJECTIVES:**

1. Reduce operating costs through improved efficiency in preventive maintenance.
2. Reduce avoidable instances of unplanned maintenance by having spare parts available and performing root cause failure analysis.
3. Compliance with all State and Federal regulations in the transmission of wastewater.
4. To effectively control operating costs and work within the annual budget.
5. To effectively manage all resources to achieve departmental goals.

#### **2019 TARGETED ACCOMPLISHMENTS:**

1. Maintain the number of avoidable SSO events at all Lift Stations at or near zero.
2. Maintenance of the CWRP Composting site to include reducing the equipment down time through proactive maintenance and equipment improvements.
3. Complete the repairs and valve improvements to the Pipeline Regional Lift Station.
4. Establishment of a corrosion identification and grading system to better prioritize upcoming infrastructure maintenance improvement projects.

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

	ACTUAL * 2017	APPROVED * 2018	APPROVED 2019
12 REGULAR SALARIES	\$ -	\$ -	\$ 437,549
14 OVERTIME	-	-	23,500
21 FICA MATCHING	-	-	34,400
22 RETIREMENT	-	-	60,772
23 INSURANCE	-	-	91,362
40 TRAVEL	-	-	3,500
44 RENTALS & LEASES	-	-	3,000
46 REPAIRS & MAINTENANCE	-	-	2,000
49 OTHER CURRENT CHARGES	-	-	6,650
42 TRANSPORTATION (POSTAGE)	-	-	3,500
47 PRINTING & BINDING	-	-	1,000
51 OFFICE SUPPLIES	-	-	9,200
52 OPERATING SUPPLIES	-	-	38,525
53 ROAD MATERIALS & SUPPLIES	-	-	
54 SUBSCR/MEMBERSHIPS	-	-	1,350
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 716,308</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ -	\$ -	\$ 647,583
SUPPORT SERVICES	-	-	15,150
MATERIALS & SUPPLIES	-	-	53,575
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 716,308</u>

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



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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 988,180	\$ 970,962	\$ 1,095,203
14 OVERTIME	185,701	133,850	166,850
21 FICA MATCHING	85,801	84,782	95,526
22 RETIREMENT	89,807	87,441	104,093
23 INSURANCE	271,137	267,020	279,710
34 OTHER CONTRACTUAL SVC	-	50,000	50,000
40 TRAVEL	308	2,000	2,000
41 COMMUNICATIONS	-	-	500
43 UTILITIES	994,452	1,080,000	1,080,000
44 RENTALS & LEASES	7,759	62,000	62,000
46 REPAIRS & MAINTENANCE	568,511	680,650	756,150
49 OTHER CURRENT CHARGES	24,340	36,700	36,700
51 OFFICE SUPPLIES	1,831	3,000	3,000
52 OPERATING SUPPLIES	372,264	399,800	437,675
54 SUBSCR/MEMBERSHIPS	71	75	75
TOTAL	<u>\$ 3,590,162</u>	<u>\$ 3,858,280</u>	<u>\$ 4,169,482</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,620,626	\$ 1,544,055	\$ 1,741,382
SUPPORT SERVICES	1,595,370	1,911,350	1,987,350
MATERIALS & SUPPLIES	374,166	402,875	440,750
TOTAL	<u>\$ 3,590,162</u>	<u>\$ 3,858,280</u>	<u>\$ 4,169,482</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 219,719	\$ 359,704	\$ -
14 OVERTIME	10,445	18,000	-
21 FICA MATCHING	16,675	28,912	-
22 RETIREMENT	35,717	48,531	-
23 INSURANCE	38,028	50,365	-
40 TRAVEL	-	2,000	-
46 REPAIRS & MAINTENANCE	592	2,000	-
49 OTHER CURRENT CHARGES	-	5,150	-
47 PRINTING	32	5,000	-
51 OFFICE SUPPLIES	-	200	-
52 OPERATING SUPPLIES	4,776	3,900	-
54 SUBSCR/MEMBERSHIPS	608	800	-
TOTAL	<u>\$ 326,592</u>	<u>\$ 524,562</u>	<u>\$ -</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 320,584	\$ 505,512	\$ -
SUPPORT SERVICES	592	9,150	-
MATERIALS & SUPPLIES	5,416	9,900	-
TOTAL	<u>\$ 326,592</u>	<u>\$ 524,562</u>	<u>\$ -</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
MAINT & CONST / OPER & MAINT INFO SYS

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 118,850	\$ 119,184	\$ 122,970
14 OVERTIME	-	-	500
21 FICA MATCHING	9,082	9,136	9,466
22 RETIREMENT	9,993	9,428	10,199
23 INSURANCE	9,049	9,026	20,351
40 TRAVEL	748	4,500	4,500
41 COMMUNICATIONS	648	2,000	2,000
46 REPAIRS & MAINTENANCE	54,944	60,600	68,100
49 OTHER CURRENT CHARGES	945	7,000	7,000
47 PRINTING	-	100	100
51 OFFICE SUPPLIES	957	1,000	1,000
52 OPERATING SUPPLIES	550	3,150	3,150
54 SUBSCR/MEMBERSHIPS	-	400	400
TOTAL	<u>\$ 205,766</u>	<u>\$ 225,524</u>	<u>\$ 249,736</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 146,974	\$ 146,774	\$ 163,486
SUPPORT SERVICES	57,285	74,100	81,600
MATERIALS & SUPPLIES	1,507	4,650	4,650
TOTAL	<u>\$ 205,766</u>	<u>\$ 225,524</u>	<u>\$ 249,736</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 813,499	\$ 876,527	\$ 902,366
14 OVERTIME	106,921	133,800	134,800
21 FICA MATCHING	67,810	77,594	79,694
22 RETIREMENT	70,316	79,917	85,670
23 INSURANCE	136,246	171,628	165,175
31 PROFESSIONAL SERVICES	14,728	16,000	16,000
40 TRAVEL	-	2,000	2,000
41 COMMUNICATIONS	3,170	-	4,300
44 RENTALS & LEASES	1,175	1,000	1,000
46 REPAIRS & MAINTENANCE	656,956	1,037,000	821,000
49 OTHER CURRENT CHARGES	30,752	40,250	40,250
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	346	200	200
51 OFFICE SUPPLIES	694	500	500
52 OPERATING SUPPLIES	59,084	76,000	76,000
54 SUBSCR/MEMBERSHIPS	1,286	2,300	2,300
TOTAL	<u>\$ 1,962,983</u>	<u>\$ 2,514,716</u>	<u>\$ 2,331,255</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,194,792	\$ 1,339,466	\$ 1,367,705
SUPPORT SERVICES	706,781	1,096,250	884,550
MATERIALS & SUPPLIES	61,410	79,000	79,000
TOTAL	<u>\$ 1,962,983</u>	<u>\$ 2,514,716</u>	<u>\$ 2,331,255</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 675,369	\$ 680,181	\$ 700,253
14 OVERTIME	137,679	118,300	118,300
21 FICA MATCHING	58,403	61,459	63,016
22 RETIREMENT	70,894	71,205	76,461
23 INSURANCE	167,231	158,513	174,025
31 PROFESSIONAL SERVICES	21,886	5,954	5,954
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	2,726	76,000	76,000
40 TRAVEL	154	4,000	8,000
41 COMMUNICATIONS	197	-	1,000
44 RENTALS & LEASES	53,769	44,000	44,000
46 REPAIRS & MAINTENANCE	1,857,026	2,159,000	2,566,000
49 OTHER CURRENT CHARGES	2,404	6,250	21,250
51 OFFICE SUPPLIES	486	1,200	1,200
52 OPERATING SUPPLIES	117,291	93,900	97,300
54 SUBSCR/MEMBERSHIPS	30	200	200
TOTAL	<u>\$ 3,165,545</u>	<u>\$ 3,480,162</u>	<u>\$ 3,952,959</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,109,576	\$ 1,089,658	\$ 1,132,055
SUPPORT SERVICES	1,938,162	2,295,204	2,722,204
MATERIALS & SUPPLIES	117,807	95,300	98,700
TOTAL	<u>\$ 3,165,545</u>	<u>\$ 3,480,162</u>	<u>\$ 3,952,959</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 85,642	\$ 87,755	\$ 90,085
14 OVERTIME	4,245	7,000	7,000
21 FICA MATCHING	6,227	7,269	7,458
22 RETIREMENT	6,854	7,495	8,019
23 INSURANCE	22,658	22,841	18,397
31 PROFESSIONAL SERVICES	3,583	25,000	25,000
34 OTHER CONTRACTUAL SVC	47,400	75,000	78,100
40 TRAVEL	-	750	750
41 COMMUNICATIONS	197	-	500
46 REPAIRS & MAINTENANCE	29,198	65,750	65,750
49 OTHER CURRENT CHARGES	421	3,500	3,500
51 OFFICE SUPPLIES	135	250	250
52 OPERATING SUPPLIES	882,446	975,767	1,078,625
54 SUBSCR/MEMBERSHIPS	-	150	150
TOTAL	<u>\$ 1,089,006</u>	<u>\$ 1,278,527</u>	<u>\$ 1,383,584</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 125,626	\$ 132,360	\$ 130,959
SUPPORT SERVICES	80,799	170,000	173,600
MATERIALS & SUPPLIES	882,581	976,167	1,079,025
TOTAL	<u>\$ 1,089,006</u>	<u>\$ 1,278,527</u>	<u>\$ 1,383,584</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 126,636	\$ 126,859	\$ 131,290
14 OVERTIME	20,864	27,900	27,900
21 FICA MATCHING	10,842	11,848	12,189
22 RETIREMENT	10,529	12,241	17,278
23 INSURANCE	15,704	15,648	16,250
40 TRAVEL	-	2,000	2,000
41 COMMUNICATIONS	460	-	800
44 RENTALS & LEASES	-	6,000	6,000
46 REPAIRS & MAINTENANCE	132,369	129,180	184,180
49 OTHER CURRENT CHARGES	129	4,050	4,050
51 OFFICE SUPPLIES	78	150	150
52 OPERATING SUPPLIES	39,570	57,500	88,500
54 SUBSCR/MEMBERSHIPS	-	90	90
TOTAL	<u>\$ 357,181</u>	<u>\$ 393,466</u>	<u>\$ 490,677</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 184,575	\$ 194,496	\$ 204,907
SUPPORT SERVICES	132,958	141,230	197,030
MATERIALS & SUPPLIES	39,648	57,740	88,740
TOTAL	<u>\$ 357,181</u>	<u>\$ 393,466</u>	<u>\$ 490,677</u>



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

	ACTUAL 2017	APPROVED * 2018	APPROVED * 2019
12 REGULAR SALARIES	\$ 491,583	\$ -	\$ -
14 OVERTIME	16,595	-	-
21 FICA MATCHING	35,091	-	-
22 RETIREMENT	48,114	-	-
23 INSURANCE	156,211	-	-
34 OTHER CONTRACTUAL SVC	151,730	-	-
43 UTILITIES	318,186	-	-
44 RENTALS & LEASES	960	-	-
46 REPAIRS & MAINTENANCE	48,072	-	-
49 OTHER CURRENT CHARGES	9,566	-	-
47 PRINTING	95		-
51 OFFICE SUPPLIES	592	-	-
52 OPERATING SUPPLIES	57,147	-	-
54 SUBSCR/MEMBERSHIPS	299		-
TOTAL	<u>\$ 1,334,241</u>	<u>\$ -</u>	<u>\$ -</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 747,594	\$ -	\$ -
SUPPORT SERVICES	528,514	-	-
MATERIALS & SUPPLIES	58,133	-	-
TOTAL	<u>\$ 1,334,241</u>	<u>\$ -</u>	<u>\$ -</u>

\* Note: Facilities Maintenance was moved to the Shared Services Department effective with fiscal year 2018.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
UTILITY OPERATIONS DEPARTMENT

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 393,325	\$ 406,328	\$ -
14 OVERTIME	2,222	3,500	-
21 FICA MATCHING	28,422	30,157	-
22 RETIREMENT	56,001	60,486	-
23 INSURANCE	46,798	44,768	-
40 TRAVEL	1,399	5,550	-
44 RENTALS & LEASES	2,712	3,000	-
46 REPAIRS & MAINTENANCE	566	1,000	-
49 OTHER CURRENT CHARGES	1,025	3,950	-
42 TRANSPORTATION (POSTAGE)	3,320	3,500	-
47 PRINTING	-	500	-
51 OFFICE SUPPLIES	7,805	9,000	-
52 OPERATING SUPPLIES	31,928	35,000	-
54 SUBSCR/MEMBERSHIPS	1,212	1,850	-
TOTAL	<u>\$ 576,735</u>	<u>\$ 608,589</u>	<u>\$ -</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

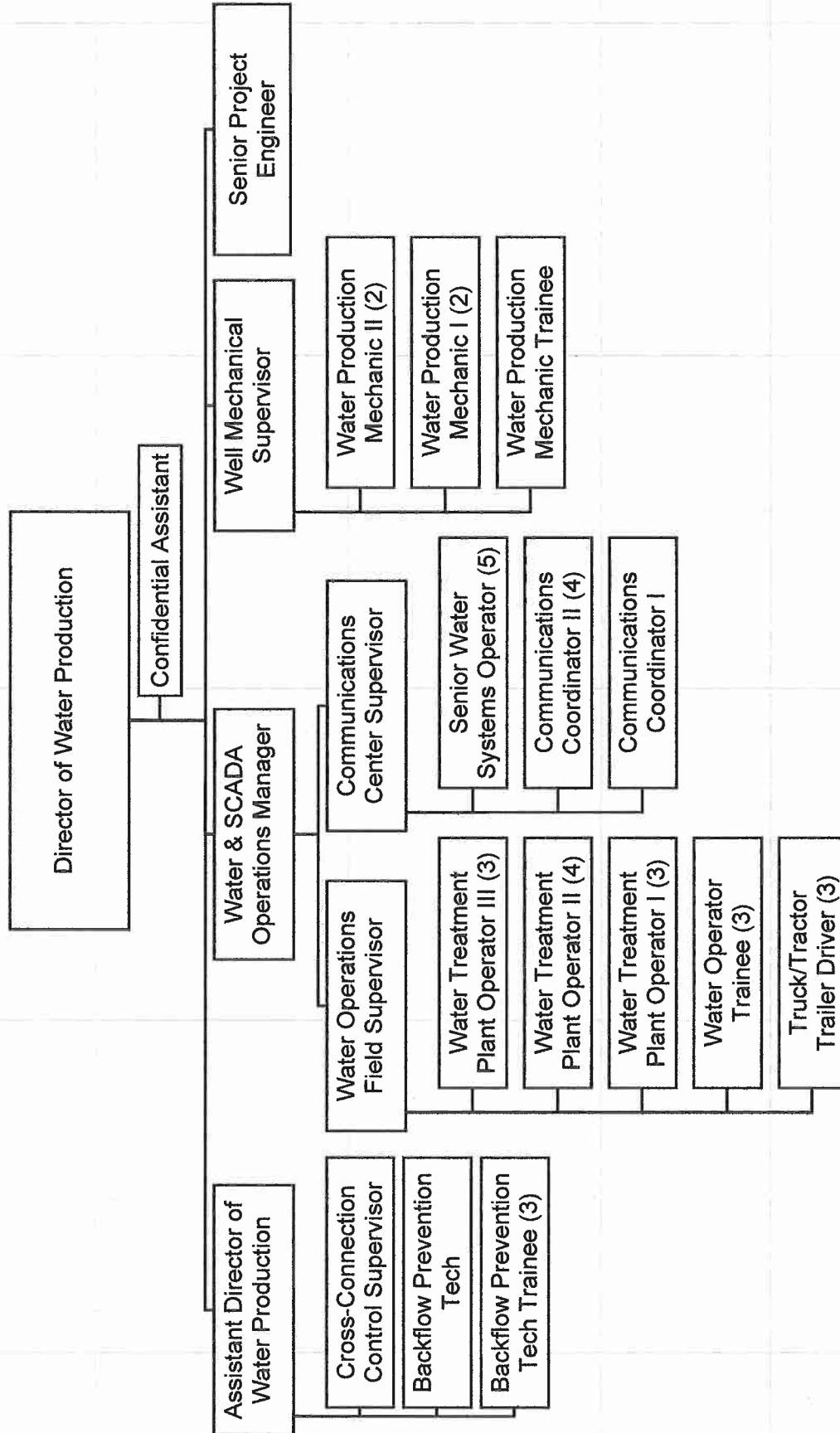
PERSONAL SERVICES	\$ 526,768	\$ 545,239	\$ -
SUPPORT SERVICES	5,702	13,500	-
MATERIALS & SUPPLIES	44,265	49,850	-
TOTAL	<u>\$ 576,735</u>	<u>\$ 608,589</u>	<u>\$ -</u>



# EMERALD COAST UTILITIES AUTHORITY

## UTILITY OPERATIONS

### WATER PRODUCTION



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WATER PRODUCTION DEPARTMENT

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 2,743,510	\$ 2,969,919	\$ 2,372,888
13 OTHER SALARIES	-	-	5,000
14 OVERTIME	377,785	361,200	316,200
21 FICA MATCHING	227,720	254,090	206,113
22 RETIREMENT	277,375	304,683	258,200
23 INSURANCE	628,197	689,756	536,107
31 PROFESSIONAL SERVICES	37,411	56,000	42,000
34 OTHER CONTRACTUAL SVC	143,045	238,000	135,000
40 TRAVEL	5,376	20,800	15,600
41 COMMUNICATIONS	230	1,200	1,200
43 UTILITIES	1,785,766	1,999,272	1,928,000
44 RENTALS & LEASES	23,659	26,800	23,800
46 REPAIRS & MAINTENANCE	277,304	334,680	320,300
49 OTHER CURRENT CHARGES	50,474	75,600	58,800
42 TRANSPORTATION (POSTAGE)	664	1,250	750
47 PRINTING	6,804	10,650	10,500
51 OFFICE SUPPLIES	16,609	17,700	12,700
52 OPERATING SUPPLIES	1,251,519	1,692,425	1,719,600
53 ROAD MATERIALS & SUPPLIES	-	1,000	1,000
54 SUBSCR/MEMBERSHIPS	7,301	11,000	8,000
64 MACHINERY & EQUIPMENT	-	61,450	-
TOTAL	<u>\$ 7,860,749</u>	<u>\$ 9,127,475</u>	<u>\$ 7,971,758</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 4,254,587	\$ 4,579,648	\$ 3,694,508
SUPPORT SERVICES	2,323,265	2,752,352	2,524,700
MATERIALS & SUPPLIES	1,282,897	1,734,025	1,752,550
CAPITAL OUTLAY	-	61,450	-
TOTAL	<u>\$ 7,860,749</u>	<u>\$ 9,127,475</u>	<u>\$ 7,971,758</u>

## **EMERALD COAST UTILITIES AUTHORITY**

### **GOALS AND WORK PLAN**

#### **DEPARTMENT:**

Water Production

#### **ACTIVITY DESCRIPTION:**

The Water Production Department operates and maintains 31 water production facilities (wells with associated treatment), six elevated water storage tanks, seven 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 divisions, customers, regulatory authorities, other agencies and the general public.

#### **OBJECTIVES:**

- Evaluate and identify capital improvements needed to meet future water production demands.
- Initiate and complete construction of improvements, including Capital Improvement and Renewal/Replacement, needed to meet water production demands.
- Continue providing accurate sampling and testing to meet all FDEP and EPA permit conditions and regulatory requirements.
- Prepare and submit all required reports to meet permit conditions and regulatory requirements.
- Identify and evaluate new technologies to provide long term chemical application methods vs the existing methods.
- Improve performance and productivity through training and professional development for all staff members. 70% of staff members have a license that requires continuing education.
- Perform preventive maintenance to minimize failures and the associated time that the facilities are out of service for repair.

- Meet all FDEP and EPA water quality standards.
- Rehabilitate 3 water production wells and replace 2 water production treatment facilities

#### **2019 TARGETED ACCOMPLISHMENTS:**

- Continue to evaluate and implement, as appropriate, improvements recommended in the 20-Year Water System Master Plan Update.
- Commence and/or complete construction of Capital Improvement Projects (CIPs) to enhance the potable water system.
- Complete design and construction of the new West Well Water Treatment Facility (WTF) and associated site improvements. Either perform maintenance on the existing well column (casing, screen, pump, and pump discharge pipe) or drill a new well at the site of the new WTF.
- Perform all annual tank inspections and all five year tank inspections.
- Complete construction of the new Perdido Key Tank Booster Pump Addition and associated site improvements if funding is identified.
- Complete construction of the new Mobile Hwy Booster Pump Addition and associated site improvements if funding is identified.
- Perform improvements to existing water treatment facilities to maintain them until funding for total replacement is available.
- Assist Regional Services to develop a comprehensive plan to systematically flush the water distribution system while locating and performing maintenance on water valves. The goal is to achieve this for three well distribution areas per year.
- Install backwash pump-off tank at Sweeney well when funding is identified. The tank will expedite the process to backwash the iron removed from the GAC filters.
- Rehabilitate and clean Villa well column (discharge pipes, screens, etc.)
- Integrate Supervisory Control and Data Acquisition (SCADA) with upcoming enterprise software and improve web based access to offline data.
- Complete Design and Construction of Central Well Field Phase I.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WP / WATER OPERATION

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 1,115,533	\$ 1,176,224	\$ 1,151,207
13 OTHER SALARIES	-	-	5,000
14 OVERTIME	181,891	150,000	145,000
21 FICA MATCHING	93,358	100,129	99,131
22 RETIREMENT	119,907	126,808	128,049
23 INSURANCE	301,487	307,550	290,291
31 PROFESSIONAL SERVICES	10,100	22,000	42,000
34 OTHER CONTRACTUAL SVC	111,361	107,000	112,000
40 TRAVEL	3,212	6,450	6,450
41 COMMUNICATIONS	230	1,200	1,200
43 UTILITIES	1,719,995	1,928,000	1,928,000
44 RENTALS & LEASES	8,797	9,000	9,000
46 REPAIRS & MAINTENANCE	54,469	79,750	79,750
49 OTHER CURRENT CHARGES	39,316	47,300	47,300
42 TRANSPORTATION (POSTAGE)	148	500	500
47 PRINTING	228	500	500
51 OFFICE SUPPLIES	2,856	3,700	3,700
52 OPERATING SUPPLIES	1,087,661	1,491,800	1,661,500
53 ROAD MATERIALS & SUPPLIES	-	1,000	1,000
54 SUBSCR/MEMBERSHIPS	3,255	3,500	3,500
TOTAL	<u>\$ 4,853,804</u>	<u>\$ 5,562,411</u>	<u>\$ 5,715,078</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,812,176	\$ 1,860,711	\$ 1,818,678
SUPPORT SERVICES	1,947,480	2,200,700	2,225,700
MATERIALS & SUPPLIES	1,094,148	1,501,000	1,670,700
TOTAL	<u>\$ 4,853,804</u>	<u>\$ 5,562,411</u>	<u>\$ 5,715,078</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 376,354	\$ 399,318	\$ 401,544
14 OVERTIME	42,923	50,200	50,200
21 FICA MATCHING	31,474	34,503	34,681
22 RETIREMENT	39,290	44,960	44,784
23 INSURANCE	72,904	75,274	78,042
40 TRAVEL	-	1,300	1,300
44 RENTALS & LEASES	-	1,500	1,500
46 REPAIRS & MAINTENANCE	178,410	185,550	200,550
49 OTHER CURRENT CHARGES	772	4,300	4,300
51 OFFICE SUPPLIES	990	500	500
52 OPERATING SUPPLIES	31,570	40,675	39,900
54 SUBSCR/MEMBERSHIPS	-	1,500	1,500
TOTAL	<u>\$ 774,687</u>	<u>\$ 839,580</u>	<u>\$ 858,801</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 562,945	\$ 604,255	\$ 609,251
SUPPORT SERVICES	179,182	192,650	207,650
MATERIALS & SUPPLIES	32,560	42,675	41,900
TOTAL	<u>\$ 774,687</u>	<u>\$ 839,580</u>	<u>\$ 858,801</u>



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WP / COMMUNICATIONS CENTER

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 557,801	\$ 609,075	\$ 620,540
14 OVERTIME	117,764	115,000	115,000
21 FICA MATCHING	49,717	55,554	56,501
22 RETIREMENT	55,471	61,148	65,038
23 INSURANCE	114,354	123,121	131,197
34 OTHER CONTRACTUAL SVC	990	5,000	5,000
40 TRAVEL	182	5,250	5,250
44 RENTALS & LEASES	11,833	12,500	13,000
46 REPAIRS & MAINTENANCE	38,831	38,000	37,000
49 OTHER CURRENT CHARGES	2,454	4,700	4,700
51 OFFICE SUPPLIES	6,200	4,000	4,000
52 OPERATING SUPPLIES	5,098	4,800	4,800
54 SUBSCR/MEMBERSHIPS	549	2,000	2,000
TOTAL	<u>\$ 961,244</u>	<u>\$ 1,040,148</u>	<u>\$ 1,064,026</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 895,107	\$ 963,898	\$ 988,276
SUPPORT SERVICES	54,290	65,450	64,950
MATERIALS & SUPPLIES	11,847	10,800	10,800
TOTAL	<u>\$ 961,244</u>	<u>\$ 1,040,148</u>	<u>\$ 1,064,026</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WP / QAQC

	ACTUAL 2017	APPROVED 2018	APPROVED * 2019
12 REGULAR SALARIES	\$ 514,113	\$ 586,537	\$ -
14 OVERTIME	31,182	40,000	-
21 FICA MATCHING	39,476	48,151	-
22 RETIREMENT	45,609	52,542	-
23 INSURANCE	106,117	148,262	-
31 PROFESSIONAL SERVICES	27,311	34,000	-
34 OTHER CONTRACTUAL SVC	19,202	108,000	-
40 TRAVEL	1,852	5,200	-
43 UTILITIES	65,771	71,272	-
44 RENTALS & LEASES	2,393	3,000	-
46 REPAIRS & MAINTENANCE	3,662	28,380	-
49 OTHER CURRENT CHARGES	7,232	16,800	-
42 TRANSPORTATION (POSTAGE)	516	500	-
47 PRINTING	787	150	-
51 OFFICE SUPPLIES	2,906	5,000	-
52 OPERATING SUPPLIES	113,408	141,750	-
54 SUBSCR/MEMBERSHIPS	2,978	3,000	-
64 MACHINERY & EQUIPMENT	-	51,000	-
TOTAL	<u>\$ 984,515</u>	<u>\$ 1,343,544</u>	<u>\$ -</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 736,497	\$ 875,492	\$ -
SUPPORT SERVICES	127,423	266,652	-
MATERIALS & SUPPLIES	120,595	150,400	-
CAPITAL OUTLAY	-	51,000	-
TOTAL	<u>\$ 984,515</u>	<u>\$ 1,343,544</u>	<u>\$ -</u>

\* Note: The QA/QC Division was moved to the Water Reclamation Department effective October 1, 2017.

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

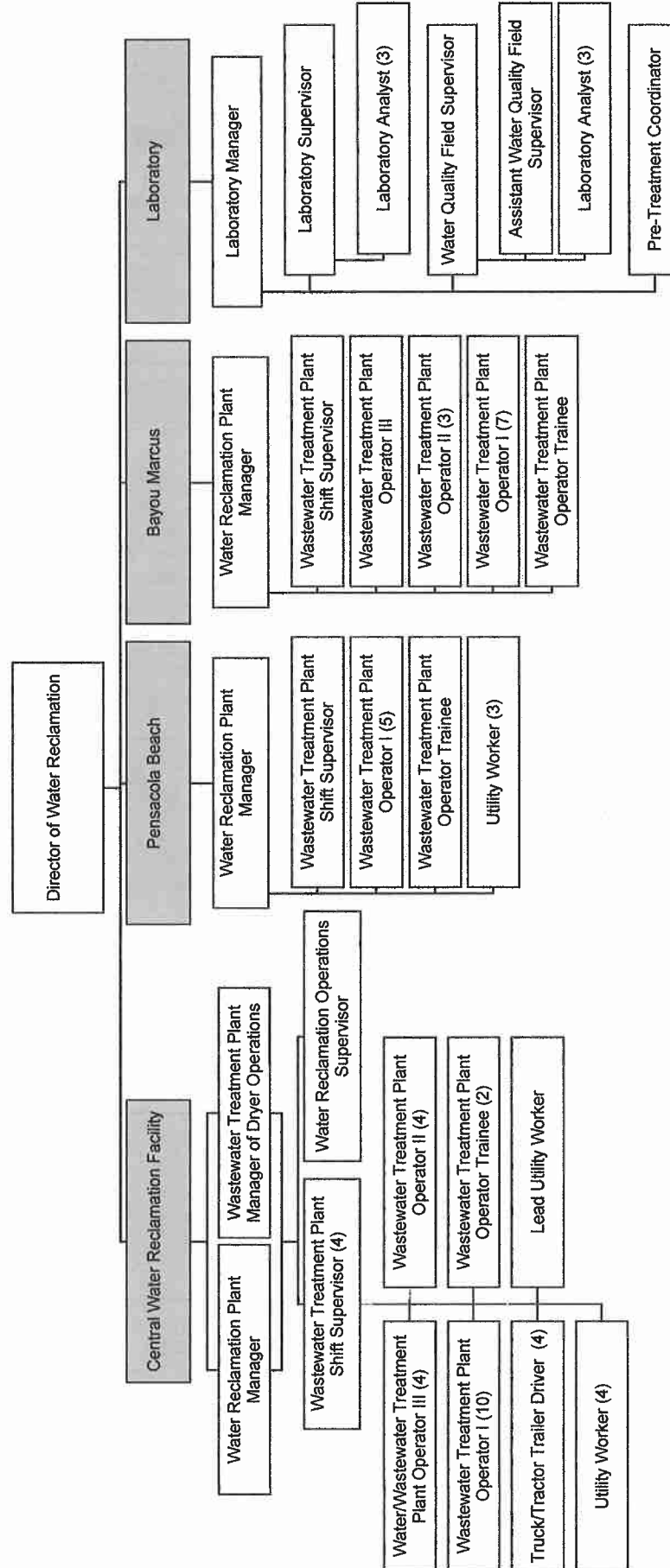
	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 179,709	\$ 198,765	\$ 199,597
14 OVERTIME	4,025	6,000	6,000
21 FICA MATCHING	13,695	15,753	15,800
22 RETIREMENT	17,098	19,225	20,329
23 INSURANCE	33,335	35,549	36,577
34 OTHER CONTRACTUAL SVC	11,492	18,000	18,000
40 TRAVEL	130	2,600	2,600
44 RENTALS & LEASES	636	800	300
46 REPAIRS & MAINTENANCE	1,932	3,000	3,000
49 OTHER CURRENT CHARGES	700	2,500	2,500
42 TRANSPORTATION (POSTAGE)	-	250	250
47 PRINTING	5,789	10,000	10,000
51 OFFICE SUPPLIES	3,657	4,500	4,500
52 OPERATING SUPPLIES	13,782	13,400	13,400
54 SUBSCR/MEMBERSHIPS	519	1,000	1,000
64 MACHINERY & EQUIPMENT	-	10,450	-
TOTAL	<u>\$ 286,499</u>	<u>\$ 341,792</u>	<u>\$ 333,853</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 247,862	\$ 275,292	\$ 278,303
SUPPORT SERVICES	14,890	26,900	26,400
MATERIALS & SUPPLIES	23,747	29,150	29,150
CAPITAL OUTLAY	-	10,450	-
TOTAL	<u>\$ 286,499</u>	<u>\$ 341,792</u>	<u>\$ 333,853</u>



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



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WATER RECLAMATION DEPARTMENT

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 2,691,022	\$ 2,718,434	\$ 3,283,604
13 OTHER SALARIES	-	-	-
14 OVERTIME	413,678	467,000	505,000
21 FICA MATCHING	223,810	232,763	279,956
22 RETIREMENT	271,965	284,329	349,456
23 INSURANCE	733,434	723,606	805,471
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	117,531	114,000	148,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	591,995	850,000	943,000
40 TRAVEL	2,938	10,350	15,350
41 COMMUNICATIONS	(87)	5,000	5,000
43 UTILITIES	3,615,378	4,079,150	4,156,422
44 RENTALS & LEASES	6,051	11,000	12,000
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	188,871	339,300	372,180
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	125,704	126,450	147,150
42 TRANSPORTATION (POSTAGE)	60	-	500
47 PRINTING	-	-	150
51 OFFICE SUPPLIES	801	800	5,800
52 OPERATING SUPPLIES	1,637,490	1,772,850	1,964,625
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	6,357	10,500	13,500
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	<u>\$ 10,626,998</u>	<u>\$ 11,745,532</u>	<u>\$ 13,007,164</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 4,333,909	\$ 4,426,132	\$ 5,223,487
SUPPORT SERVICES	4,648,381	5,535,250	5,799,102
MATERIALS & SUPPLIES	1,644,708	1,784,150	1,984,575
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ 10,626,998</u>	<u>\$ 11,745,532</u>	<u>\$ 13,007,164</u>

## **EMERALD COAST UTILITIES AUTHORITY**

### **GOALS AND WORK PLAN**

#### **DEPARTMENT:**

Water Reclamation

#### **DIVISIONS:**

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

#### **ACTIVITY DESCRIPTION:**

The Water Reclamation Department operates our three wastewater treatment plants, effluent disposal, reclaimed water facilities, and the Water Quality Laboratory. The three treatment plants process more than 20 billion gallons of wastewater annually, a majority of which is beneficially reused, and provides support for the ECUA's composting facility. The Water Quality Laboratory collects, analyzes, and reports more than 18,000 samples each year in addition to hosting the field operations group which assists customers with questions at their homes and business.

#### **GOALS:**

The main goal of the department is to ensure that the customers of ECUA receive proper treatment of their wastewater with minimum disruption of service and at the lowest possible operating cost while ensuring that all State and Federal effluent discharge criteria are met. It also strives to:

- To keep abreast of changes in treatment technology and proposed Federal and State regulations
- To maintain a highly trained and professional staff 24/7
- Assist in maintaining the United States Composting Council Seal of Testing and Assurance.
- Coordinate with the Water Production Department to ensure safe drinking water throughout the distribution system
- Work with citizens to answer questions and concerns regarding water quality and system operations

#### **OBJECTIVES:**

- Win three NACWA awards for permit compliance
- Reduce the number of permit excursions to zero

#### **2019 TARGETED ACCOMPLISHMENTS:**

- Ensure compliance with all new Florida Department of Environmental Protection permit requirements at the Bayou Marcus WRF and Central WRF
- Complete start-up of the new U.V. disinfection system at the Bayou Marcus WRF
- Complete the Pensacola Beach WWTP operating permit application on time and as prescribed by the Florida Department of Environmental Protection

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WR / ADMINISTRATION

	ACTUAL 2017	APPROVED 2018	APPROVED 209
12 REGULAR SALARIES	\$ 204,565	\$ 205,254	\$ 93,007
21 FICA MATCHING	14,112	15,483	7,118
22 RETIREMENT	34,396	35,607	22,377
23 INSURANCE	37,386	36,031	14,486
40 TRAVEL	1,338	3,600	1,600
46 REPAIRS & MAINTENANCE	714	1,000	500
49 OTHER CURRENT CHARGES	801	2,800	1,500
51 OFFICE SUPPLIES	60	200	200
52 OPERATING SUPPLIES	1,353	2,250	1,375
54 SUBSCR/MEMBERSHIPS	5,061	8,200	8,200
TOTAL	<u>\$ 299,786</u>	<u>\$ 310,425</u>	<u>\$ 150,363</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 290,459	\$ 292,375	\$ 136,988
SUPPORT SERVICES	2,853	7,400	3,600
MATERIALS & SUPPLIES	6,474	10,650	9,775
TOTAL	<u>\$ 299,786</u>	<u>\$ 310,425</u>	<u>\$ 150,363</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 574,046	\$ 585,970	\$ 563,859
14 OVERTIME	61,235	74,000	74,000
21 FICA MATCHING	45,816	50,799	49,137
22 RETIREMENT	48,413	52,203	55,573
23 INSURANCE	173,183	169,350	146,901
34 OTHER CONTRACTUAL SVC	21,650	28,000	21,000
40 TRAVEL	64	2,000	2,000
41 COMMUNICATIONS	-	4,000	4,000
43 UTILITIES	467,105	577,500	577,500
44 RENTALS & LEASES	4,031	5,000	5,000
46 REPAIRS & MAINTENANCE	39,290	85,000	85,000
49 OTHER CURRENT CHARGES	26,617	21,500	25,500
52 OPERATING SUPPLIES	478,759	585,600	588,600
54 SUBSCR/MEMBERSHIPS	396	800	800
TOTAL	<u>\$ 1,940,605</u>	<u>\$ 2,241,722</u>	<u>\$ 2,198,870</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 902,693	\$ 932,322	\$ 889,470
SUPPORT SERVICES	558,757	723,000	720,000
MATERIALS & SUPPLIES	479,155	586,400	589,400
TOTAL	<u>\$ 1,940,605</u>	<u>\$ 2,241,722</u>	<u>\$ 2,198,870</u>



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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 431,829	\$ 431,966	\$ 478,040
14 OVERTIME	58,923	67,000	66,000
21 FICA MATCHING	35,317	38,316	41,798
22 RETIREMENT	37,459	39,468	44,937
23 INSURANCE	127,829	129,050	134,182
34 OTHER CONTRACTUAL SVC	2,900	210,000	235,000
40 TRAVEL	32	750	750
41 COMMUNICATIONS	(87)	1,000	1,000
43 UTILITIES	165,956	213,150	213,150
44 RENTALS & LEASES	-	1,000	1,000
46 REPAIRS & MAINTENANCE	16,288	18,300	18,300
49 OTHER CURRENT CHARGES	25,439	20,650	20,650
51 OFFICE SUPPLIES	741	600	600
52 OPERATING SUPPLIES	127,819	159,000	161,400
54 SUBSCR/MEMBERSHIPS	150	500	500
TOTAL	<u>\$ 1,030,595</u>	<u>\$ 1,330,750</u>	<u>\$ 1,417,307</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 691,357	\$ 705,800	\$ 764,957
SUPPORT SERVICES	210,528	464,850	489,850
MATERIALS & SUPPLIES	128,710	160,100	162,500
TOTAL	<u>\$ 1,030,595</u>	<u>\$ 1,330,750</u>	<u>\$ 1,417,307</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WR / CENTRAL WRF

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 1,480,582	\$ 1,495,244	\$ 1,546,600
14 OVERTIME	293,520	326,000	325,000
21 FICA MATCHING	128,565	128,165	132,539
22 RETIREMENT	151,697	157,051	170,268
23 INSURANCE	395,036	389,175	391,439
31 PROFESSIONAL SERVICES	117,531	114,000	114,000
34 OTHER CONTRACTUAL SVC	567,445	612,000	609,000
40 TRAVEL	1,504	4,000	4,000
43 UTILITIES	2,982,317	3,288,500	3,294,500
44 RENTALS & LEASES	2,020	5,000	3,000
46 REPAIRS & MAINTENANCE	132,579	235,000	240,000
49 OTHER CURRENT CHARGES	72,847	81,500	81,500
42 TRANSPORTATION (POSTAGE)	60	-	-
52 OPERATING SUPPLIES	1,029,559	1,026,000	1,074,000
54 SUBSCR/MEMBERSHIPS	750	1,000	1,000
TOTAL	<u>\$ 7,356,012</u>	<u>\$ 7,862,635</u>	<u>\$ 7,986,846</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,449,400	\$ 2,495,635	\$ 2,565,846
SUPPORT SERVICES	3,876,243	4,340,000	4,346,000
MATERIALS & SUPPLIES	1,030,369	1,027,000	1,075,000
TOTAL	<u>\$ 7,356,012</u>	<u>\$ 7,862,635</u>	<u>\$ 7,986,846</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED * 2019
12 REGULAR SALARIES	\$ -	\$ -	\$ 602,098
14 OVERTIME	-	-	40,000
21 FICA MATCHING	-	-	49,364
22 RETIREMENT	-	-	56,301
23 INSURANCE	-	-	118,463
31 PROFESSIONAL SERVICES	-	-	34,000
34 OTHER CONTRACTUAL SVC	-	-	78,000
40 TRAVEL	-	-	7,000
43 UTILITIES	-	-	71,272
44 RENTALS & LEASES	-	-	3,000
46 REPAIRS & MAINTENANCE	-	-	28,380
49 OTHER CURRENT CHARGES	-	-	18,000
42 TRANSPORTATION (POSTAGE)	-	-	500
47 PRINTING	-	-	150
51 OFFICE SUPPLIES	-	-	5,000
52 OPERATING SUPPLIES	-	-	139,250
54 SUBSCR/MEMBERSHIPS	-	-	3,000
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,253,778</u>

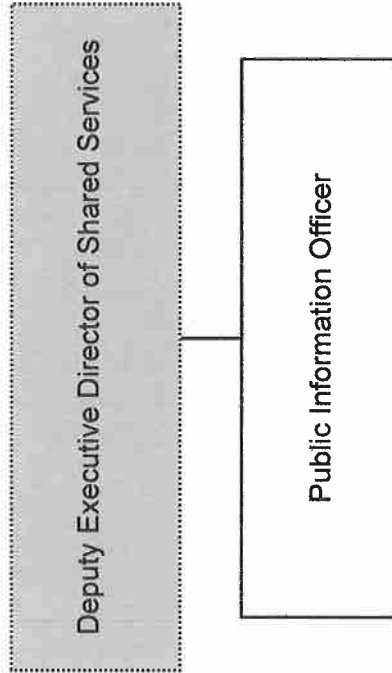
## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ -	\$ -	\$ 866,226
SUPPORT SERVICES	-	-	239,652
MATERIALS & SUPPLIES	-	-	147,900
CAPITAL OUTLAY	-	-	-
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,253,778</u>

\* Note: The QAQC Division was moved to the Water Reclamation Department from the Water Production Department effective October 1, 2017.



## EMERALD COAST UTILITIES AUTHORITY COMMUNICATIONS & PUBLIC INFORMATION



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
COMMUNICATION & PUBLIC INFORMATION

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 72,347	\$ 72,592	\$ 75,130
21 FICA MATCHING	5,065	5,562	5,757
22 RETIREMENT	5,519	5,742	6,206
23 INSURANCE	13,965	13,935	14,481
31 PROFESSIONAL SERVICES	11,790	15,000	15,000
40 TRAVEL	594	750	750
41 COMMUNICATIONS	-	720	720
46 REPAIRS & MAINTENANCE	227	-	-
48 PROMOTIONAL	171,144	270,000	270,000
49 OTHER CURRENT CHARGES	-	500	500
42 TRANSPORTATION (POSTAGE)	-	22,500	15,000
47 PRINTING	37,922	40,000	40,000
51 OFFICE SUPPLIES	606	800	800
52 OPERATING SUPPLIES	1,437	1,600	1,600
54 SUBSCR/MEMBERSHIPS	548	500	500
TOTAL	<u>\$ 321,164</u>	<u>\$ 450,201</u>	<u>\$ 446,444</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 96,896	\$ 97,831	\$ 101,574
SUPPORT SERVICES	183,755	286,970	286,970
MATERIALS & SUPPLIES	40,513	65,400	57,900
TOTAL	<u>\$ 321,164</u>	<u>\$ 450,201</u>	<u>\$ 446,444</u>

## **EMERALD COAST UTILITIES AUTHORITY**

### **GOALS AND WORK PLAN**

#### **DEPARTMENT:**

Communications and Public Information

#### **ACTIVITY DESCRIPTION:**

This department is responsible for the coordination and management of organizational communications, along with staff support to the Executive Director and the Deputy Executive Director for Shared Services.

#### **GOAL:**

The goal of this department is to facilitate internal and external communications and correspondence and to clearly state and explain ECUA policies and operations.

#### **OBJECTIVES:**

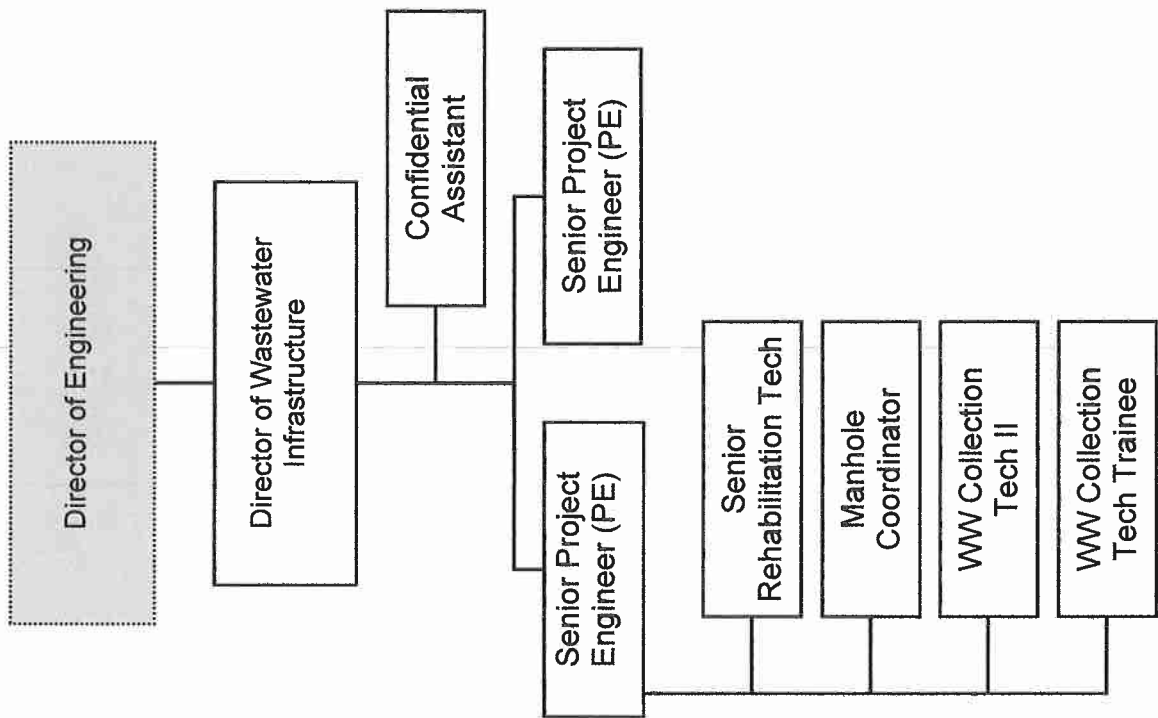
1. Provisions for timely and accurate release of internal and external organizational information.

#### **2019 TARGETED ACCOMPLISHMENTS:**

1. Implement and optimize tools to facilitate ECUA's communications, both internal and external.
2. Develop and refine a program for the sharing of information with Escambia County, the City of Pensacola, Santa Rosa County, and other governmental entities.
3. Evaluate the public education and outreach programs for FOG, flushable wipes, water quality, recycling, composting, and the plastic bag issue.
4. Promote the residential recycling program to increase the percentage of customer participation by 3%, and minimize contamination of recyclables. Coordinate with the public information office/staff of contracted jurisdictions to develop information for public release to assist in the minimization of recycling contamination, where needed.
5. Promote the expansion of customers who utilize electronic billing/payment and pre-authorized checking processes, seeking a 10% increase in the participants for those programs.
6. Continue ECUA participation in and presence at community events, and increase our appearances by 5%.



**EMERALD COAST UTILITIES AUTHORITY  
WASTEWATER INFRASTRUCTURE**



## **EMERALD COAST UTILITIES AUTHORITY**

### **GOALS AND WORK PLAN**

#### **DEPARTMENT:**

Wastewater Infrastructure

#### **ACTIVITY DESCRIPTION:**

The Department of Wastewater Infrastructure is responsible for ensuring compliance with the Sanitary Sewer Overflow (SSO) Consent Order. This includes the planning, design, and construction management of rehabilitation efforts to reduce infiltration and inflow (I/I) into the collection system and to minimize SSO's, and project management of the design, construction, upgrade, and rehabilitation of wastewater pumping, treatment and disposal systems.

#### **GOAL:**

To cost effectively comply with the requirements and deadlines established in the SSO Consent Order utilizing reasonable approaches and allocation of available resources, subject to approval by the Board, for maximizing both the reduction in I/I and minimizing the potential for SSOs to occur.

#### **OBJECTIVES:**

1. Evaluate collection system rehabilitation needs and recommend projects to maintain, improve or achieve adequate levels of service for all collection system customers, in concert with the efforts to minimize SSOs.
2. Provide support to the Engineering Department, especially in the areas of wastewater system upgrading, rehabilitation and expansion.
3. Provide support to the operations and maintenance departments, including the Fats/Oil/Grease (FOG) Program, the Capacity Management Operations and Maintenance (CMOM) program, and related public outreach efforts.

#### **2019 TARGETED ACCOMPLISHMENTS:**

1. Meet all regulatory requirements and deadlines of the SSO Consent Order.
2. Assist in the implementation and coordination of the Board's policies related to rehabilitation and maintenance of private sewer systems and customers' portion of the lateral services.
3. Utilization of liquid level monitoring equipment at key manholes to respond to collection system surcharging and minimize the potential for SSOs.
4. Establish a force main monitoring system to capture transient pressures and trend daily average pressures that may trigger the need for system maintenance.
5. Provide training of department personnel for the sewer system computer model, and continue integration of the model into rehabilitation analyses, and analyses of major extensions, modifications and upgrades of the collection system.
6. Complete the upgrade and rehabilitation of four lift stations.



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401  
WASTEWATER INFRASTRUCTURE

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 320,615	\$ 593,707	\$ 519,397
14 OVERTIME	13,551	25,000	20,000
21 FICA MATCHING	23,039	47,051	40,809
22 RETIREMENT	44,658	68,899	66,622
23 INSURANCE	72,081	102,725	92,919
40 TRAVEL	-	3,000	2,000
44 RENTALS & LEASES	5,175	-	-
46 REPAIRS & MAINTENANCE	6,720	7,000	11,000
49 OTHER CURRENT CHARGES	4,825	10,500	14,000
42 TRANSPORTATION (POSTAGE)	639	1,000	750
47 PRINTING	32	100	100
51 OFFICE SUPPLIES	1,263	900	900
52 OPERATING SUPPLIES	18,912	22,400	27,800
54 SUBSCR/MEMBERSHIPS	99	1,550	1,400
TOTAL	<u>\$ 511,609</u>	<u>\$ 883,832</u>	<u>\$ 797,697</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

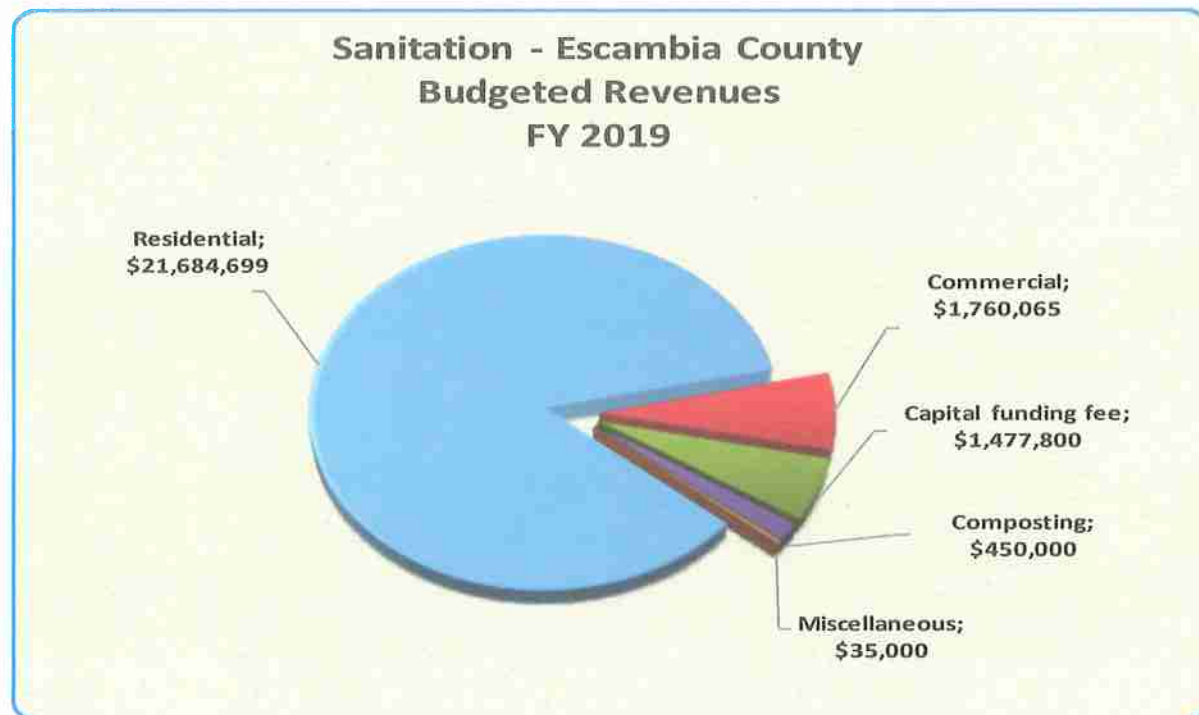
PERSONAL SERVICES	\$ 473,944	\$ 837,382	\$ 739,747
SUPPORT SERVICES	16,720	20,500	27,000
MATERIALS & SUPPLIES	20,945	25,950	30,950
TOTAL	<u>\$ 511,609</u>	<u>\$ 883,832</u>	<u>\$ 797,697</u>

## SANITATION SYSTEM

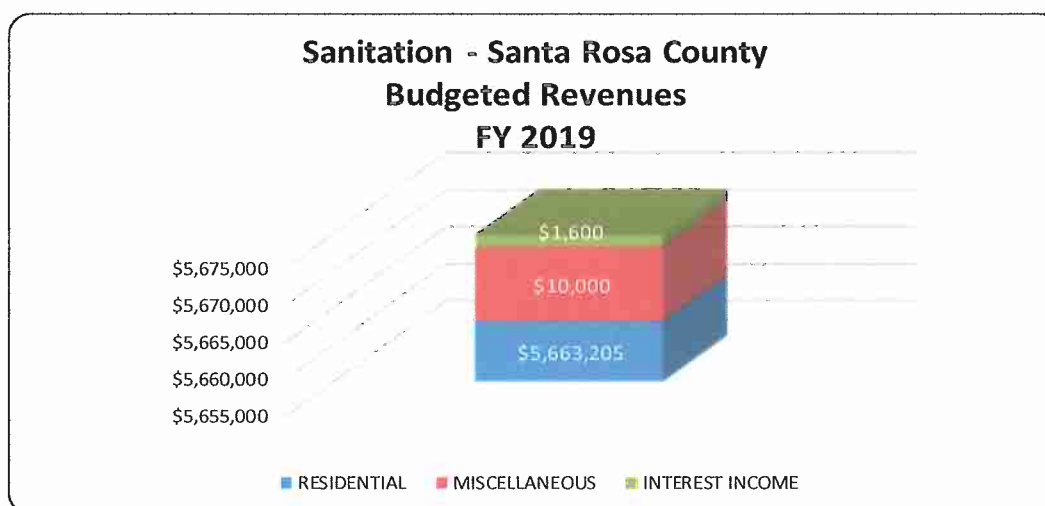
### EMERALD COAST UTILITIES AUTHORITY SANITATION SYSTEMS SOURCES AND USES STATEMENTS 9/30/2015 - 9/30/2019

	ACTUAL FY 2015	ACTUAL FY 2016	ACTUAL FY 2017	PROJECTED ACTUAL FY 2018	APPROVED BUDGET FY 2019
<b>SOURCES :</b>					
Beginning balances:					
Unrestricted Reserves (PY Loan)	\$ 1,501,664	\$ (1,229,481)	\$ (1,628,795)	\$ (1,058,468)	\$ (1,593,984)
Total beginning balance	1,501,664	(1,229,481)	(1,628,795)	(1,058,468)	(1,593,984)
Operating revenues:					
Sanitation - Residential	17,697,982	19,719,669	20,106,874	21,374,213	21,684,699
Sanitation - Commercial	1,440,665	1,643,542	1,720,821	1,924,951	1,760,065
Sanitation - Santa Rosa	4,070,179	4,612,867	5,166,332	5,745,628	5,663,205
Capital funding fee	0	0	0	0	1,477,800
Recyclable commodities	0	9,882	0	0	0
Composting	57,544	322,444	350,614	372,505	450,000
Miscellaneous revenues	74,746	85,829	194,327	86,283	45,000
Total operating income	23,341,116	26,394,233	27,538,968	29,503,580	31,080,769
Other income:					
Interest income	3,550	3,388	7,744	16,558	11,600
Lease purchase funds	11,068,116	0	661,164	1,505,040	2,749,040
Interfund loan	0	10,677,000	0	0	0
Grants and contributions	0	0	250,000	0	0
Total other	11,071,666	10,680,388	918,908	1,521,598	2,760,640
Total Sources	\$ 35,914,446	\$ 35,845,140	\$ 26,829,081	\$ 29,966,710	\$ 32,247,425
<b>USES:</b>					
Operating expenses:					
Personal services	\$ 9,616,343	\$ 9,904,863	\$ 10,084,519	\$ 10,153,602	\$ 10,611,435
Support services	9,215,244	10,921,183	11,390,052	11,650,114	10,306,700
Materials & supplies	2,580,299	1,201,686	1,551,315	2,390,364	1,530,050
Total operating expenses	21,411,886	22,027,732	23,025,886	24,194,080	22,448,185
Debt service:					
Bonds, loans, and leases	3,848,925	4,604,203	4,457,584	4,757,140	5,566,774
Capital improvements:					
CIP Projects	115,000	115,000	890,352	192,240	165,000
R & R Projects	11,768,116	50,000	897,845	2,151,684	3,524,040
IMRF Construction	0	10,677,000	0	0	0
Total capital improvements	11,883,116	10,842,000	1,788,197	2,343,924	3,689,040
Total uses	37,143,927	37,473,935	29,271,667	31,295,144	31,703,999
Ending balances:					
Unrestricted Reserves	(1,229,481)	(1,628,795)	(2,442,586)	(1,328,434)	543,426
Total Uses & Reserves	\$ 35,914,446	\$ 35,845,140	\$ 26,829,081	\$ 29,966,710	\$ 32,247,425

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

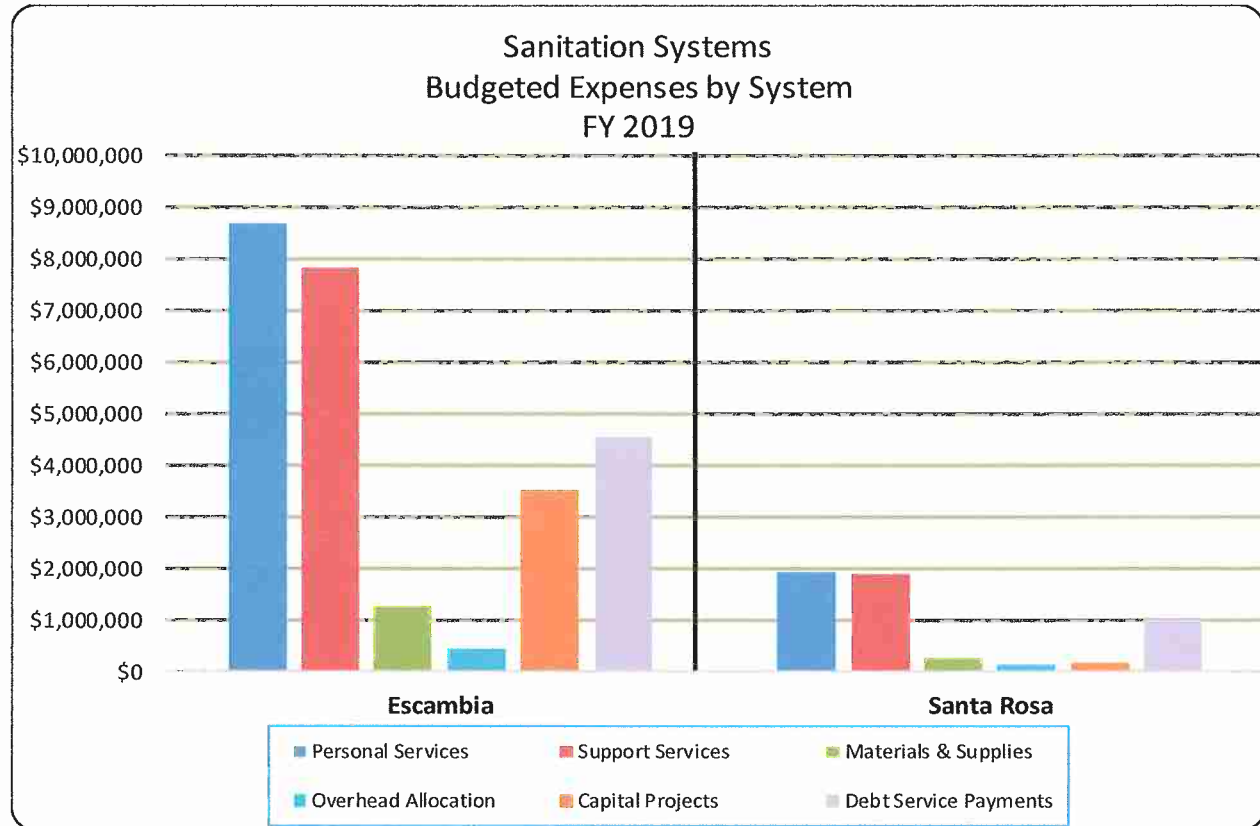


The Santa Rosa Sanitation System revenue consists of residential rates charged to customers in the designated areas of Santa Rosa County. Rate revenue comprises almost 100% of the revenue generated for the Santa Rosa Sanitation System.



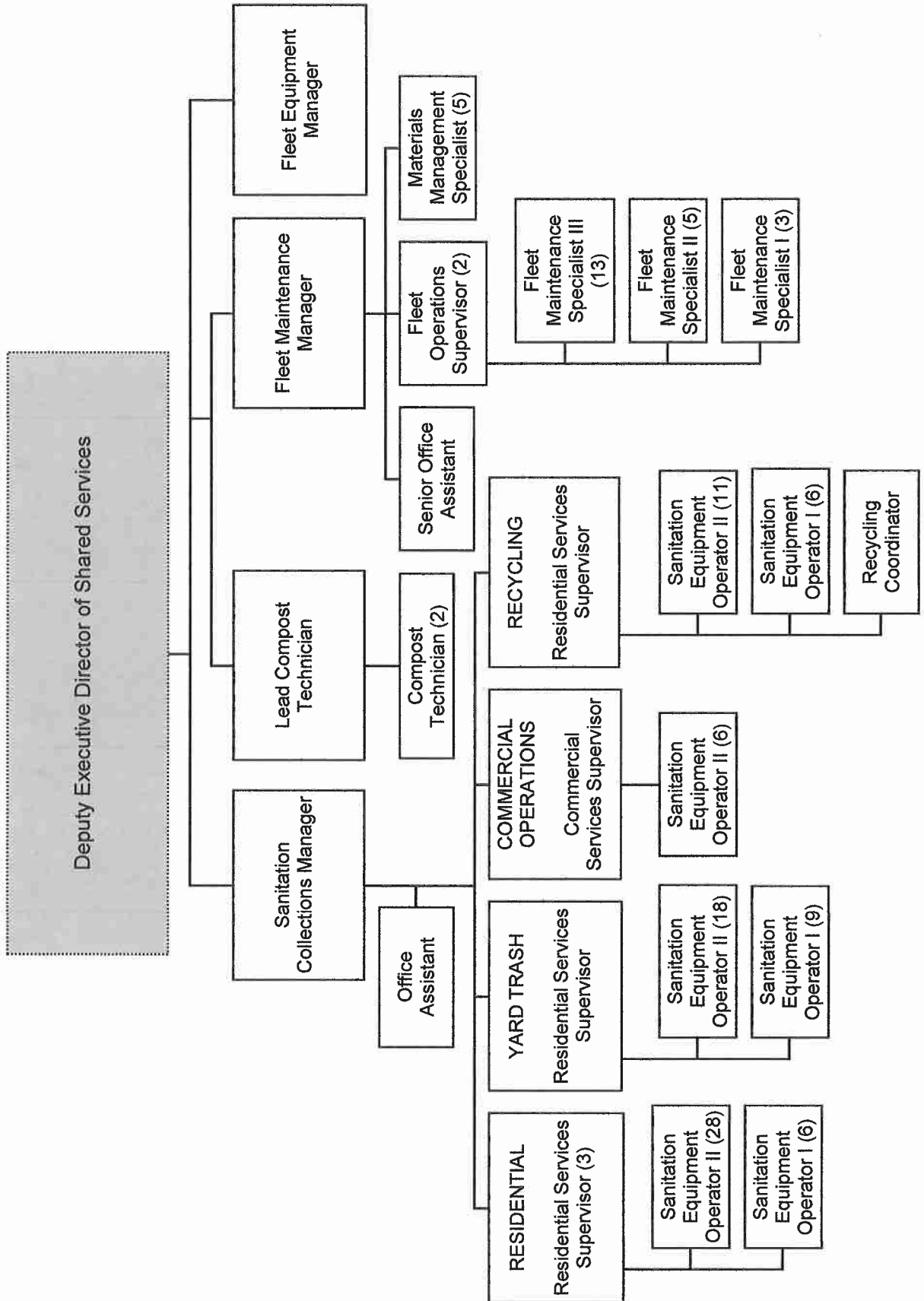
**Expenses:**

Shown in the chart below are expenses by category for both the Escambia and Santa Rosa sanitation systems.



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

# EMERALD COAST UTILITIES AUTHORITY SANITATION ESCAMBIA



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION SYSTEMS

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 5,853,400	\$ 5,909,469	\$ 6,094,371
14 OVERTIME	1,346,062	676,500	758,740
21 FICA MATCHING	514,921	497,970	518,734
22 RETIREMENT	561,185	538,906	586,809
23 INSURANCE	1,834,831	1,926,357	1,944,131
24 WORKERS COMPENSATION	(20,107)	508,000	408,000
26 OTHER	51,528	222,000	300,650
31 PROFESSIONAL SERVICES	29,282	7,500	10,000
32 ACCOUNTING/AUDITING	-	6,000	-
34 OTHER CONTRACTUAL SVC	1,209,493	1,038,000	1,186,000
40 TRAVEL	3,399	3,700	3,700
41 COMMUNICATIONS	20,246	28,100	28,300
43 UTILITIES	61,825	79,000	82,000
44 RENTALS & LEASES	242,745	295,000	260,000
45 INSURANCE	190,605	236,500	260,000
46 REPAIRS & MAINTENANCE	3,081,746	1,772,500	2,127,500
48 PROMOTIONAL	39,702	55,000	55,000
49 OTHER CURRENT CHARGES	5,902,045	5,176,900	5,606,400
58 OVERHEAD ALLOCATION	585,300	585,300	585,300
98 CONTINGENCY	-	102,500	102,500
42 TRANSPORTATION (POSTAGE)	34,394	30,200	30,200
47 PRINTING	127	1,000	500
51 OFFICE SUPPLIES	6,010	7,200	5,200
52 OPERATING SUPPLIES	1,545,302	1,519,450	1,492,650
54 SUBSCR/MEMBERSHIPS	1,374	1,500	1,500
TOTAL	<u>\$ 23,095,415</u>	<u>\$ 21,224,552</u>	<u>\$ 22,448,185</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 10,141,820	\$ 10,279,202	\$ 10,611,435
SUPPORT SERVICES	11,366,388	9,386,000	10,306,700
MATERIALS & SUPPLIES	1,587,207	1,559,350	1,530,050
TOTAL	<u>\$ 23,095,415</u>	<u>\$ 21,224,552</u>	<u>\$ 22,448,185</u>

## **EMERALD COAST UTILITIES AUTHORITY**

### **GOALS AND WORK PLAN**

#### **DEPARTMENT:**

Sanitation

#### **DIVISIONS:**

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

#### **ACTIVITY DESCRIPTION:**

The 13 divisions within the Sanitation Department work together to provide Escambia and Santa Rosa County customers with solid waste collection services for various types of waste. The field crews are supported by an internal full service fleet maintenance operation and other ECUA03 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.

#### **2019 TARGETED ACCOMPLISHMENTS:**

1. To reduce the number of preventable accidents by 5% on an annual basis.
2. To reduce the number of missed pick up complaints by 2% on an annual basis.
3. To compost all yard trash collected by the Yard Trash Division and eliminate the need for landfill of yard trash.
4. To increase the number of customers participating in the curbside recycling program by 5% and increase the total tonnage of material recycled to reach the MRF capacity.



EMERALD COAST UTILITIES AUTHORITY  
 ESCAMBIA SANITATION SYSTEM  
 APPROVED SOURCES & USES  
 FISCAL YEAR 2019

SOURCES

## Beginning balances:

Prior year loan W&W system	\$	(1,822,532)
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## Operating revenues:

Residential services		21,684,699
Commercial services		1,760,065
Capital funding fee		1,477,800
Yard waste tipping fees		50,000
Compost sales		50,000
Sludge processing fee		350,000
Miscellaneous		35,000
Total operating revenues		25,407,564

## Other income:

Interest income		10,000
Lease purchase funds		2,749,040
Total other income		2,759,040

Total sources	\$	26,344,072
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USES

## Operating expenses:

Personal services	\$	8,687,683
Support services		7,823,000
Materials & supplies		1,264,350
Overhead allocation		454,320
Total operating expenses		18,229,353

## Debt service:

Debt service bonds & loans		993,273
Equipment lease payments		2,924,674
CNG fueling station		223,189
New debt service		413,000
Total debt service		4,554,136

## Capital improvements:

CIP projects		165,000
R&R projects		600,000
Equipment replacement fund		2,749,040
Total capital improvements		3,514,040

## Ending balances:

Unrestricted reserves		46,543
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Total uses	\$	26,344,072
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EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION - ESCAMBIA COUNTY

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 4,665,087	\$ 4,769,796	\$ 4,953,886
14 OVERTIME	1,084,471	631,500	674,740
21 FICA MATCHING	411,437	407,161	424,830
22 RETIREMENT	454,223	445,160	485,666
23 INSURANCE	1,404,331	1,497,622	1,551,911
24 WORKERS COMPENSATION	(20,107)	475,000	375,000
26 OTHER	51,528	170,000	221,650
31 PROFESSIONAL SERVICES	29,282	7,500	10,000
32 ACCOUNTING/AUDITING	-	6,000	-
34 OTHER CONTRACTUAL SVC	1,201,836	972,000	1,122,000
40 TRAVEL	3,399	3,700	3,700
41 COMMUNICATIONS	20,246	27,600	27,600
43 UTILITIES	61,825	79,000	82,000
44 RENTALS & LEASES	232,206	195,000	260,000
45 INSURANCE	173,804	193,600	210,000
46 REPAIRS & MAINTENANCE	2,336,637	1,331,500	1,611,500
48 PROMOTIONAL	36,136	50,000	50,000
49 OTHER CURRENT CHARGES	4,631,097	4,213,700	4,363,700
58 OVERHEAD ALLOCATION	454,320	454,320	454,320
98 CONTINGENCY	-	82,500	82,500
42 TRANSPORTATION (POSTAGE)	-	200	200
47 PRINTING	95	500	500
51 OFFICE SUPPLIES	6,010	5,000	5,000
52 OPERATING SUPPLIES	1,290,853	1,249,950	1,257,150
54 SUBSCR/MEMBERSHIPS	1,374	1,500	1,500
TOTAL	<u>\$ 18,530,090</u>	<u>\$ 17,269,809</u>	<u>\$ 18,229,353</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 8,050,970	\$ 8,396,239	\$ 8,687,683
SUPPORT SERVICES	9,180,788	7,616,420	8,277,320
MATERIALS & SUPPLIES	1,298,332	1,257,150	1,264,350
TOTAL	<u>\$ 18,530,090</u>	<u>\$ 17,269,809</u>	<u>\$ 18,229,353</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
23 INSURANCE	\$ -	\$ 30,000	\$ 22,000
24 WORKERS COMPENSATION	(20,107)	475,000	375,000
26 OTHER	51,528	170,000	221,650
31 PROFESSIONAL SERVICES	2,612	-	2,500
45 INSURANCE	173,804	193,600	210,000
46 REPAIRS & MAINTENANCE	520	5,000	-
49 OTHER CURRENT CHARGES	127,546	165,000	165,000
58 OVERHEAD ALLOCATION	454,320	454,320	454,320
98 CONTINGENCY	-	82,500	82,500
TOTAL	<u>\$ 790,223</u>	<u>\$ 1,575,420</u>	<u>\$ 1,532,970</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 31,421	\$ 675,000	\$ 618,650
SUPPORT SERVICES	758,802	900,420	914,320
TOTAL	<u>\$ 790,223</u>	<u>\$ 1,575,420</u>	<u>\$ 1,532,970</u>

## EMERALD COAST UTILITIES AUTHORITY BUDGET

## FUND 441

## SANITATION / ADMINISTRATION

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 101,707	\$ 102,773	\$ 102,586
14 OVERTIME	553	1,500	1,500
21 FICA MATCHING	7,445	8,026	8,013
22 RETIREMENT	7,798	8,248	8,598
23 INSURANCE	25,756	30,584	31,795
31 PROFESSIONAL SERVICES	26,670	7,500	7,500
34 OTHER CONTRACTUAL SVC	712,821	590,000	590,000
40 TRAVEL	1,894	1,200	1,200
41 COMMUNICATIONS	20,246	27,600	27,600
43 UTILITIES	58,481	75,000	75,000
44 RENTALS & LEASES	4,102	-	-
46 REPAIRS & MAINTENANCE	1,774	21,500	21,500
49 OTHER CURRENT CHARGES	3,042	7,500	7,500
42 TRANSPORTATION (POSTAGE)	-	200	200
47 PRINTING	-	500	500
51 OFFICE SUPPLIES	1,613	1,000	1,000
52 OPERATING SUPPLIES	22,225	17,500	17,500
54 SUBSCR/MEMBERSHIPS	1,374	1,500	1,500
TOTAL	<u>\$ 997,501</u>	<u>\$ 902,131</u>	<u>\$ 903,492</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 143,259	\$ 151,131	\$ 152,492
SUPPORT SERVICES	829,030	730,300	730,300
MATERIALS & SUPPLIES	25,212	20,700	20,700
TOTAL	<u>\$ 997,501</u>	<u>\$ 902,131</u>	<u>\$ 903,492</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / RESIDENTIAL OPERATIONS

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 1,512,647	\$ 1,483,006	\$ 1,487,554
14 OVERTIME	333,391	260,000	260,000
21 FICA MATCHING	130,273	126,267	126,723
22 RETIREMENT	149,180	146,453	154,402
23 INSURANCE	494,868	486,047	463,176
34 OTHER CONTRACTUAL SVC	-	5,500	5,500
44 RENTALS & LEASES	-	50,000	25,000
46 REPAIRS & MAINTENANCE	1,137,035	600,000	700,000
49 OTHER CURRENT CHARGES	3,814,208	3,451,000	3,601,000
47 PRINTING	95	-	-
52 OPERATING SUPPLIES	675,393	471,750	625,750
TOTAL	<u>\$ 8,247,090</u>	<u>\$ 7,080,023</u>	<u>\$ 7,449,105</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,620,359	\$ 2,501,773	\$ 2,491,855
SUPPORT SERVICES	4,951,243	4,106,500	4,331,500
MATERIALS & SUPPLIES	675,488	471,750	625,750
TOTAL	<u>\$ 8,247,090</u>	<u>\$ 7,080,023</u>	<u>\$ 7,449,105</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / GARAGE

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 1,313,207	\$ 1,364,515	\$ 1,483,090
14 OVERTIME	235,639	135,000	136,620
21 FICA MATCHING	111,909	115,258	124,565
22 RETIREMENT	131,415	129,995	144,516
23 INSURANCE	331,335	340,246	371,723
40 TRAVEL	1,505	2,500	2,500
43 UTILITIES	3,344	4,000	7,000
44 RENTALS & LEASES	24,883	5,000	35,000
46 REPAIRS & MAINTENANCE	175,207	105,000	165,000
49 OTHER CURRENT CHARGES	30,676	5,500	5,500
51 OFFICE SUPPLIES	4,397	4,000	4,000
52 OPERATING SUPPLIES	343,662	353,100	300,100
TOTAL	<u>\$ 2,707,179</u>	<u>\$ 2,564,114</u>	<u>\$ 2,779,614</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,123,505	\$ 2,085,014	\$ 2,260,514
SUPPORT SERVICES	235,615	122,000	215,000
MATERIALS & SUPPLIES	348,059	357,100	304,100
TOTAL	<u>\$ 2,707,179</u>	<u>\$ 2,564,114</u>	<u>\$ 2,779,614</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / COMMERCIAL OPERATIONS

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 243,021	\$ 267,988	\$ 242,114
14 OVERTIME	90,324	50,000	50,000
21 FICA MATCHING	24,244	24,452	22,511
22 RETIREMENT	24,677	25,153	24,128
23 INSURANCE	65,479	73,463	67,036
32 ACCOUNTING/AUDITING	-	6,000	-
34 OTHER CONTRACTUAL SVC	-	1,500	1,500
46 REPAIRS & MAINTENANCE	219,090	100,000	200,000
49 OTHER CURRENT CHARGES	654,441	581,200	581,200
52 OPERATING SUPPLIES	35,259	51,000	46,500
TOTAL	<u>\$ 1,356,535</u>	<u>\$ 1,180,756</u>	<u>\$ 1,234,989</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 447,745	\$ 441,056	\$ 405,789
SUPPORT SERVICES	873,531	688,700	782,700
MATERIALS & SUPPLIES	35,259	51,000	46,500
TOTAL	<u>\$ 1,356,535</u>	<u>\$ 1,180,756</u>	<u>\$ 1,234,989</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / YARD TRASH

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 897,507	\$ 845,188	\$ 814,841
14 OVERTIME	274,549	135,000	135,000
21 FICA MATCHING	84,731	75,102	72,786
22 RETIREMENT	84,343	76,584	78,416
23 INSURANCE	289,912	296,370	315,374
34 OTHER CONTRACTUAL SVC	455,768	350,000	500,000
46 REPAIRS & MAINTENANCE	195,081	150,000	175,000
49 OTHER CURRENT CHARGES	488	500	500
52 OPERATING SUPPLIES	58,638	93,800	53,800
TOTAL	<u>\$ 2,341,017</u>	<u>\$ 2,022,544</u>	<u>\$ 2,145,717</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,631,042	\$ 1,428,244	\$ 1,416,417
SUPPORT SERVICES	651,337	500,500	675,500
MATERIALS & SUPPLIES	58,638	93,800	53,800
TOTAL	<u>\$ 2,341,017</u>	<u>\$ 2,022,544</u>	<u>\$ 2,145,717</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / RECYCLING

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 482,423	\$ 585,894	\$ 633,880
14 OVERTIME	105,919	50,000	50,000
21 FICA MATCHING	41,292	48,804	52,470
22 RETIREMENT	44,242	49,201	56,489
23 INSURANCE	164,287	209,332	204,862
44 RENTALS & LEASES	-	50,000	-
46 REPAIRS & MAINTENANCE	305,303	200,000	200,000
48 PROMOTIONAL	35,709	50,000	50,000
49 OTHER CURRENT CHARGES	197	1,500	1,500
47 PRINTING	-	-	-
52 OPERATING SUPPLIES	60,480	86,500	61,500
TOTAL	<u>\$ 1,239,852</u>	<u>\$ 1,331,231</u>	<u>\$ 1,310,701</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 838,163	\$ 943,231	\$ 997,701
SUPPORT SERVICES	341,209	301,500	251,500
MATERIALS & SUPPLIES	60,480	86,500	61,500
TOTAL	<u>\$ 1,239,852</u>	<u>\$ 1,331,231</u>	<u>\$ 1,310,701</u>



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANITATION / COMPOSTING

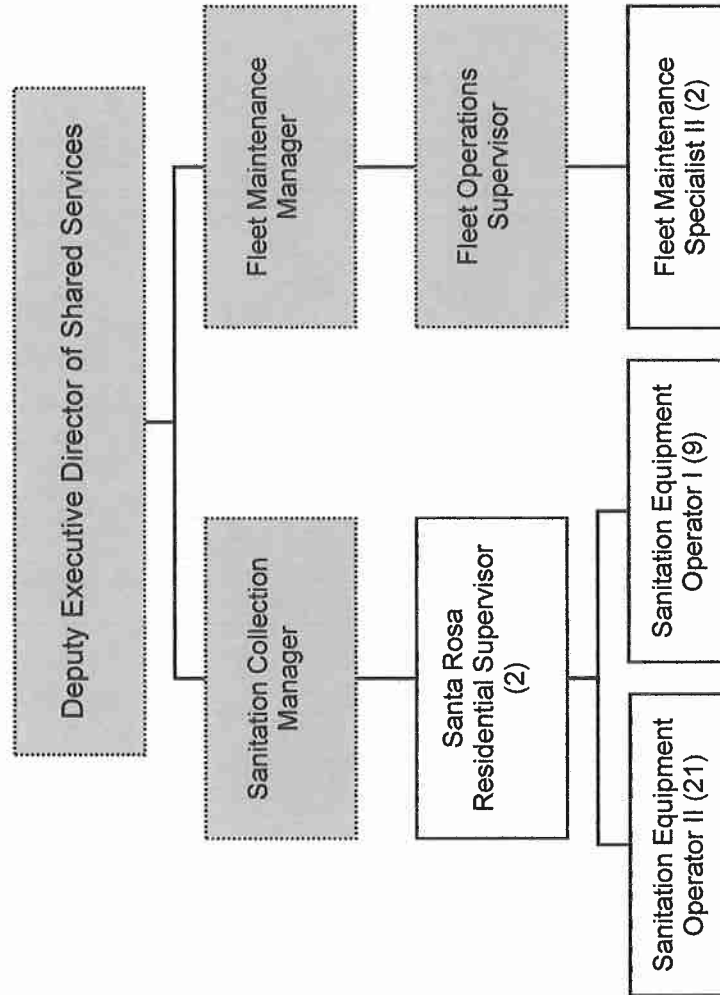
	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 114,575	\$ 120,432	\$ 189,821
14 OVERTIME	44,096	-	41,620
21 FICA MATCHING	11,543	9,252	17,762
22 RETIREMENT	12,568	9,526	19,117
23 INSURANCE	32,694	31,580	75,945
34 OTHER CONTRACTUAL SVC	33,247	25,000	25,000
44 RENTALS & LEASES	203,221	90,000	200,000
46 REPAIRS & MAINTENANCE	302,627	150,000	150,000
48 PROMOTIONAL	427	-	-
49 OTHER CURRENT CHARGES	499	1,500	1,500
52 OPERATING SUPPLIES	95,196	176,300	152,000
TOTAL	<u>\$ 850,693</u>	<u>\$ 613,590</u>	<u>\$ 872,765</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 215,476	\$ 170,790	\$ 344,265
SUPPORT SERVICES	540,021	266,500	376,500
MATERIALS & SUPPLIES	95,196	176,300	152,000
TOTAL	<u>\$ 850,693</u>	<u>\$ 613,590</u>	<u>\$ 872,765</u>



# EMERALD COAST UTILITIES AUTHORITY SANITATION SANTA ROSA



EMERALD COAST UTILITIES AUTHORITY  
SANTA ROSA SANITATION SYSTEM  
APPROVED SOURCES & USES  
FISCAL YEAR 2019

SOURCES

Beginning balances:

Unrestricted reserves	\$ 228,548
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Operating revenues:

Residential services	5,663,205
Miscellaneous	10,000
Total operating revenues	5,673,205

Other income:

Interest income	1,600
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Total sources	\$ 5,903,353
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USES

Operating expenses:

Personal services	\$ 1,923,752
Support services	1,898,400
Materials & supplies	265,700
Overhead allocation	130,980
Total operating expenses	4,218,832

Debt service:

Equipment lease payments	1,012,638
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Capital improvements:

R&R projects	175,000
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Ending balances:

Unrestricted reserves	496,883
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Total uses	\$ 5,903,353
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EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANTA ROSA COUNTY SANITATION

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 1,188,313	\$ 1,139,673	\$ 1,140,485
14 OVERTIME	261,591	45,000	84,000
21 FICA MATCHING	103,484	90,809	93,904
22 RETIREMENT	106,962	93,746	101,143
23 INSURANCE	430,500	428,735	392,220
24 WORKERS COMPENSATION	-	33,000	33,000
26 OTHER	-	52,000	79,000
34 OTHER CONTRACTUAL SVC	7,657	66,000	64,000
41 COMMUNICATIONS	-	500	700
44 RENTALS & LEASES	10,539	100,000	-
45 INSURANCE	16,801	42,900	50,000
46 REPAIRS & MAINTENANCE	745,109	441,000	516,000
48 PROMOTIONAL	3,566	5,000	5,000
49 OTHER CURRENT CHARGES	1,270,948	963,200	1,242,700
58 OVERHEAD ALLOCATION	130,980	130,980	130,980
98 CONTINGENCY	-	20,000	20,000
42 TRANSPORTATION (POSTAGE)	34,394	30,000	30,000
47 PRINTING	32	500	-
51 OFFICE SUPPLIES	-	2,200	200
52 OPERATING SUPPLIES	254,449	269,500	235,500
TOTAL	<u>\$ 4,565,325</u>	<u>\$ 3,954,743</u>	<u>\$ 4,218,832</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 2,090,850	\$ 1,882,963	\$ 1,923,752
SUPPORT SERVICES	2,185,600	1,769,580	2,029,380
MATERIALS & SUPPLIES	288,875	302,200	265,700
TOTAL	<u>\$ 4,565,325</u>	<u>\$ 3,954,743</u>	<u>\$ 4,218,832</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANTA ROSA / ADMINISTRATION

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
34 OTHER CONTRACTUAL SVC	\$ 7,657	\$ 12,000	\$ 10,000
49 OTHER CURRENT CHARGES	800	40,500	40,000
42 TRANSPORTATION (POSTAGE)	32,960	30,000	30,000
47 PRINTING	32	500	-
51 OFFICE SUPPLIES	-	2,000	-
52 OPERATING SUPPLIES	59	500	500
TOTAL	<u>\$ 41,508</u>	<u>\$ 85,500</u>	<u>\$ 80,500</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

SUPPORT SERVICES	\$ 8,457	\$ 52,500	\$ 50,000
MATERIALS & SUPPLIES	33,051	33,000	30,500
TOTAL	<u>\$ 41,508</u>	<u>\$ 85,500</u>	<u>\$ 80,500</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANTA ROSA / RESIDENTIAL

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 1,105,100	\$ 1,054,643	\$ 1,050,733
14 OVERTIME	245,027	20,000	50,000
21 FICA MATCHING	96,322	82,381	84,418
22 RETIREMENT	99,351	85,043	90,921
23 INSURANCE	405,695	394,769	352,661
34 OTHER CONTRACTUAL SVC	-	44,000	44,000
41 COMMUNICATIONS	-	500	700
44 RENTALS & LEASES	10,539	50,000	-
46 REPAIRS & MAINTENANCE	575,589	350,000	400,000
48 PROMOTIONAL	3,566	5,000	5,000
49 OTHER CURRENT CHARGES	1,175,394	900,500	1,100,500
42 TRANSPORTATION (POSTAGE)	1,434	-	-
52 OPERATING SUPPLIES	250,076	178,500	205,500
TOTAL	<u>\$ 3,968,093</u>	<u>\$ 3,165,336</u>	<u>\$ 3,384,433</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 1,951,495	\$ 1,636,836	\$ 1,628,733
SUPPORT SERVICES	1,765,088	1,350,000	1,550,200
MATERIALS & SUPPLIES	251,510	178,500	205,500
TOTAL	<u>\$ 3,968,093</u>	<u>\$ 3,165,336</u>	<u>\$ 3,384,433</u>

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANTA ROSA / GARAGE

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 83,213	\$ 85,030	\$ 89,752
14 OVERTIME	16,564	10,000	10,000
21 FICA MATCHING	7,162	7,280	7,650
22 RETIREMENT	7,611	7,517	8,239
23 INSURANCE	24,805	23,966	31,559
46 REPAIRS & MAINTENANCE	-	6,000	6,000
49 OTHER CURRENT CHARGES	-	700	700
51 OFFICE SUPPLIES	-	200	200
52 OPERATING SUPPLIES	-	7,500	7,500
TOTAL	<u>\$ 139,355</u>	<u>\$ 148,193</u>	<u>\$ 161,600</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 139,355	\$ 133,793	\$ 147,200
SUPPORT SERVICES	-	6,700	6,700
MATERIALS & SUPPLIES	-	7,700	7,700
TOTAL	<u>\$ 139,355</u>	<u>\$ 148,193</u>	<u>\$ 161,600</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
14 OVERTIME	\$ -	\$ 7,500	\$ 12,000
21 FICA MATCHING	-	574	918
22 RETIREMENT	-	593	992
34 OTHER CONTRACTUAL SVC	-	10,000	10,000
46 REPAIRS & MAINTENANCE	20,293	25,000	25,000
49 OTHER CURRENT CHARGES	-	500	500
52 OPERATING SUPPLIES	196	31,500	11,000
TOTAL	<u>\$ 20,489</u>	<u>\$ 75,667</u>	<u>\$ 60,410</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ -	\$ 8,667	\$ 13,910
SUPPORT SERVICES	20,293	35,500	35,500
MATERIALS & SUPPLIES	196	31,500	11,000
TOTAL	<u>\$ 20,489</u>	<u>\$ 75,667</u>	<u>\$ 60,410</u>



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441  
SANTA ROSA / RECYCLING

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
14 OVERTIME	\$ -	\$ 7,500	\$ 12,000
21 FICA MATCHING	-	574	918
22 RETIREMENT	-	593	991
44 RENTALS & LEASES	-	50,000	-
46 REPAIRS & MAINTENANCE	149,227	60,000	85,000
49 OTHER CURRENT CHARGES	-	1,000	1,000
52 OPERATING SUPPLIES	4,118	51,500	11,000
TOTAL	<u>\$ 153,345</u>	<u>\$ 171,167</u>	<u>\$ 110,909</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ -	\$ 8,667	\$ 13,909
SUPPORT SERVICES	149,227	111,000	86,000
MATERIALS & SUPPLIES	4,118	51,500	11,000
TOTAL	<u>\$ 153,345</u>	<u>\$ 171,167</u>	<u>\$ 110,909</u>

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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
23 INSURANCE	\$ -	\$ 10,000	\$ 8,000
24 WORKERS COMPENSATION	-	33,000	33,000
26 OTHER	-	52,000	79,000
45 INSURANCE	16,801	42,900	50,000
49 OTHER CURRENT CHARGES	94,754	20,000	100,000
58 OVERHEAD ALLOCATION	130,980	130,980	130,980
98 CONTINGENCY	-	20,000	20,000
TOTAL	<u>\$ 242,535</u>	<u>\$ 308,880</u>	<u>\$ 420,980</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ -	\$ 95,000	\$ 120,000
SUPPORT SERVICES	242,535	213,880	300,980
TOTAL	<u>\$ 242,535</u>	<u>\$ 308,880</u>	<u>\$ 420,980</u>

## MATERIALS RECYCLING FACILITY

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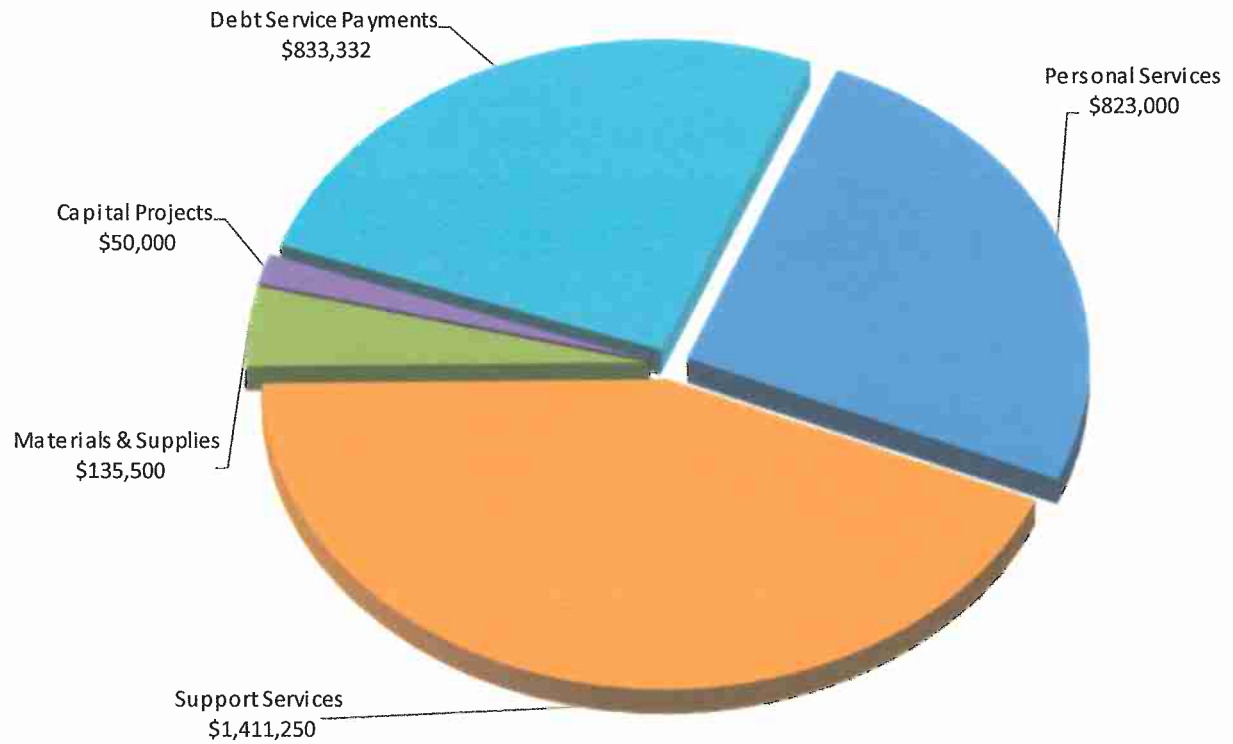
The ECUA Board passed Resolution 15-04 in which it found it necessary and appropriate for the ECUA to build, operate, and maintain a municipal recycling facility (MRF) in Escambia County, Florida. By doing so, the locally-operated MRF would increase the efficiency of recycling in both Escambia and Santa Rosa Counties, and drastically reduce costs associated with putting those materials in the local landfill. The MRF began operations on September 25, 2016. The following charts outline the revenue and expense budgets, including the debt service to pay back the inter-fund loan. Fiscal year 2019 will be the third year the MRF is in full operations. It has won numerous awards for innovation and excellence in the recycling community. As of May 1, 2018, we no longer utilize a third party contractor to operate the MRF. Instead, we operate and manage the facility solely in-house. We are managing the operations in-house and selling the product directly to third parties. Because of this change, we have experienced a significant increase in the budget request for FY 2019 as compared to the budget for FY 2018. While expenses are projected to be 109% higher than the original budget for FY 2018, the 136% increase in projected revenues offset these costs. It is a separate system from the Water/Wastewater and Sanitation Systems.

For fiscal year 2019, revenue for the MRF is budgeted to come solely from the processing and sale of recyclable materials. The operating and capital uses are illustrated below. Expenditure summaries detailing planned operating expenditures by line item within the MRF System are within the departmental tab that follows.

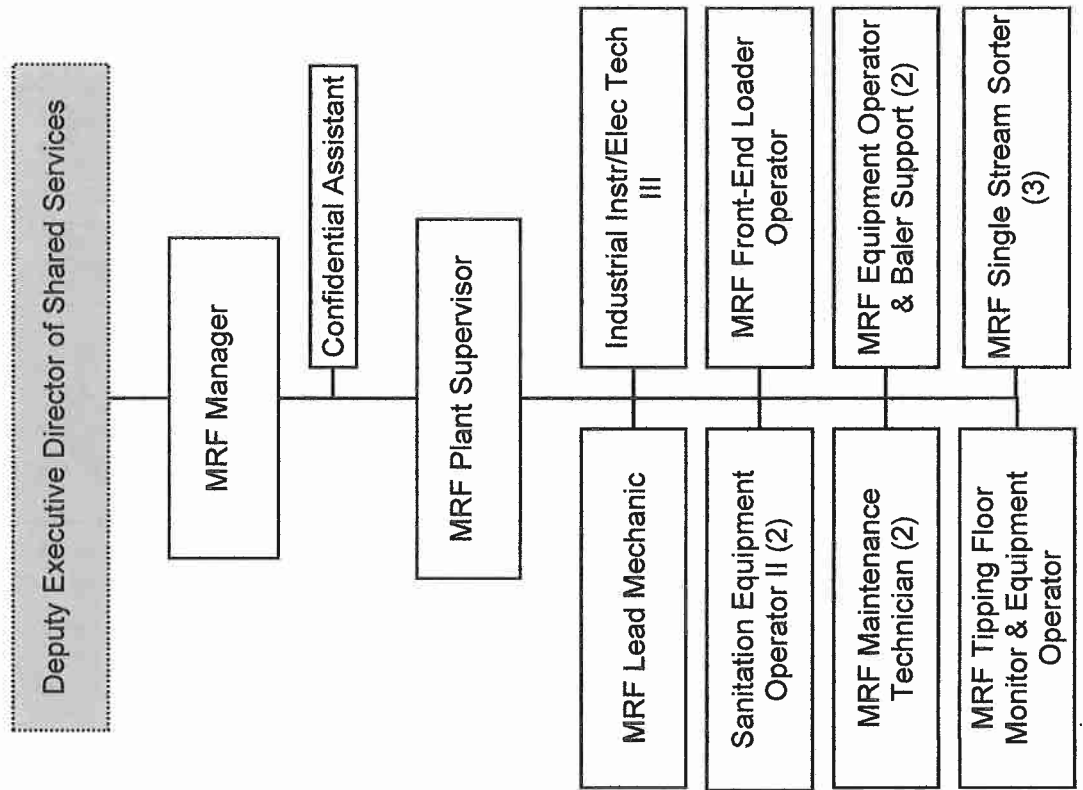
**EMERALD COAST UTILITIES AUTHORITY  
MATERIALS RECYCLING FACILITY  
SOURCES AND USES STATEMENT  
9/30/2017 - 9/30/2019**

	ACTUAL FY 2017	PROJECTED ACTUAL FY 2018	APPROVED BUDGET FY 2019
<b>SOURCES:</b>			
Beginning balances:			
Unrestricted Reserves	\$ -	\$ 381,403	\$ (394,371)
Operating revenues:			
Recyclable commodities	1,495,326	1,196,588	3,436,600
Recyclable tipping fees	155,306	149,267	300,000
Miscellaneous Revenues	0	3,741	0
Total operating income	1,650,632	1,349,596	3,736,600
Other income:			
Lease purchase funds	3,000,000	0	0
Total Sources	\$ 4,650,632	\$ 1,730,999	\$ 3,342,229
<b>USES:</b>			
Operating expenses:			
Personal services	\$ 116,313	\$ 462,821	\$ 823,000
Support services	315,659	959,506	1,411,250
Materials & supplies	34,792	158,453	135,500
Total operating expenses	466,764	1,580,780	2,369,750
Debt service:			
Bonds, loans, and leases	3,584,465	333,332	833,332
Capital improvements:			
CIP projects	0	187,377	50,000
R & R projects	218,000	0	0
Total capital improvements	218,000	187,377	50,000
Total uses	4,269,229	2,101,489	3,253,082
Ending balances:			
Unrestricted reserves	381,403	(370,490)	89,147
Total Uses & Reserves	\$ 4,650,632	\$ 1,730,999	\$ 3,342,229

**Materials Recycling Facility  
Approved Budget Expenses  
FY 2019**



# EMERALD COAST UTILITIES AUTHORITY MATERIALS RECYCLING SYSTEM



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

	ACTUAL 2017	APPROVED 2018	APPROVED 2019
12 REGULAR SALARIES	\$ 55,609	\$ 60,486	\$ 510,000
14 OVERTIME	27,934	5,000	100,000
21 FICA MATCHING	5,917	4,627	46,665
22 RETIREMENT	6,280	4,785	50,386
23 INSURANCE	13,835	13,647	112,949
31 PROFESSIONAL SERVICES	44,084	-	25,000
34 OTHER CONTRACTUAL SVC	1,435	-	785,000
41 COMMUNICATIONS	8,389	9,250	9,250
43 UTILITIES	82,816	92,000	92,000
44 RENTALS & LEASES	107,577	90,000	60,000
46 REPAIRS & MAINTENANCE	71,308	20,000	370,000
49 OTHER CURRENT CHARGES	50	170,000	50,000
98 CONTINGENCY	-	20,000	20,000
52 OPERATING SUPPLIES	34,793	80,500	135,000
54 SUBSCR/MEMBERSHIPS	-	-	500
TOTAL	<u>\$ 460,027</u>	<u>\$ 570,295</u>	<u>\$ 2,366,750</u>

## DEPARTMENTAL EXPENDITURE SUMMARIES:

PERSONAL SERVICES	\$ 109,575	\$ 88,545	\$ 820,000
SUPPORT SERVICES	315,659	401,250	1,411,250
MATERIALS & SUPPLIES	34,793	80,500	135,500
TOTAL	<u>\$ 460,027</u>	<u>\$ 570,295</u>	<u>\$ 2,366,750</u>

## **EMERALD COAST UTILITIES AUTHORITY**

### **DIVISIONAL GOALS AND WORK PLAN**

#### **DEPARTMENT:**

Materials Recovery Facility (MRF)

#### **DIVISIONS:**

MRF Operations

#### **ACTIVITY DESCRIPTION:**

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

#### **GOALS:**

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

#### **OBJECTIVES:**

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

#### **2019 TARGETED ACCOMPLISHMENTS:**

1. Develop a baseline number accidents and equipment damage by tracking accidents, damage, and determining root causes in order to determine effectiveness going forward.
2. To prevent downtime due to equipment maintenance issues.
3. To increase the number of customers delivering recyclables to the ECUA MRF to reach capacity.
4. To assist in public education efforts to reduce contamination in recyclables stream to an acceptable 15%.