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Stephen P. Holcomb**



**2015 APPROVED  
OPERATING BUDGET**

**Budget Office Staff**

**Debra Buckley  
Director of Finance**

**Patricia L. Sheldon  
Director of Budgets and Cash Management**

**Ronda Branton-McCurley  
Confidential Assistant**

**Patti Johnson  
Budget Analyst**

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October 1, 2014

Dear Chairman and Board Members:

Submitted, herewith, is the Approved Operating Budget of the Emerald Coast Utilities Authority for Fiscal Year 2015, as recommended by the Citizens' Advisory Committee and approved by the ECUA Board. As approved, this budget establishes funding at a level that maintains current programs, as well as provides for enhancements to our existing level of service. The total approved budget for FY 2015, combined for all funds is \$157,425,352. The Operating Budget section consists of \$110,056,169, which includes funds for operating expenses and debt service. The difference, \$47,369,183, provides for capital improvements, bond-funded projects, funding of unrestricted reserves, and project contingency funds. The following table summarizes the total Approved Sources and Uses of all funds combined for the FY 2014 Amended Budget, compared to the FY 2015 Approved Budget.

**ALL FUNDS COMBINED**

**SOURCES:**

|                        | FY2014<br>AMENDED<br>BUDGET | FY2015<br>APPROVED<br>BUDGET |
|------------------------|-----------------------------|------------------------------|
| Water                  | \$36,862,232                | \$37,360,127                 |
| Wastewater             | 48,080,350                  | 51,108,425                   |
| Sewer Improvement Fee  | 5,910,000                   | 5,887,535                    |
| Sanitation-Residential | 16,946,138                  | 17,446,812                   |
| Sanitation-Commercial  | 1,641,067                   | 1,635,035                    |
| Connection Charges     | 324,195                     | 300,000                      |
| Recyclable Commodities | 62,947                      | 869,000                      |
| Grant Revenues         | 2,147,313                   | 0                            |
| Miscellaneous Revenues | 2,120,765                   | 1,535,000                    |
| Interest Income        | 630,084                     | 510,000                      |
|                        | <hr/>                       | <hr/>                        |
| Subtotal               | 114,725,091                 | 116,651,934                  |
| Impact Fees            | 2,215,985                   | 2,342,154                    |
| Bond Funds             | 20,442,000                  | 25,000,000                   |
| Unrestricted Reserves  | 5,426,826                   | 5,014,276                    |
| Project Contingencies  | 7,056,337                   | 8,416,988                    |
|                        | <hr/>                       | <hr/>                        |
| Subtotal               | 35,141,148                  | 40,773,418                   |
|                        | <hr/>                       | <hr/>                        |
| <b>Total Sources</b>   | <b>\$149,866,239</b>        | <b>\$157,425,352</b>         |

**USES:**

**ALL FUNDS COMBINED**

|                                   | FY2014<br>AMENDED<br><u>BUDGET</u> | FY2015<br>APPROVED<br><u>BUDGET</u> |
|-----------------------------------|------------------------------------|-------------------------------------|
| Personal Services                 | \$38,587,911                       | \$38,956,604                        |
| Support Services                  | 26,379,351                         | 23,405,693                          |
| Materials & Supplies              | 9,206,570                          | 8,830,656                           |
| Wastewater Infrastructure Program | 754,134                            | 798,855                             |
| Septic Tank Abatement Program     | 160,000                            | 160,000                             |
| Operating Contingency             | <u>1,220,911</u>                   | <u>1,582,500</u>                    |
| Subtotal                          | 76,308,877                         | 73,734,308                          |
| Debt Service                      | 32,548,288                         | 33,545,716                          |
| New Debt Service                  | 1,575,000                          | 3,575,000                           |
| CIP Projects                      | 6,365,000                          | 4,089,314                           |
| R & R Projects                    | 3,416,572                          | 5,124,831                           |
| Annual Lease/Purchase Payments    | 2,069,203                          | 1,268,354                           |
| Equipment Replacement Fund        | 500,000                            | 200,000                             |
| Bond Fund Projects                | 20,442,000                         | 25,000,000                          |
| Unrestricted Reserves             | 3,500,000                          | 5,014,511                           |
| Project Contingencies             | <u>3,141,299</u>                   | <u>5,873,318</u>                    |
| Subtotal                          | <u>73,557,362</u>                  | <u>83,691,044</u>                   |
| <b>Total Uses</b>                 | <b>\$149,866,239</b>               | <b>\$157,425,352</b>                |

The following information is presented for each operating fund consisting of the Water and Wastewater Systems and the Sanitation System.

**WATER & WASTEWATER SYSTEMS**

The following table summarizes the total Approved Sources and Uses of Funds for the FY 2014 Amended Budget as compared to the FY 2015 Approved Budget for the Water & Wastewater Systems.

**SOURCES:**

|                       | FY2014<br>AMENDED<br><u>BUDGET</u> | FY2015<br>APPROVED<br><u>BUDGET</u> |
|-----------------------|------------------------------------|-------------------------------------|
| Water                 | \$36,862,232                       | \$37,360,127                        |
| Wastewater            | 48,080,350                         | 51,108,425                          |
| Sewer Improvement Fee | 5,910,000                          | 5,887,535                           |
| Connection Charges    | 324,195                            | 300,000                             |
| Grant Revenues        | 1,611,000                          | 0                                   |
| Miscellaneous         | 2,017,839                          | 1,500,000                           |
| Interest Income       | <u>624,204</u>                     | <u>500,000</u>                      |
| Subtotal              | 95,429,820                         | 96,656,087                          |
| Impact Fees           | 2,215,985                          | 2,342,154                           |
| Bond Funds            | 20,442,000                         | 25,000,000                          |
| Unrestricted Reserves | 3,500,000                          | 3,500,000                           |
| Project Contingencies | <u>7,056,337</u>                   | <u>8,416,988</u>                    |
| Subtotal              | <u>33,214,322</u>                  | <u>39,259,142</u>                   |
| <b>Total Sources</b>  | <b>\$128,644,142</b>               | <b>\$135,915,229</b>                |

**WATER AND WASTEWATER SYSTEMS**

**USES:**

|                                   | FY2014<br>AMENDED<br><u>BUDGET</u> | FY2015<br>APPROVED<br><u>BUDGET</u> |
|-----------------------------------|------------------------------------|-------------------------------------|
| Personal Services                 | \$31,231,953                       | \$31,661,971                        |
| Support Services                  | 18,450,028                         | 16,219,743                          |
| Materials & Supplies              | 7,897,050                          | 7,722,656                           |
| Wastewater Infrastructure Program | 754,134                            | 798,855                             |
| Septic Tank Abatement Program     | 160,000                            | 160,000                             |
| Operating Contingency             | 1,220,911                          | 1,500,000                           |
| Indirect Overhead Allocation      | <u>(454,320)</u>                   | <u>(454,320)</u>                    |
| Subtotal                          | 59,259,756                         | 57,608,905                          |
| Debt Service                      | 33,134,515                         | 35,333,861                          |
| CIP Projects                      | 6,250,000                          | 3,974,314                           |
| R & R Projects                    | 2,916,572                          | 4,624,831                           |
| Bonds SRF Projects                | <u>20,442,000</u>                  | <u>25,000,000</u>                   |
| Total                             | 122,002,843                        | 126,541,911                         |
| Unrestricted Reserves             | 3,500,000                          | 3,500,000                           |
| Project Contingencies             | <u>3,141,299</u>                   | <u>5,873,318</u>                    |
| <b>Total Uses</b>                 | <b>\$128,644,142</b>               | <b>\$135,915,229</b>                |

**REVENUES:**

Total revenues for FY 2015 are projected to reflect current experience and a rate increase of 3.00 percent for the Water and Wastewater Systems.

**EXPENSES:**

The Operating Budget expenses, when compared to the original approved FY 2014 basic budget, reflect an increase of .94 percent. This includes funding for normal increases in operating costs of materials and supplies, electricity, and the mandated increase in the Florida Retirement rate contributed by employers.

The budget increase provides funding for the cost of four Water Service Representatives to conduct turn-off and turn-on of delinquent accounts. As outlined in the recent management audit, these positions perform critical customer service functions for ensuring timely customer payments. Funding is also included for two part-time Customer Service Specialists to assist with “after-hours” customer service calls. Lastly, funding is included to purchase heavy equipment for South Region consisting of two CNG Crew Cab work trucks and one tractor with blade and loading ramps. The tractor will be assigned to the Air Release Valve (ARV) program.

Funding is included for FDEP mandates that require flush/valve hydrant installations. Additionally, there is funding for replacement/repair of automated meter readers, door security equipment maintenance, the public information campaign, internet connection upgrades, and GIS software maintenance increases. Line item allocations have been minimized to reflect monies actually spent on a historical basis, however, in order to provide funding for emergency repairs and increases in costs that are beyond our control such as electricity costs, an operating contingency has been included in FY 2015. The approved FY 2015 budget also provides funding for a bond issue to support a robust Capital Improvement Program (CIP) in the sum of \$35 million.

**WATER & WASTEWATER SYSTEMS SUMMARY**

Revenue and expense trends since 2006 can be found in the Graphics Section on page 12, which identifies the percentage of revenue from each source, emphasizes the need to maintain commodity charges at appropriate levels to maintain the financial integrity of the systems. The graph on page 14 illustrates the use of funds by expense type, with personal services and debt service costs accounting for a combined total of 72 percent of the current total operating budget.

The remaining areas of the Water and Wastewater sections are presented in Division and Department format. We have included goals and objectives, appropriations by expense element for the past two (2) years, and approved budget amounts for FY 2015.

**SANITATION SYSTEM**

The following table summarizes the total Approved Sources and Uses of Funds for the FY 2014 Amended Budget as compared to the FY 2015 Approved Budget for the Sanitation System. The revenue projections for FY 2015 were based on trends developed through actual experience in operating this system for the past 22 years.

**SOURCES:**

|                        | FY 2014<br>AMENDED<br>BUDGET | FY 2015<br>APPROVED<br>BUDGET |
|------------------------|------------------------------|-------------------------------|
| Sanitation-Residential | \$16,946,138                 | \$17,446,812                  |
| Sanitation-Commercial  | 1,641,067                    | 1,635,035                     |
| Recyclable Commodities | 62,947                       | 869,000                       |
| Grant Revenues         | 536,313                      | 0                             |
| Miscellaneous          | 102,926                      | 35,000                        |
| Interest Income        | 5,880                        | 10,000                        |
|                        | <hr/>                        | <hr/>                         |
| Subtotal               | 19,295,271                   | 19,995,847                    |
| Unrestricted Reserves  | 1,926,826                    | 1,514,276                     |
|                        | <hr/>                        | <hr/>                         |
| <b>Total Sources</b>   | <b>\$21,222,097</b>          | <b>\$21,510,123</b>           |

**USES:**

|                                |                     |                     |
|--------------------------------|---------------------|---------------------|
| Personal Services              | \$7,355,958         | \$7,294,633         |
| Support Services               | 7,929,323           | 7,185,950           |
| Materials & Supplies           | 1,309,520           | 1,108,000           |
| Net Overhead Allocations       | 454,320             | 454,320             |
| Operating Contingency          | 0                   | 82,500              |
|                                | <hr/>               | <hr/>               |
| Subtotal                       | 17,049,121          | 16,125,403          |
| Debt Service                   | 988,773             | 986,006             |
| Annual Lease/Purchase Payments | 2,069,203           | 2,069,203           |
| CIP Operating                  | 115,000             | 115,000             |
| R & R Projects                 | 500,000             | 500,000             |
| Equipment Replacement Fund     | 500,000             | 200,000             |
| Unrestricted Reserves          | 0                   | 1,514,511           |
|                                | <hr/>               | <hr/>               |
| <b>Total Uses</b>              | <b>\$21,222,097</b> | <b>\$21,510,123</b> |

**SANITATION SUMMARY**

The ECUA began providing sanitation service in 1992 through an acquisition of the system previously operated by Escambia County. Since that time, we have implemented mandatory garbage collection and automated pick-up throughout our service area, and purchased two additional residential systems. The investment that we made in changing these systems from a labor-intensive operation to a more efficient service delivery approach has provided our customers with a more efficient and economic service.

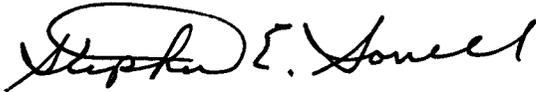
The Operating Budget expense, when compared to the original approved FY 2014 basic budget, reflects an increase of 11.87 per cent. This increase is a result of increased disposal costs imposed by Escambia County at the Perdido Landfill. This increased disposal cost at the Perdido Landfill was the primary reason for a 3.5 percent rate increase for FY 2015.

**ACKNOWLEDGEMENTS:**

We would like to express our thanks to the Board and the Citizens' Advisory Committee members for their guidance and input, as well as the staff who diligently worked to produce this plan.

The Fiscal Year 2015 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 submitted,



Stephen E. Sorrell  
Executive Director



Debra Buckley  
Director of Finance

SES/DB/rbm

**EMERALD COAST UTILITIES AUTHORITY  
ALL FUNDS  
APPROVED SOURCES & USES  
FISCAL YEAR 2015**

**SOURCES**

**MONTHLY SERVICE CHARGES :**

|                                      |                    |
|--------------------------------------|--------------------|
| WATER                                | \$ 37,360,127      |
| WASTEWATER                           | 51,108,425         |
| SANITATION                           | 19,950,847         |
| <b>TOTAL MONTHLY SERVICE CHARGES</b> | <b>108,419,399</b> |

|                       |           |
|-----------------------|-----------|
| CONNECTION CHARGES    | 300,000   |
| MISCELLANEOUS         | 1,535,000 |
| SEWER IMPROVEMENT FEE | 5,887,535 |

**TOTAL OPERATING REVENUES** **116,141,934**

|                       |                    |
|-----------------------|--------------------|
| INTEREST INCOME       | 510,000            |
| IMPACT FEES           | 2,342,154          |
| <b>TOTAL REVENUES</b> | <b>118,994,088</b> |

**BEGINNING BALANCES :**

|   |            |
|---|------------|
| UNRESTRICTED RESERVES                   | 5,014,276  |
| BOND FUNDS                              | 25,000,000 |
| PROJECT CONTINGENCIES (WORKING CAPITAL) | 8,416,988  |

**TOTAL SOURCES** **\$ 157,425,352**

**USES**

|                                      |               |
|--------------------------------------|---------------|
| PERSONAL SERVICES                    | \$ 38,956,604 |
| SUPPORT SERVICES                     | 23,405,693    |
| MATERIALS & SUPPLIES                 | 8,830,656     |
| SEPTIC TANK ABATEMENT PROGRAM        | 160,000       |
| WASTEWATER INFRASTRUCTURE PROGRAM*** | 798,855       |
| OPERATING CONTINGENCY                | 1,582,500     |

**TOTAL OPERATING EXPENSES** **73,734,308**

|                                |            |
|--------------------------------|------------|
| DEBT SERVICE (PARITY DEBT)     | 27,906,243 |
| DEBT SERVICE FOR NEW BORROWING | 3,575,000  |
| DEBT SERVICE FOR SRF LOANS     | 5,639,473  |

|                                |            |
|--------------------------------|------------|
| CIP PROJECTS                   | 4,089,314  |
| R & R PROJECTS***              | 5,124,831  |
| EQUIPMENT REPLACEMENT FUND     | 200,000    |
| BOND FUND PROJECTS             | 25,000,000 |
| ANNUAL LEASE PURCHASE PAYMENTS | 1,268,354  |

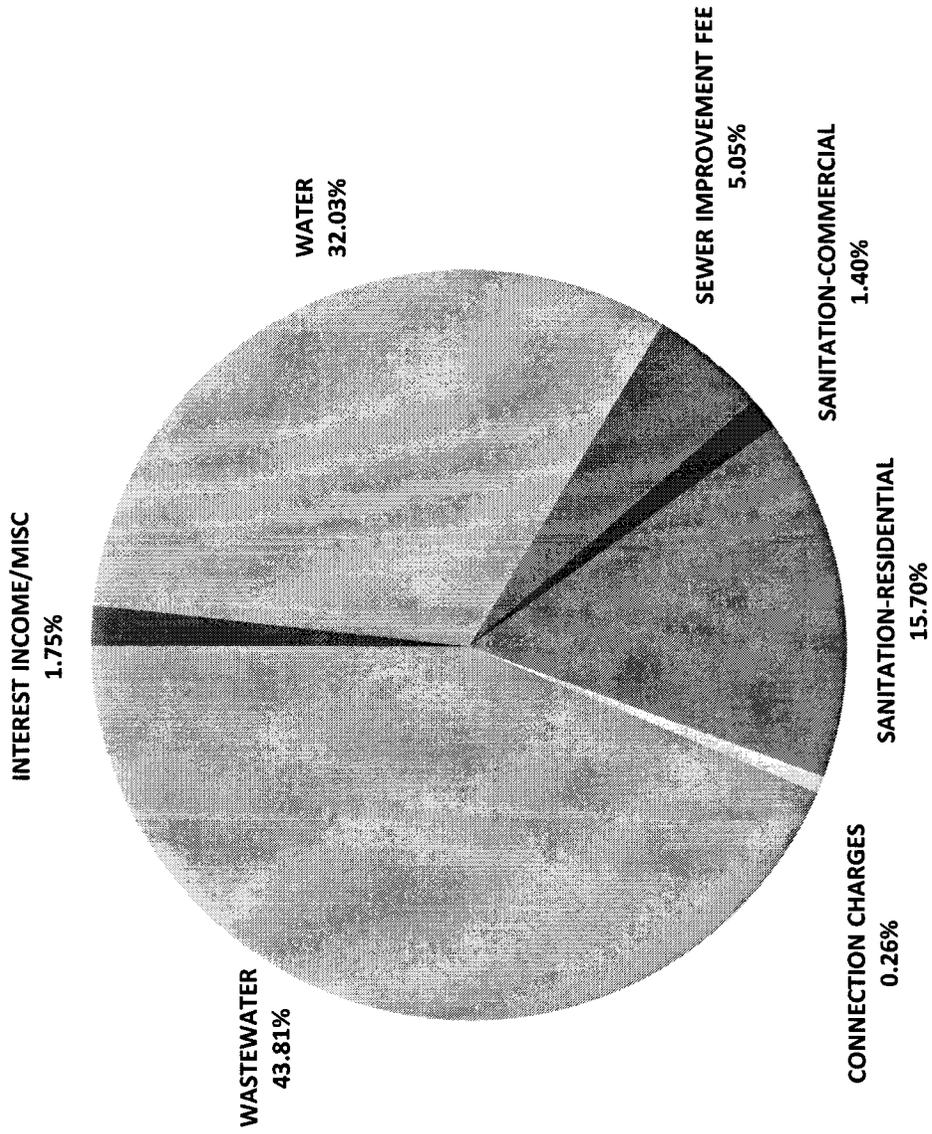
**TOTAL OTHERS** **35,682,499**

**ENDING BALANCES :**

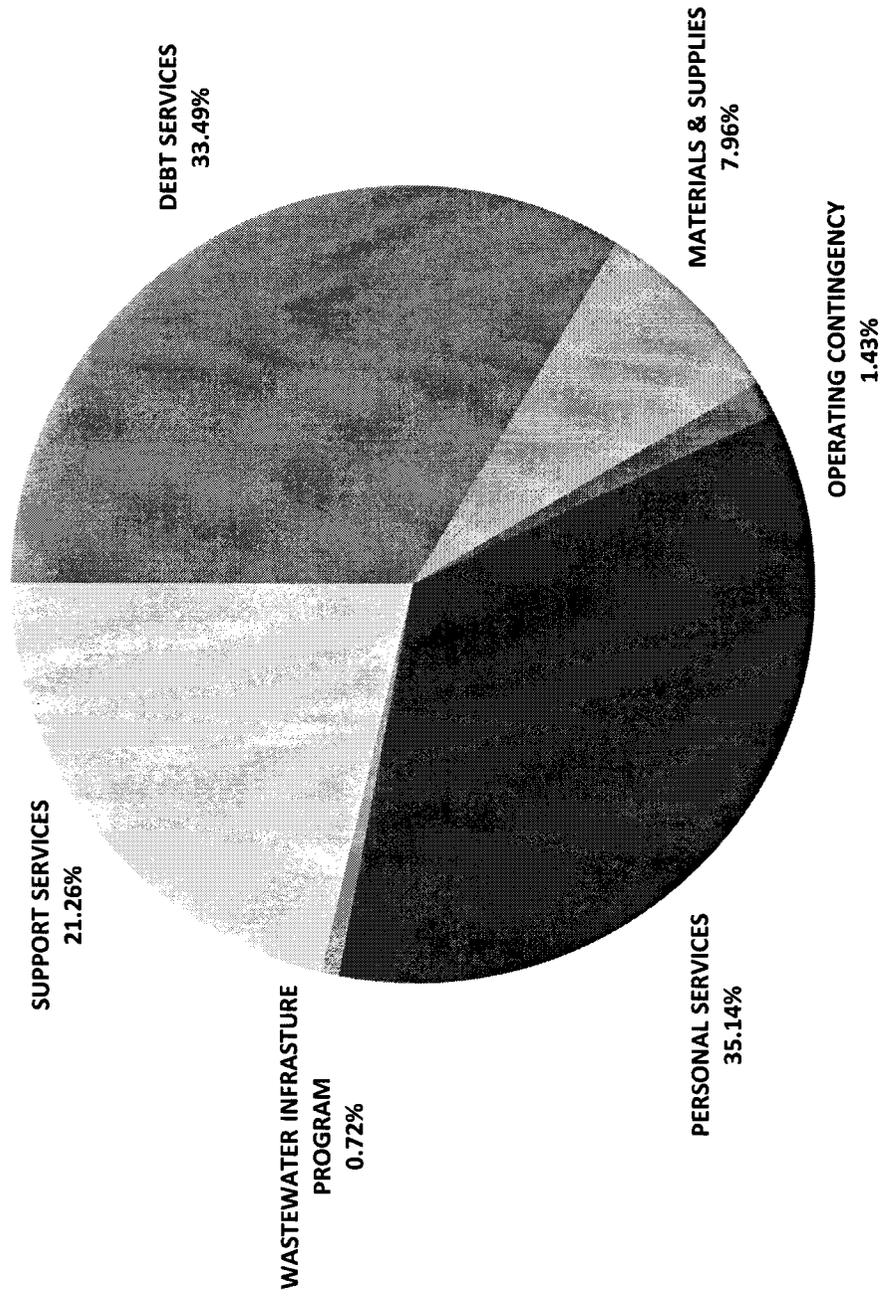
|   |           |
|---|-----------|
| UNRESTRICTED RESERVES                   | 5,014,511 |
| PROJECT CONTINGENCIES (WORKING CAPITAL) | 5,873,318 |

**TOTAL USES** **\$157,425,352**

**ALL FUNDS  
FY 2015 REVENUE PERCENTAGES**



**ALL FUNDS  
FY 2015 EXPENSE PERCENTAGES**



**EMERALD COAST UTILITIES AUTHORITY  
PERSONNEL COMPARISON**

|  | <u>2013<br/>POSITIONS</u> | <u>2014<br/>FUNDED<br/>POSITIONS</u> | <u>2015<br/>FUNDED<br/>POSITIONS</u> |
|--|---------------------------|--------------------------------------|--------------------------------------|
| <b>ADMINISTRATION DEPARTMENT</b>                 |                           |                                      |                                      |
| OFFICE OF THE EXECUTIVE DIRECTOR                 | <u>3</u>                  | <u>3</u>                             | <u>3</u>                             |
| <b>FINANCE DEPARTMENT</b>                        |                           |                                      |                                      |
| ADMINISTRATION                                   | 3                         | 4                                    | 4                                    |
| GENERAL ACCOUNTING                               | 6                         | 7                                    | 7                                    |
| ACCOUNTS RECEIVABLE                              | 15                        | 14                                   | 14                                   |
| PURCHASING & STORES                              | <u>8</u>                  | <u>8</u>                             | <u>8</u>                             |
| FINANCE TOTAL                                    | <u>32</u>                 | <u>33</u>                            | <u>33</u>                            |
| <b>INFORMATION TECHNOLOGY DEPARTMENT</b>         |                           |                                      |                                      |
| ADMINISTRATION                                   | 7                         | 8                                    | 8                                    |
| GIS  | 3                         | 3                                    | 3                                    |
| INFORMATION TECHNOLOGY TOTAL                     | <u>10</u>                 | <u>11</u>                            | <u>11</u>                            |
| <b>HUMAN RESOURCES/ADMIN SERVICES DEPARTMENT</b> |                           |                                      |                                      |
| ADMINISTRATIVE SERVICES                          | 4                         | 3                                    | 3                                    |
| SAFETY & SECURITY                                | 1                         | 1                                    | 1                                    |
| HUMAN RESOURCES                                  | 3                         | 4                                    | 4                                    |
| EMPLOYMENT                                       | <u>4</u>                  | <u>4</u>                             | <u>4</u>                             |
| HUMAN RESOURCES/ADMIN SERVICES TOTAL             | <u>12</u>                 | <u>12</u>                            | <u>12</u>                            |
| <b>ENGINEERING DEPARTMENT</b>                    |                           |                                      |                                      |
| ADMINISTRATION                                   | 17                        | 16                                   | 21                                   |
| INSPECTIONS                                      | 6                         | 6                                    | 6                                    |
| GIS/MAPPING                                      | <u>6</u>                  | <u>6</u>                             |                                      |
| ENGINEERING TOTAL                                | <u>29</u>                 | <u>28</u>                            | <u>27</u>                            |
| <b>SHARED SERVICES</b>                           |                           |                                      |                                      |
| ADMINISTRATION                                   | 3                         | 3                                    | 6 **                                 |
| FIELD SERVICES TOTAL                             | <u>3</u>                  | <u>3</u>                             | <u>6</u>                             |

**EMERALD COAST UTILITIES AUTHORITY  
PERSONNEL COMPARISON**

|  | <u>2013<br/>POSITIONS</u> | <u>2014<br/>FUNDED<br/>POSITIONS</u> | <u>2015<br/>FUNDED<br/>POSITIONS</u> |
|--|---------------------------|--------------------------------------|--------------------------------------|
| <b>CUSTOMER SERVICES</b>                         |                           |                                      |                                      |
| ADMINISTRATION                                   | 6                         | 9                                    | 9                                    |
| OPERATIONS                                       | 27                        | 28                                   | 30 **                                |
| FATS, OIL & GREASE                               | 2                         | 3                                    | 7                                    |
| <b>CUSTOMER SERVICES TOTAL</b>                   | <u>35</u>                 | <u>40</u>                            | <u>46</u>                            |
| <b>REGIONAL SERVICES DEPARTMENT</b>              |                           |                                      |                                      |
| ADMINISTRATION                                   | 4                         | 4                                    | 4                                    |
| REGION 2 (WEST REGION)                           | 18                        | 18                                   | 19                                   |
| REGION 3 (EAST REGION)                           | 25                        | 25                                   | 24                                   |
| REGION 4 (SOUTH REGION)                          | 20                        | 24                                   | 24                                   |
| SEWER MAINTENANCE SERVICES                       | 22                        | 22                                   | 22                                   |
| FIRE HYDRANT INSTALL/MAINT.                      | 7                         | 7                                    | 7                                    |
| PATCH SERVICES                                   | 7                         | 7                                    | 7                                    |
| <b>REGIONAL SERVICES TOTAL</b>                   | <u>103</u>                | <u>107</u>                           | <u>107</u>                           |
| <b>FIELD &amp; CUSTOMER SERVICES GROUP TOTAL</b> | <u>141</u>                | <u>150</u>                           | <u>159</u>                           |
| <b>UTILITY OPERATIONS</b>                        |                           |                                      |                                      |
| ADMINISTRATION                                   | 4                         | 5                                    | 5                                    |
| LIFTSTATIONS                                     | 21                        | 23                                   | 23                                   |
| MAINTENANCE                                      | 2                         | 2                                    | 2                                    |
| OPERATION & MAINT INFO SYSTEMS                   | 2                         | 2                                    | 2                                    |
| I/E PLANTS                                       | 15                        | 15                                   | 15                                   |
| PLANT MAINTENANCE                                | 13                        | 13                                   | 13                                   |
| ODOR CONTROLS                                    | 2                         | 2                                    | 2                                    |
| GENERATOR MAINTENANCE                            | 2                         | 2                                    | 2                                    |
| FACILITIES MAINTENANCE                           | 10                        | 10                                   | 10                                   |
| <b>UTILITY OPERATIONS TOTAL</b>                  | <u>71</u>                 | <u>74</u>                            | <u>74</u>                            |
| <b>WATER PRODUCTION/LIFT STATIONS</b>            |                           |                                      |                                      |
| WATER OPERATIONS                                 | 20                        | 20                                   | 20                                   |
| WELL MECHANICAL MAINTENANCE                      | 7                         | 7                                    | 7                                    |
| COMMUNICATIONS CENTER                            | 10                        | 10                                   | 11                                   |
| QUALITY ASSURANCE & QUALITY CONTROL              | 9                         | 10                                   | 10                                   |
| CROSS CONNECTION CONTROLS                        | 6                         | 5                                    | 5                                    |
| <b>WATER PRODUCTION TOTAL</b>                    | <u>52</u>                 | <u>52</u>                            | <u>53</u>                            |

**EMERALD COAST UTILITIES AUTHORITY  
PERSONNEL COMPARISON**

|   | <u>2013<br/>POSITIONS</u> | <u>2014<br/>FUNDED<br/>POSITIONS</u> | <u>2015<br/>FUNDED<br/>POSITIONS</u> |
|---|---------------------------|--------------------------------------|--------------------------------------|
| <b>WATER RECLAMATION</b>                          |                           |                                      |                                      |
| ADMINISTRATION                                    | 1                         | 1                                    | 1                                    |
| BAYOU MARCUS WRF                                  | 14                        | 14                                   | 14                                   |
| PENSACOLA BEACH WWTP                              | 11                        | 11                                   | 11                                   |
| CENTRAL WRF                                       | 37                        | 37                                   | 37                                   |
| <b>WATER RECLAMATION TOTAL</b>                    | <u>63</u>                 | <u>63</u>                            | <u>63</u>                            |
| <b>UTILITY OPERATIONS GROUP TOTAL</b>             | <u>186</u>                | <u>189</u>                           | <u>190</u>                           |
| <b>UTILITY SERVICES &amp; PLANNING DEPARTMENT</b> |                           |                                      |                                      |
| ADMINISTRATION                                    | 1                         |                                      |                                      |
| PUBLIC INFORMATION                                | 2                         | 1                                    | 1                                    |
| <b>UTILITY SERVICES &amp; PLANNING TOTAL</b>      | <u>3</u>                  | <u>1</u>                             | <u>1</u>                             |
| <b>WASTEWATER INFRASTRUCTURE</b>                  |                           |                                      |                                      |
| ADMINISTRATION                                    |                           | 8                                    | 9                                    |
| <b>WATER &amp; WASTEWATER TOTAL</b>               | <u>416</u>                | <u>435</u>                           | <u>445</u>                           |
| <br><i>** Permanent Part Time Employees</i>       |                           |                                      |                                      |
| <b>SANITATION DEPARTMENT</b>                      |                           |                                      |                                      |
| ADMINISTRATION                                    | 4                         | 2                                    | 2                                    |
| RESIDENTIAL OPERATIONS                            | 36                        | 41                                   | 38                                   |
| GARAGE  | 25                        | 28                                   | 28                                   |
| COMMERCIAL OPERATIONS                             | 8                         | 7                                    | 7                                    |
| YARD TRASH COLLECTION                             | 32                        | 24                                   | 28                                   |
| RECYCLING   | 12                        | 14                                   | 13                                   |
| <b>SANITATION TOTAL</b>                           | <u>117</u>                | <u>116</u>                           | <u>116</u>                           |
| <b>GRAND TOTAL</b>                                | <u><u>533</u></u>         | <u><u>551</u></u>                    | <u><u>561</u></u>                    |

**EMERALD COAST UTILITIES AUTHORITY  
WATER & WASTEWATER SYSTEMS  
APPROVED SOURCES & USES  
FISCAL YEAR 2015**

**SOURCES**

**MONTHLY SERVICE CHARGES :**

|                                      |                   |  |
|--------------------------------------|-------------------|--|
| WATER                                | \$37,360,127      |  |
| WASTEWATER                           | 51,108,425        |  |
| <b>TOTAL MONTHLY SERVICE CHARGES</b> | <b>88,468,552</b> |  |

|                                 |                   |  |
|---------------------------------|-------------------|--|
| CONNECTION CHARGES              | 300,000           |  |
| MISCELLANEOUS                   | 1,500,000         |  |
| SEWER IMPROVEMENT FEE           | 5,887,535         |  |
| <b>TOTAL OPERATING REVENUES</b> | <b>96,156,087</b> |  |

|                       |  |                   |
|-----------------------|--|-------------------|
| INTEREST INCOME       |  | 500,000           |
| IMPACT FEES           |  | 2,342,154         |
| <b>TOTAL REVENUES</b> |  | <b>98,998,241</b> |

**BEGINNING BALANCES :**

|   |  |                   |
|---|--|-------------------|
| UNRESTRICTED RESERVES                   |  | 3,500,000         |
| BOND FUNDS                              |  | 25,000,000        |
| PROJECT CONTINGENCIES (WORKING CAPITAL) |  | 8,416,988         |
|   |  | <b>36,916,988</b> |

|                      |  |                      |
|----------------------|--|----------------------|
| <b>TOTAL SOURCES</b> |  | <b>\$135,915,229</b> |
|----------------------|--|----------------------|

**USES**

|                                      |                   |  |
|--------------------------------------|-------------------|--|
| PERSONAL SERVICES                    | \$31,661,971      |  |
| SUPPORT SERVICES                     | 16,219,743        |  |
| MATERIALS & SUPPLIES                 | 7,722,656         |  |
| SEPTIC TANK ABATEMENT PROGRAM        | 160,000           |  |
| WASTEWATER INFRASTRUCTURE PROGRAM*** | 798,855           |  |
| OPERATING CONTINGENCY                | 1,500,000         |  |
| INDIRECT OVERHEAD ALLOCATION         | (454,320)         |  |
| <b>TOTAL OPERATING EXPENSES</b>      | <b>57,608,905</b> |  |

|                                |  |            |
|--------------------------------|--|------------|
| DEBT SERVICE (PARITY DEBT)     |  | 24,851,034 |
| DEBT SERVICE FOR NEW BORROWING |  | 3,575,000  |
| DEBT SERVICE FOR SRF LOANS     |  | 5,639,473  |

|                                 |                   |  |
|---------------------------------|-------------------|--|
| CIP PROJECTS                    | 3,974,314         |  |
| R & R PROJECTS***               | 4,624,831         |  |
| BOND FUND PROJECTS              | 25,000,000        |  |
| AMR PROGRAM ANNUAL LOAN PAYMENT | 1,268,354         |  |
| <b>TOTAL OTHERS</b>             | <b>34,867,499</b> |  |

|   |  |                  |
|---|--|------------------|
| <b>ENDING BALANCES :</b>                |  |                  |
| UNRESTRICTED RESERVES                   |  | 3,500,000        |
| PROJECT CONTINGENCIES (WORKING CAPITAL) |  | 5,873,318        |
|   |  | <b>9,373,318</b> |

|                   |  |                      |
|-------------------|--|----------------------|
| <b>TOTAL USES</b> |  | <b>\$135,915,229</b> |
|-------------------|--|----------------------|

|                                     |             |
|-------------------------------------|-------------|
| DEBT SERVICE COVERAGE (PARITY DEBT) | <u>1.40</u> |
|-------------------------------------|-------------|

|                                  |             |
|----------------------------------|-------------|
| DEBT SERVICE COVERAGE (ALL DEBT) | <u>1.17</u> |
|----------------------------------|-------------|

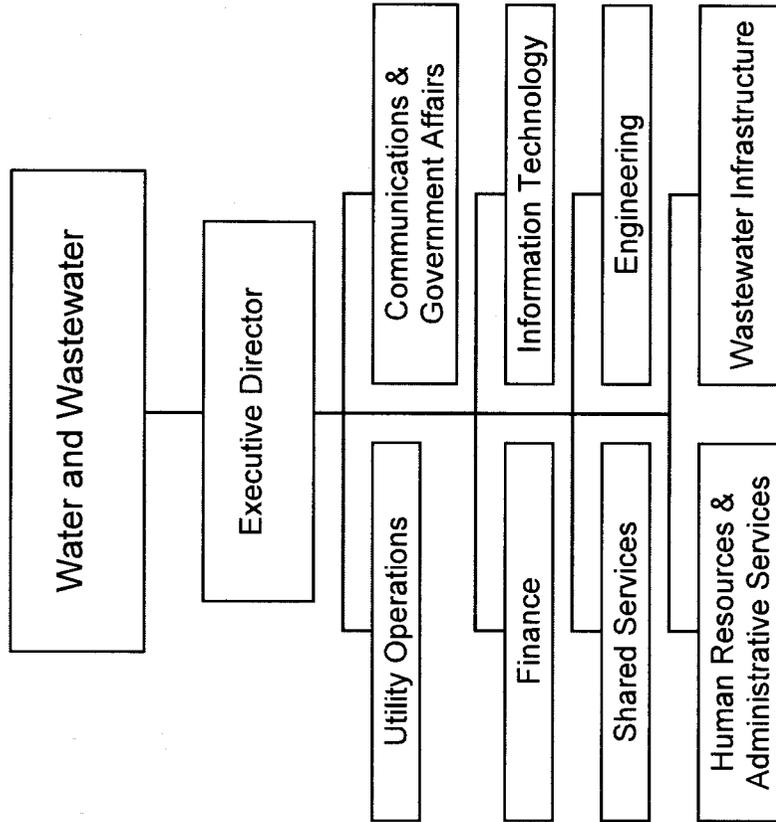
**EMERALD COAST UTILITIES AUTHORITY  
WATER AND WASTEWATER SYSTEMS  
SOURCES AND USES STATEMENTS  
9/30/2011 - 9/30/2015**

| <b>SOURCES OF FUNDS :</b>                | <b>ACTUAL</b>        | <b>ACTUAL</b>        | <b>ACTUAL</b>         | <b>PROJECTED</b>     | <b>APPROVED</b>      |
|--|----------------------|----------------------|-----------------------|----------------------|----------------------|
| <b><u>BEGINNING BALANCES:</u></b>        | <b>FY 2011</b>       | <b>FY 2012</b>       | <b>FY 2013</b>        | <b>FY 2014</b>       | <b>FY 2015</b>       |
| Unrestricted Reserves                    | \$ 3,500,000         | \$ 3,500,000         | \$ 3,500,000          | \$ 3,500,000         | \$ 3,500,000         |
| Project Contingencies                    | 5,536,346            | 12,642,847           | 11,417,737            | 7,146,134            | 8,416,988            |
| <b>Total Beginning Balance</b>           | <b>9,036,346</b>     | <b>16,142,847</b>    | <b>14,917,737</b>     | <b>10,646,134</b>    | <b>11,916,988</b>    |
| <b><u>OPERATING REVENUES:</u></b>        |                      |                      |                       |                      |                      |
| Water                                    | 34,458,119           | 34,392,211           | 35,602,257            | 36,091,511           | 37,360,127           |
| Wastewater                               | 41,334,031           | 43,134,578           | 46,813,391            | 49,372,965           | 51,108,425           |
| Connection Charges                       | 262,858              | 310,407              | 746,208               | 300,000              | 300,000              |
| Miscellaneous Revenues                   | 4,361,735            | 2,178,730            | 1,899,560             | 1,496,000            | 1,500,000            |
| Sewer Improvement Fee                    | 5,891,646            | 5,894,574            | 5,878,031             | 5,890,000            | 5,887,535            |
| <b>Total Operating Income</b>            | <b>86,308,389</b>    | <b>85,910,500</b>    | <b>90,939,447</b>     | <b>93,150,475</b>    | <b>96,156,087</b>    |
| <b><u>OTHER INCOME/SOURCES:</u></b>      |                      |                      |                       |                      |                      |
| Interest Income                          | 807,371              | 562,073              | 444,414               | 500,000              | 500,000              |
| Impact Fees                              | 1,685,202            | 2,294,813            | 2,331,649             | 2,400,000            | 2,342,154            |
| MTBE Settlement Funds                    | 412,746              | 112                  | 0                     | 0                    | 0                    |
| Bond Funds                               | 30,476,064           | 25,180,213           | 20,000,000            | 20,422,000           | 25,000,000           |
| <b>Total Other</b>                       | <b>33,381,383</b>    | <b>28,037,211</b>    | <b>22,776,063</b>     | <b>23,322,000</b>    | <b>27,842,154</b>    |
| <b>TOTAL SOURCES</b>                     | <b>\$128,726,118</b> | <b>\$130,090,558</b> | <b>\$ 128,633,247</b> | <b>\$127,118,609</b> | <b>\$135,915,229</b> |
| <b>USES OF FUNDS :</b>                   |                      |                      |                       |                      |                      |
| <b><u>OPERATING EXPENSES:</u></b>        |                      |                      |                       |                      |                      |
| Personal Services                        | \$ 28,164,550        | \$ 27,483,457        | 29,153,528            | \$ 30,496,563        | 31,661,971           |
| Support Services                         | 14,751,775           | 15,347,480           | 15,049,563            | 16,363,905           | 16,219,743           |
| Materials & Supplies                     | 5,443,253            | 5,136,861            | 6,796,402             | 7,157,842            | 7,722,656            |
| Wastewater Infrastructure                | 0                    | 0                    | 0                     | 750,000              | 798,855              |
| Septic Tank Abatement Progra             | 130,000              | 160,000              | 160,000               | 160,000              | 160,000              |
| Capital Outlay                           | 0                    | 136,324              | 252,260               | 0                    | 0                    |
| Operating Contingency                    | 0                    | 0                    | 0                     | 0                    | 1,500,000            |
| Indirect Overhead Allocation             | (273,084)            | (443,253)            | (454,320)             | (454,320)            | (454,320)            |
| <b>Total Operating Expenses</b>          | <b>48,216,494</b>    | <b>47,820,869</b>    | <b>50,957,433</b>     | <b>54,473,990</b>    | <b>57,608,905</b>    |
| <b><u>CAPITAL IMPROVEMENTS/DEBT:</u></b> |                      |                      |                       |                      |                      |
| CIP Projects                             | 881,122              | 6,714,632            | 6,709,752             | 6,250,000            | 3,974,314            |
| R & R Projects                           | 3,814,936            | 3,162,402            | 8,411,900             | 2,496,117            | 4,624,831            |
| AMR Annual Loan Payment                  | 1,163,355            | 1,163,355            | 1,163,355             | 1,163,354            | 1,268,354            |
| Bond Fund Projects                       | 30,476,064           | 25,180,213           | 20,000,000            | 20,422,000           | 25,000,000           |
| Debt Service Payments                    | 28,031,300           | 26,491,902           | 25,048,648            | 24,698,038           | 24,851,034           |
| SRF Loan Payments                        | 0                    | 4,639,448            | 5,696,025             | 5,698,122            | 5,639,473            |
| New Debt Service                         | 0                    | 0                    | 0                     | 0                    | 3,575,000            |
| <b>Total Other</b>                       | <b>64,366,777</b>    | <b>67,351,952</b>    | <b>67,029,680</b>     | <b>60,727,631</b>    | <b>68,933,006</b>    |
| <b>Total Operating and Other</b>         | <b>112,583,271</b>   | <b>115,172,821</b>   | <b>117,987,113</b>    | <b>115,201,621</b>   | <b>126,541,911</b>   |
| <b><u>ENDING BALANCES:</u></b>           |                      |                      |                       |                      |                      |
| Unrestricted Reserves                    | 3,500,000            | 3,500,000            | 3,500,000             | 3,500,000            | 3,500,000            |
| Project Contingencies                    | 12,642,847           | 11,417,737           | 7,146,134             | 8,416,988            | 5,873,318            |
| <b>TOTAL USES</b>                        | <b>\$128,726,118</b> | <b>\$130,090,558</b> | <b>\$ 128,633,247</b> | <b>\$127,118,609</b> | <b>\$135,915,229</b> |



# EMERALD COAST UTILITIES AUTHORITY

## Water and Wastewater



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

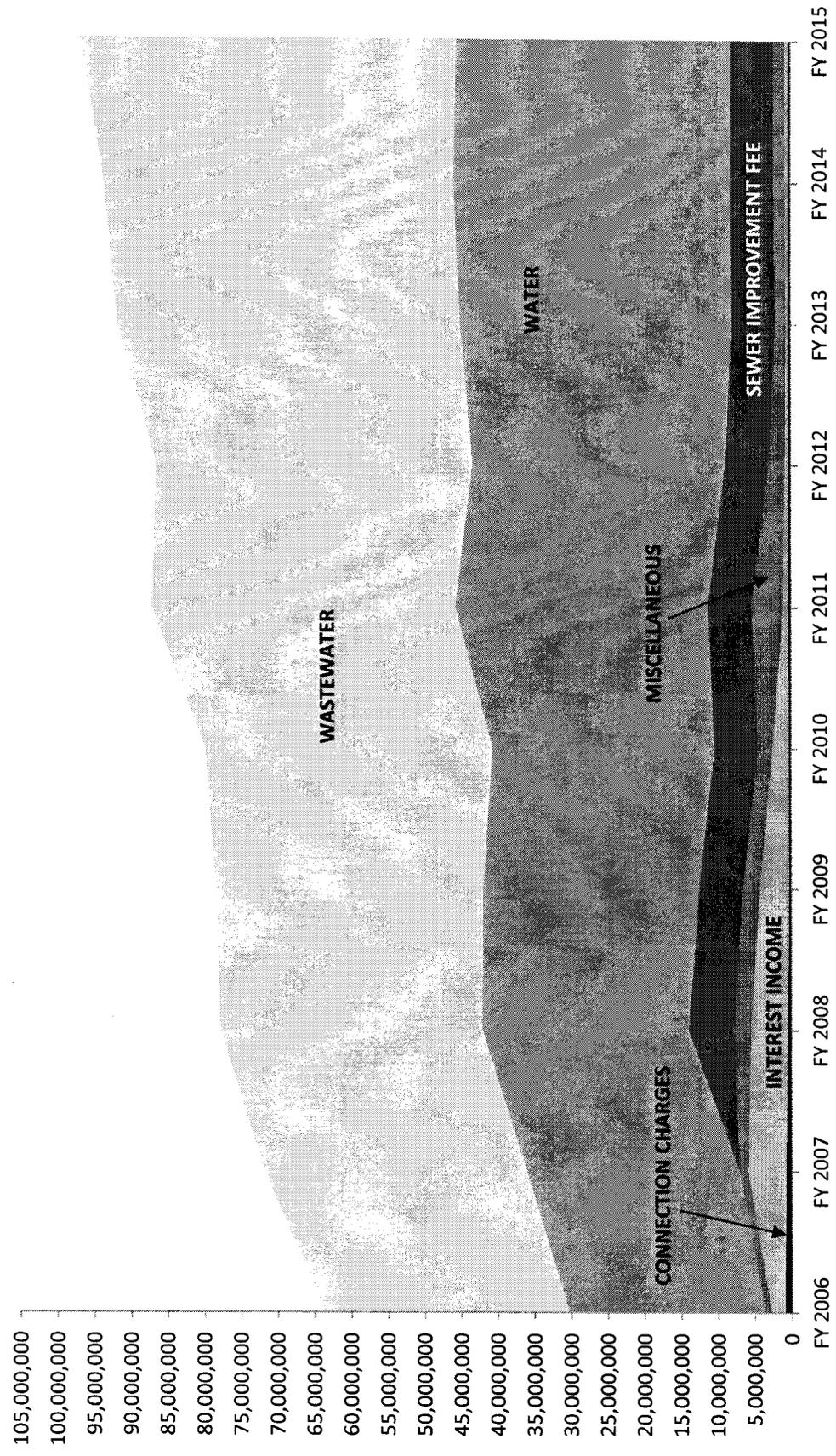
|                              | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------|----------------|------------------|------------------|
| <b>WATER AND WASTEWATER</b>  |                |                  |                  |
| <b>ELEMENT</b>               |                |                  |                  |
| 11 EXECUTIVE SALARIES        | 192,570        | 199,811          | 197,685          |
| 12 REGULAR SALARIES          | 18,800,216     | 20,203,179       | 20,525,184       |
| 13 OTHER SALARIES            | 17,270         | 33,604           | 43,701           |
| 14 OVERTIME                  | 1,502,112      | 1,397,007        | 1,470,122        |
| 21 FICA MATCHING             | 1,490,460      | 1,576,102        | 1,616,181        |
| 22 RETIREMENT                | 1,307,163      | 1,870,664        | 2,002,723        |
| 23 INSURANCE                 | 4,412,554      | 4,493,811        | 4,693,875        |
| 24 WORKERS COMPENSATION      | 766,653        | 766,500          | 756,500          |
| 25 UNEMPLOYMENT COMP         | 36,984         | 75,000           | 75,000           |
| 26 OTHER                     | 366,532        | 806,000          | 781,000          |
|                              |                |                  |                  |
| 31 PROFESSIONAL SERVICES     | 595,406        | 584,700          | 570,700          |
| 32 ACCOUNTING/AUDITING       | 66,750         | 75,000           | 75,000           |
| 34 OTHER CONTRACTUAL SVC     | 2,029,703      | 1,645,745        | 1,739,800        |
| 40 TRAVEL                    | 42,552         | 88,460           | 98,495           |
| 41 COMMUNICATIONS            | 152,154        | 176,710          | 229,690          |
| 43 UTILITIES                 | 6,326,885      | 7,637,272        | 7,184,946        |
| 44 RENTALS & LEASES          | 119,273        | 128,721          | 153,893          |
| 45 INSURANCE                 | 1,190,689      | 1,183,239        | 1,197,239        |
| 46 REPAIRS & MAINTENANCE     | 3,817,101      | 3,920,319        | 4,726,980        |
| 48 PROMOTIONAL               | 74,582         | 116,000          | 209,000          |
| 49 OTHER CURRENT CHARGES     | 794,468        | 1,052,700        | 992,855          |
|                              |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)  | 560,064        | 620,280          | 616,480          |
| 47 PRINTING                  | 53,898         | 68,180           | 70,832           |
| 51 OFFICE SUPPLIES           | 88,312         | 98,850           | 96,850           |
| 52 OPERATING SUPPLIES        | 5,970,826      | 6,287,278        | 6,547,202        |
| 53 ROAD MATERIALS & SUPPLIES | 65,587         | 81,000           | 81,000           |
| 54 SUBSCR/MEMBERSHIPS        | 57,683         | 73,225           | 78,560           |
|                              |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS      | 10,756         | -                | -                |
| 64 MACHINERY & EQUIPMENT     | 275,220        | 520,000          | 231,732          |
|                              |                |                  |                  |
| TOTAL                        | 51,184,423     | 55,779,357       | 57,063,225       |
|                              | =====          | =====            | =====            |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |            |            |            |
|----------------------|------------|------------|------------|
| PERSONAL SERVICES    | 28,892,514 | 31,421,678 | 32,161,971 |
| SUPPORT SERVICES     | 15,209,563 | 16,608,866 | 17,178,598 |
| MATERIALS & SUPPLIES | 6,796,370  | 7,228,813  | 7,490,924  |
| CAPITAL OUTLAY       | 285,976    | 520,000    | 231,732    |
|                      |            |            |            |
| TOTAL                | 51,184,423 | 55,779,357 | 57,063,225 |
|                      | =====      | =====      | =====      |

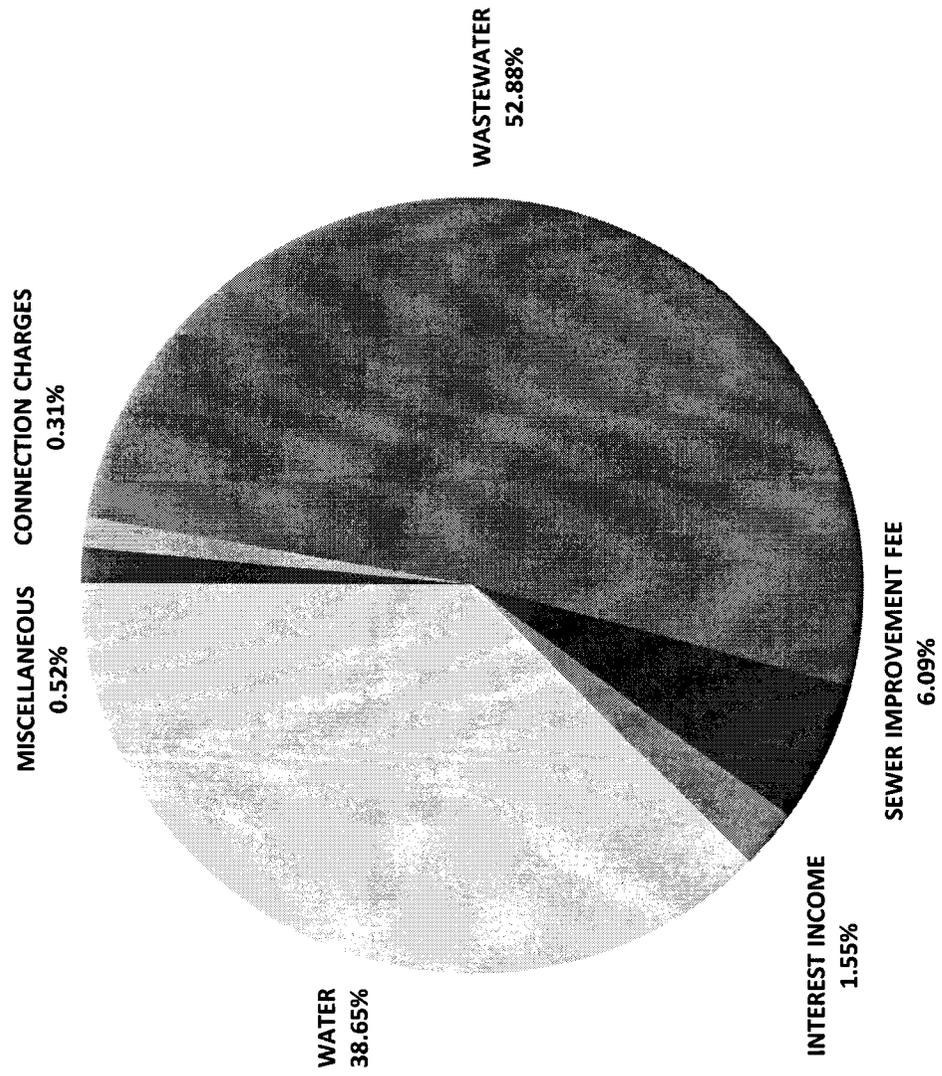
# REVENUES

**WATER & WASTEWATER SYSTEMS  
REVENUE TRENDS  
FY 2006 - 2015**



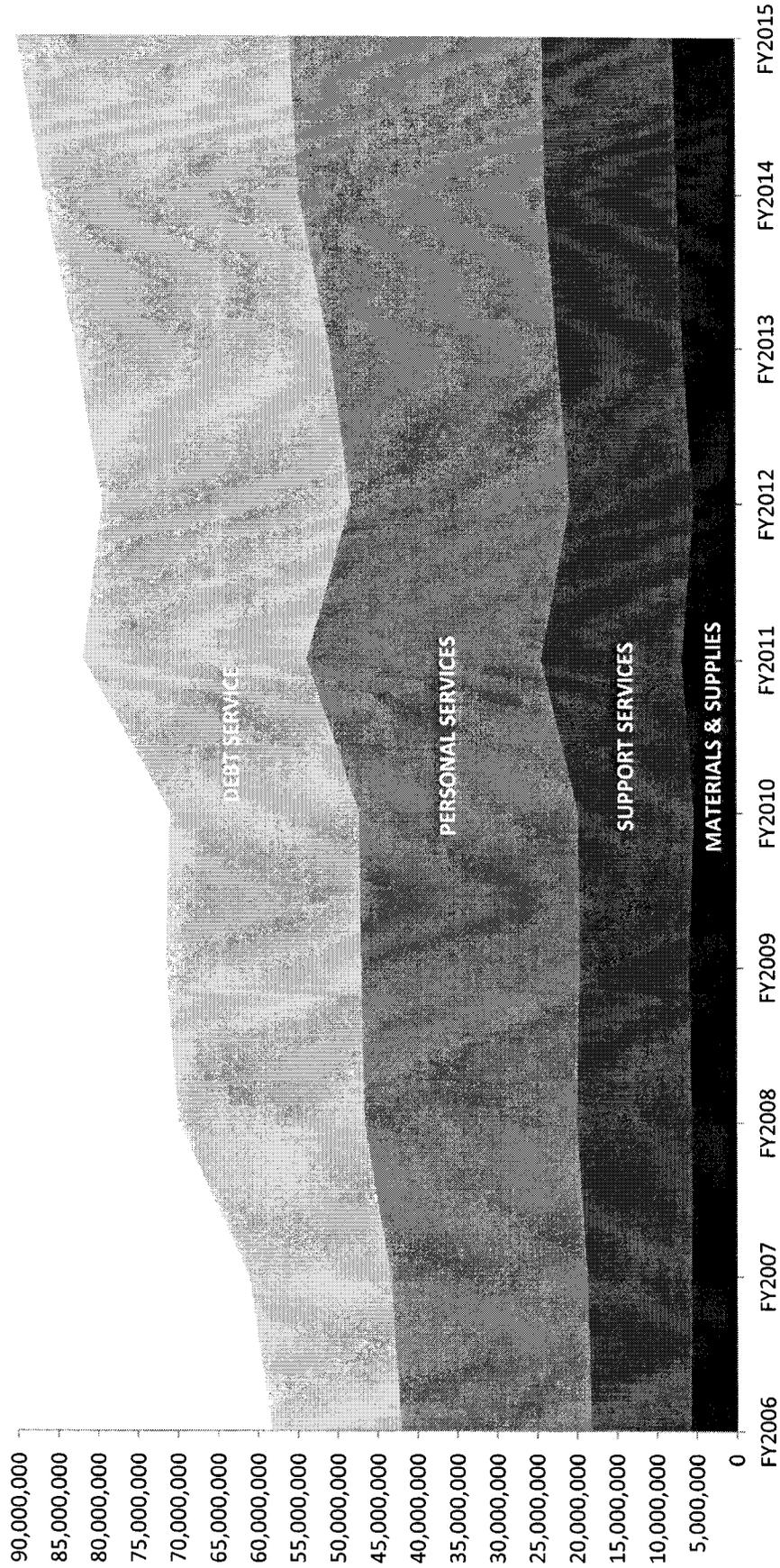
**D O L L A R S**

**WATER & WASTEWATER SYSTEMS  
FY 2015 REVENUE PERCENTAGES**



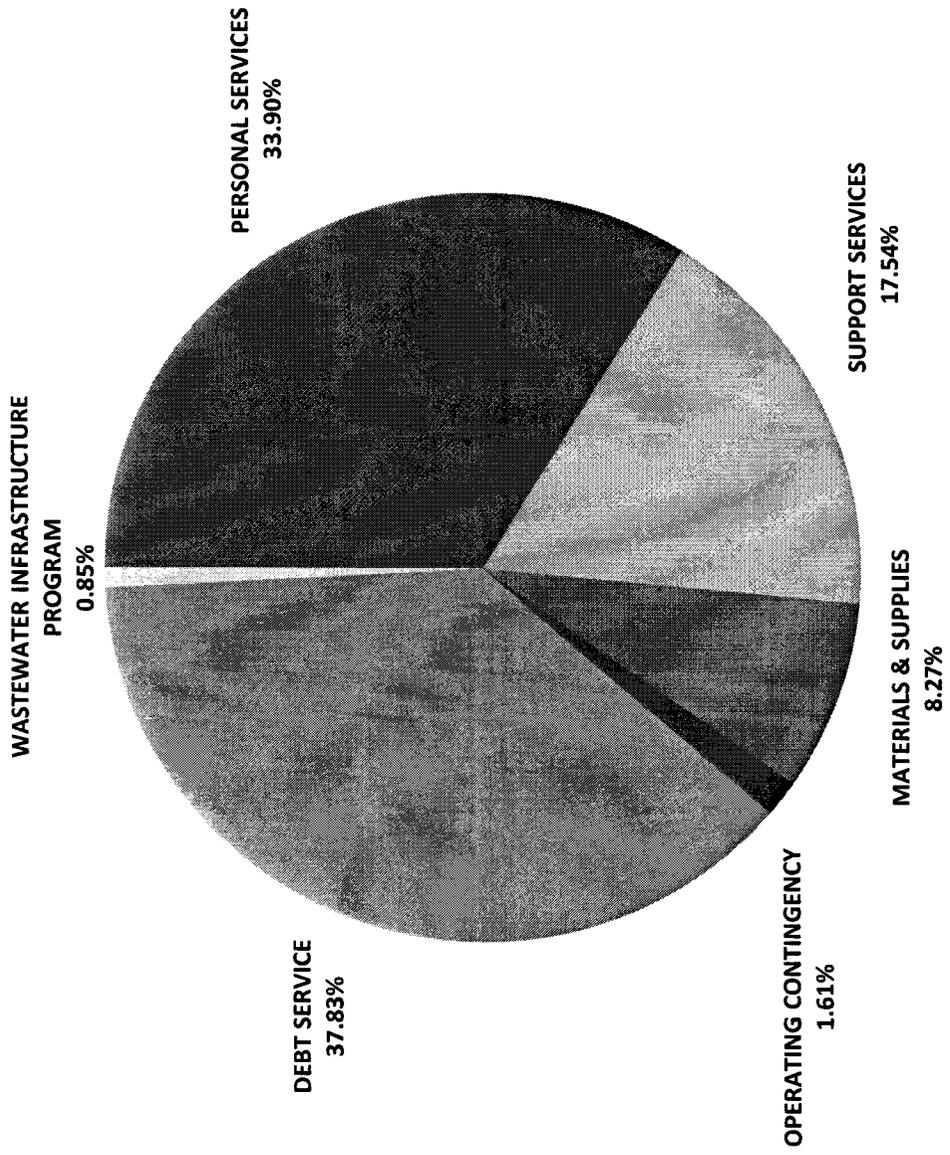
# **EXPENSES**

**WATER & WASTEWATER SYSTEMS  
OPERATING BUDGET TRENDS  
FY 2006 - FY 2015**

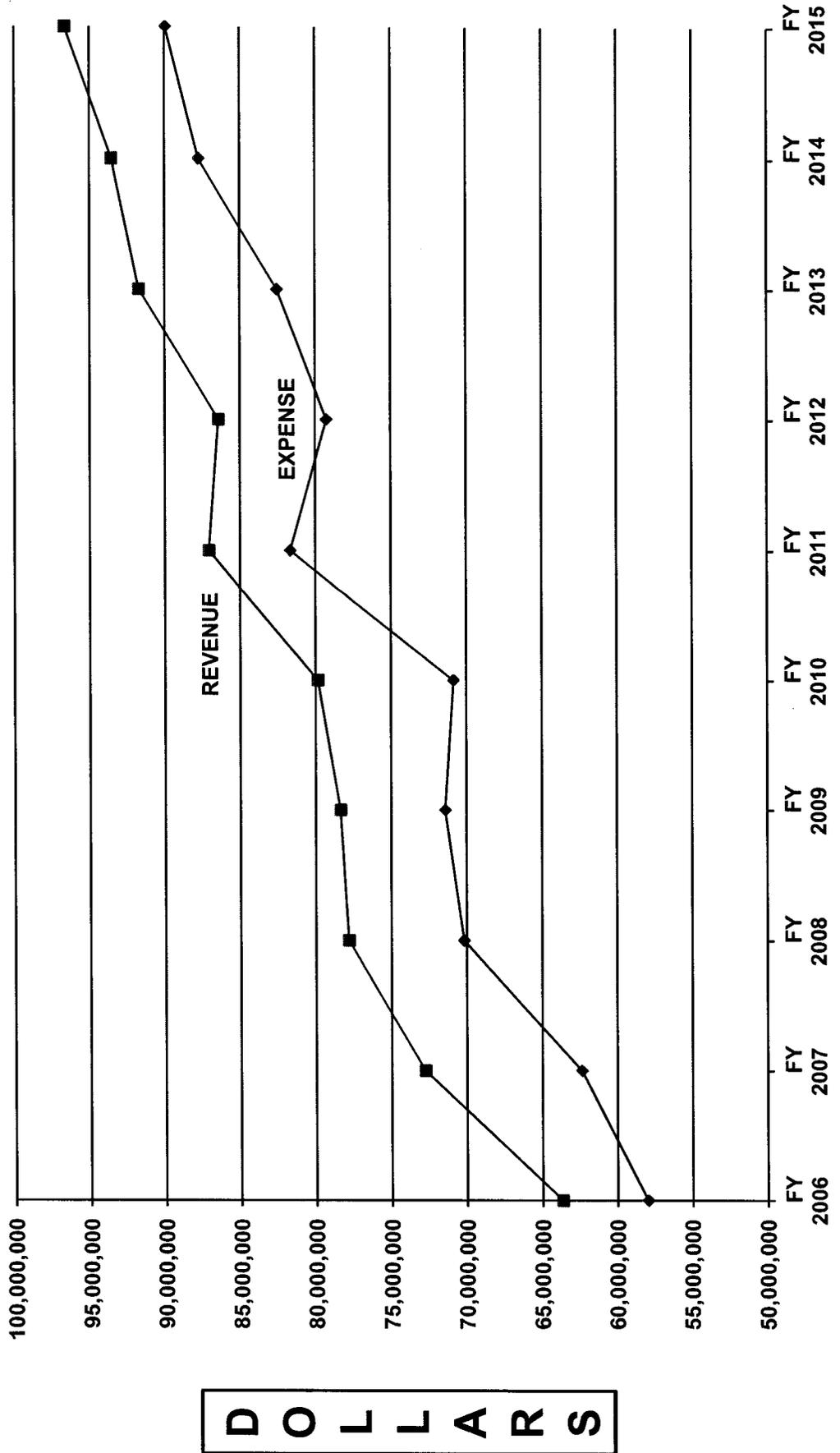


**D O L L A R S**

**WATER & WASTEWATER SYSTEMS  
FY 2015 EXPENSE PERCENTAGES**



**WATER & WASTEWATER SYSTEMS  
REVENUE VS EXPENSE TRENDS  
EXCLUSIVE OF CIP**



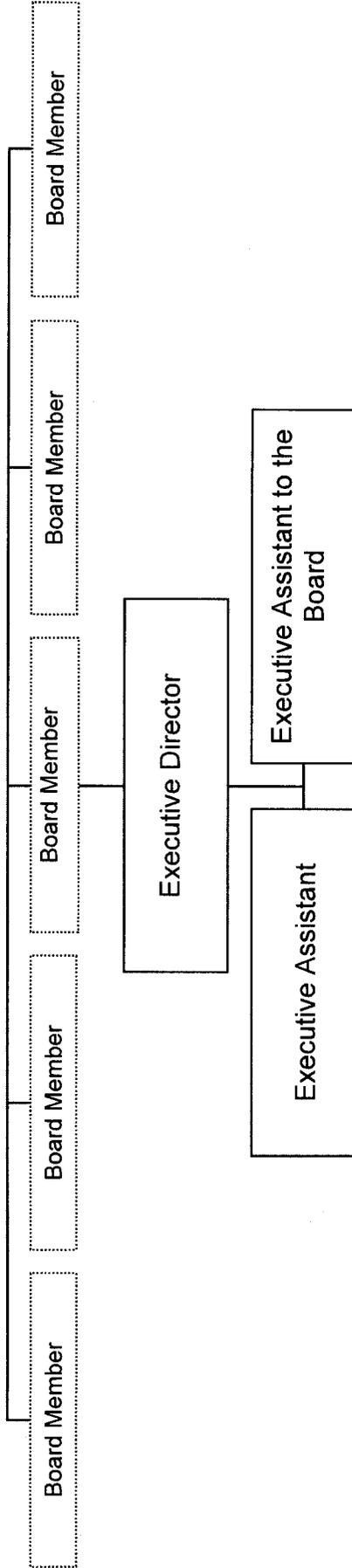
**D O L L A R S**

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                                    | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------------|----------------|------------------|------------------|
| BOARD MEMBERS                      |                |                  |                  |
| ELEMENT                            |                |                  |                  |
| 11 EXECUTIVE SALARIES              | 192,570        | 199,811          | 197,685          |
| 12 REGULAR SALARIES                | -              | -                | -                |
| 13 OTHER SALARIES                  | -              | -                | -                |
| 14 OVERTIME                        | -              | -                | -                |
| 21 FICA MATCHING                   | 13,983         | 14,446           | 14,396           |
| 22 RETIREMENT                      | 23,212         | 43,230           | 54,116           |
| 23 INSURANCE                       | 56,846         | 59,693           | 47,955           |
| 24 WORKERS COMPENSATION            | -              | -                | -                |
| 25 UNEMPLOYMENT COMP               | -              | -                | -                |
| 26 OTHER                           | -              | -                | -                |
|                                    |                |                  |                  |
| 31 PROFESSIONAL SERVICES           | 2,625          | 6,000            | 6,000            |
| 32 ACCOUNTING/AUDITING             | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC           | -              | -                | -                |
| 40 TRAVEL                          | 672            | 2,000            | 2,000            |
| 41 COMMUNICATIONS                  | -              | -                | -                |
| 43 UTILITIES                       | -              | -                | -                |
| 44 RENTALS & LEASES                | -              | -                | -                |
| 45 INSURANCE                       | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE           | -              | -                | -                |
| 48 PROMOTIONAL                     | -              | -                | -                |
| 49 OTHER CURRENT CHARGES           | -              | 1,000            | 1,000            |
|                                    |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)        | -              | -                | -                |
| 47 PRINTING                        | -              | -                | -                |
| 51 OFFICE SUPPLIES                 | -              | -                | -                |
| 52 OPERATING SUPPLIES              | -              | -                | -                |
| 53 ROAD MATERIALS & SUPPLIES       | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS              | -              | 200              | 200              |
|                                    |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS            | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT           | -              | -                | -                |
|                                    |                |                  |                  |
| TOTAL                              | 289,908        | 326,380          | 323,352          |
|                                    | =====          | =====            | =====            |
| DEPARTMENTAL EXPENDITURE SUMMARIES |                |                  |                  |
|                                    |                |                  |                  |
| PERSONAL SERVICES                  | 286,611        | 317,180          | 314,152          |
| SUPPORT SERVICES                   | 3,297          | 9,000            | 9,000            |
| MATERIALS & SUPPLIES               | -              | 200              | 200              |
| CAPITAL OUTLAY                     | -              | -                | -                |
|                                    |                |                  |                  |
| TOTAL                              | 289,908        | 326,380          | 323,352          |
|                                    | =====          | =====            | =====            |



# EMERALD COAST UTILITIES AUTHORITY ADMINISTRATION



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                                    | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------------|----------------|------------------|------------------|
| OFFICE OF THE EXECUTIVE DIRECTOR   |                |                  |                  |
| ELEMENT                            |                |                  |                  |
| 11 EXECUTIVE SALARIES              | -              | -                | -                |
| 12 REGULAR SALARIES                | 307,704        | 312,108          | 316,560          |
| 13 OTHER SALARIES                  | -              | -                | -                |
| 14 OVERTIME                        | -              | -                | -                |
| 21 FICA MATCHING                   | 18,408         | 18,357           | 19,195           |
| 22 RETIREMENT                      | 24,341         | 41,763           | 48,576           |
| 23 INSURANCE                       | 25,017         | 25,120           | 17,993           |
| 24 WORKERS COMPENSATION            | -              | -                | -                |
| 25 UNEMPLOYMENT COMP               | -              | -                | -                |
| 26 OTHER                           | -              | -                | -                |
|                                    |                |                  |                  |
| 31 PROFESSIONAL SERVICES           | 373,438        | 270,000          | 260,000          |
| 32 ACCOUNTING/AUDITING             | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC           | -              | -                | -                |
| 40 TRAVEL                          | 761            | 1,500            | 1,500            |
| 41 COMMUNICATIONS                  | -              | -                | -                |
| 43 UTILITIES                       | -              | -                | -                |
| 44 RENTALS & LEASES                | 6,981          | 7,500            | 4,000            |
| 45 INSURANCE                       | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE           | 318            | 1,500            | 1,500            |
| 48 PROMOTIONAL                     | 12,225         | 12,000           | 12,000           |
| 49 OTHER CURRENT CHARGES           | 12,502         | 3,750            | 6,000            |
|                                    |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)        | -              | 150              | -                |
| 47 PRINTING                        | -              | 100              | -                |
| 51 OFFICE SUPPLIES                 | 3,308          | 3,000            | 3,000            |
| 52 OPERATING SUPPLIES              | 2,432          | 1,700            | 1,750            |
| 53 ROAD MATERIALS & SUPPLIES       | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS              | 21,018         | 25,000           | 27,500           |
|                                    |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS            | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT           | 1,351          | -                | -                |
|                                    |                |                  |                  |
| TOTAL                              | 809,804        | 723,548          | 719,574          |
| DEPARTMENTAL EXPENDITURE SUMMARIES |                |                  |                  |
| PERSONAL SERVICES                  | 375,470        | 397,348          | 402,324          |
| SUPPORT SERVICES                   | 406,225        | 296,250          | 285,000          |
| MATERIALS & SUPPLIES               | 26,758         | 29,950           | 32,250           |
| CAPITAL OUTLAY                     | 1,351          | -                | -                |
|                                    |                |                  |                  |
| TOTAL                              | 809,804        | 723,548          | 719,574          |

# **EMERALD COAST UTILITIES AUTHORITY**

## **GOALS AND WORK PLAN**

### **DEPARTMENT:**

Administration

### **ACTIVITY DESCRIPTION:**

This department is responsible for recommending policy and programs to the Board and providing accurate information in support of the ECUA Board and its committees. The department manages, coordinates and directs the activities of all other departments to assure execution of Board directives and policies. Responsibilities also include monitoring and coordinating intergovernmental activities and management of the administrative and 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, and sanitation services to ECUA customers. Also, to foster public confidence and trust in the ECUA, its services, products, and employees.

### **OBJECTIVES:**

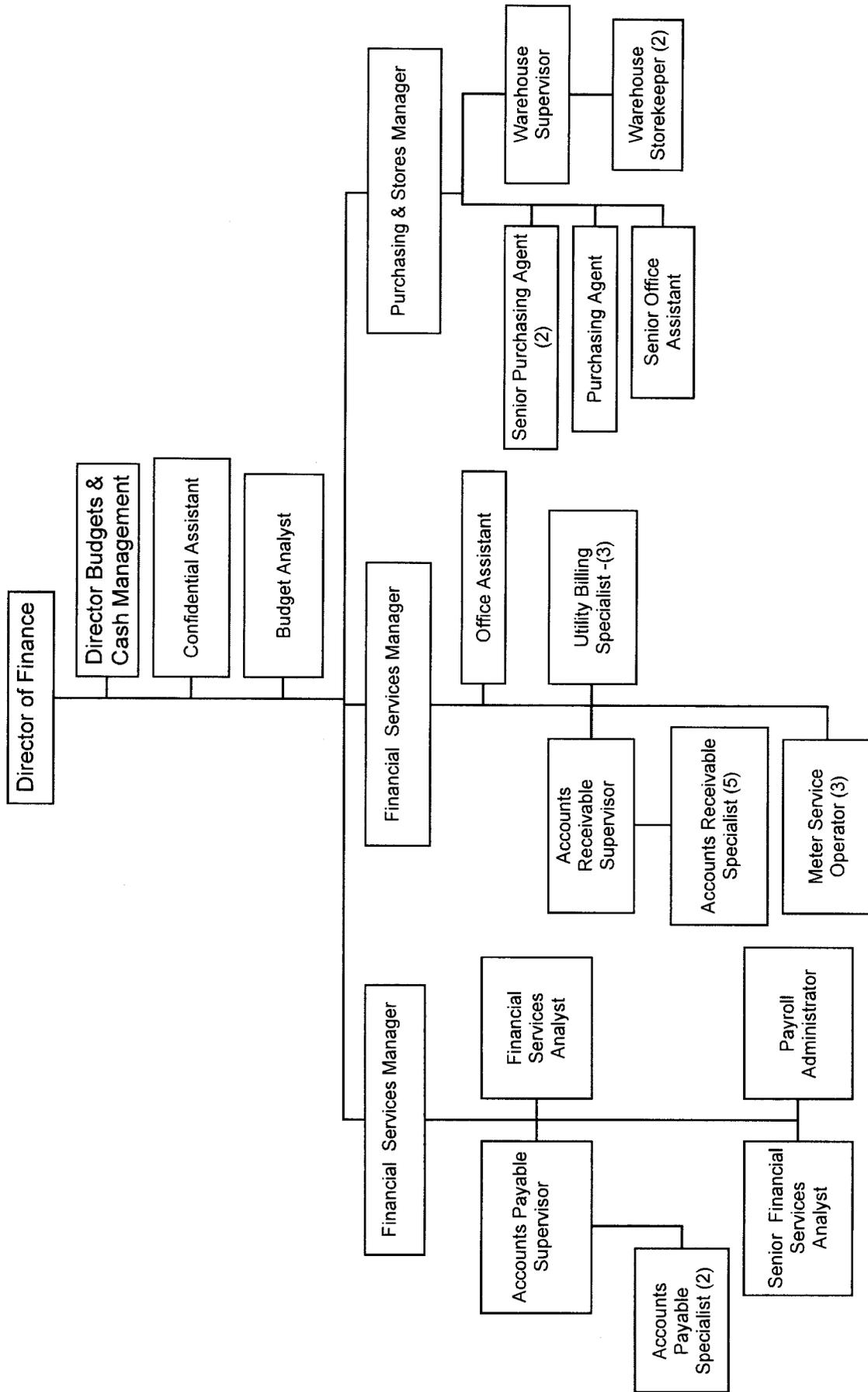
1. To provide the ECUA Board with timely and accurate information, and coordinate staff activities consistent with Board policies.
2. To recommend policy consistent with sound operational, fiscal and environmental objectives and maintain current policies and resolutions.
3. To promote a positive public 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.

### **2015 TARGETED ACCOMPLISHMENTS:**

1. Monitor and direct the efficient provision of utility services to customers.
2. Effectively administer the ECUA's Capital Improvements Program and Operating Budget.
3. Monitor and assess the status of prior year goals and objectives of each department.



# EMERALD COAST UTILITIES AUTHORITY FINANCE



Positions: 33

10-01-2014

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                              | ACTUAL      | APPROVED    | APPROVED    |
|------------------------------|-------------|-------------|-------------|
|                              | <u>2013</u> | <u>2014</u> | <u>2015</u> |
| <b>FINANCE DEPARTMENT</b>    |             |             |             |
| <b>ELEMENT</b>               |             |             |             |
| 11 EXECUTIVE SALARIES        | -           | -           | -           |
| 12 REGULAR SALARIES          | 1,448,681   | 1,523,897   | 1,559,733   |
| 13 OTHER SALARIES            | 12,530      | 16,204      | 26,301      |
| 14 OVERTIME                  | 8,872       | 4,650       | 4,650       |
| 21 FICA MATCHING             | 107,561     | 112,829     | 115,590     |
| 22 RETIREMENT                | 93,183      | 130,832     | 145,959     |
| 23 INSURANCE                 | 313,296     | 325,518     | 307,963     |
| 24 WORKERS COMPENSATION      | -           | -           | -           |
| 24 UNEMPLOYMENT COMP         | -           | -           | -           |
| 26 OTHER                     | -           | -           | -           |
| 31 PROFESSIONAL SERVICES     | -           | -           | -           |
| 32 ACCOUNTING/AUDITING       | 66,750      | 75,000      | 75,000      |
| 34 OTHER CONTRACTUAL SVC     | 141,292     | 165,820     | 148,700     |
| 40 TRAVEL                    | 2,828       | 5,485       | 6,220       |
| 41 COMMUNICATIONS            | -           | -           | -           |
| 43 UTILITIES                 | -           | -           | -           |
| 44 RENTALS & LEASES          | -           | -           | -           |
| 45 INSURANCE                 | -           | -           | -           |
| 46 REPAIRS & MAINTENANCE     | 30,691      | 42,520      | 42,520      |
| 48 PROMOTIONAL               | -           | -           | -           |
| 49 OTHER CURRENT CHARGES     | 22,761      | 17,550      | 11,600      |
| 42 TRANSPORTATION (POSTAGE)  | 537,989     | 592,100     | 588,000     |
| 47 PRINTING                  | 3,717       | 6,780       | 7,612       |
| 51 OFFICE SUPPLIES           | 13,375      | 13,550      | 13,550      |
| 52 OPERATING SUPPLIES        | 20,516      | 20,240      | 20,500      |
| 53 ROAD MATERIALS & SUPPLIES | -           | -           | -           |
| 54 SUBSCR/MEMBERSHIPS        | 1,868       | 2,035       | 3,220       |
| 63 CAPITAL IMPROVEMENTS      | -           | -           | -           |
| 64 MACHINERY & EQUIPMENT     | 17,745      | -           | -           |
| TOTAL                        | 2,843,655   | 3,055,010   | 3,077,118   |
|                              | =====       | =====       | =====       |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |           |           |           |
|----------------------|-----------|-----------|-----------|
| PERSONAL SERVICES    | 1,984,123 | 2,113,930 | 2,160,196 |
| SUPPORT SERVICES     | 264,322   | 306,375   | 284,040   |
| MATERIALS & SUPPLIES | 577,465   | 634,705   | 632,882   |
| CAPITAL OUTLAY       | 17,745    | -         | -         |
| TOTAL                | 2,843,655 | 3,055,010 | 3,077,118 |
|                      | =====     | =====     | =====     |

# **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:**

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.

### **OBJECTIVES:**

1. Continue working to develop a comprehensive policy and procedures manual for the Finance Department.
2. Monitor changes in relevant governmental accounting rules and regulations to enhance adherence and provide financial management assistance to the Executive Director and other departments.
3. Conduct research, fiscal policy analysis for special projects, and management reviews as requested by the Executive Director.
4. Provide timely and professional procurement services to secure requested supplies, services and commodities at a specified level of quality and at the lowest possible cost, through open and fair competition.

### **2015 TARGETED ACCOMPLISHMENTS:**

1. Review all purchasing activity for compliance with Purchasing Policy and applicable state laws.
2. Provide accounts payable assistance to vendors and staff.
3. Administer the ECUA property control program: maintain property control records, perform and reconcile property inventory, and provide technical assistance to property custodians within each department.
4. Continue to employ effective cash flow management to plan the timing of major cash expenditures.
5. Develop training plans to cross-train staff consistent with department objectives.

EMERALD COAST UTILITIES AUTHORITY BUDGET

FUND 401

|                              | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------|----------------|------------------|------------------|
| FINANCE/ADMINISTRATION       |                |                  |                  |
| ELEMENT                      |                |                  |                  |
| 11 EXECUTIVE SALARIES        | -              | -                | -                |
| 12 REGULAR SALARIES          | 271,417        | 316,214          | 330,170          |
| 13 OTHER SALARIES            | -              | -                | -                |
| 14 OVERTIME                  | -              | 250              | 250              |
| 21 FICA MATCHING             | 20,258         | 23,391           | 23,334           |
| 22 RETIREMENT                | 21,821         | 39,516           | 47,279           |
| 23 INSURANCE                 | 33,129         | 33,797           | 40,866           |
| 24 WORKERS COMPENSATION      | -              | -                | -                |
| 25 UNEMPLOYMENT COMP         | -              | -                | -                |
| 26 OTHER                     | -              | -                | -                |
| 31 PROFESSIONAL SERVICES     | -              | -                | -                |
| 32 ACCOUNTING/AUDITING       | 66,750         | 75,000           | 75,000           |
| 34 OTHER CONTRACTUAL SVC     | 3,879          | 5,000            | 5,000            |
| 40 TRAVEL                    | 1,255          | 2,465            | 3,100            |
| 41 COMMUNICATIONS            | -              | -                | -                |
| 43 UTILITIES                 | -              | -                | -                |
| 44 RENTALS & LEASES          | -              | -                | -                |
| 45 INSURANCE                 | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE     | -              | 300              | 300              |
| 48 PROMOTIONAL               | -              | -                | -                |
| 49 OTHER CURRENT CHARGES     | 1,045          | 1,750            | 1,800            |
| 42 TRANSPORTATION (POSTAGE)  | -              | -                | -                |
| 47 PRINTING                  | 209            | 2,000            | 2,000            |
| 51 OFFICE SUPPLIES           | 4,468          | 4,000            | 4,000            |
| 52 OPERATING SUPPLIES        | -              | -                | -                |
| 53 ROAD MATERIALS & SUPPLIES | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS        | 1,591          | 1,000            | 1,285            |
| 63 CAPITAL IMPROVEMENTS      | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT     | 2,281          | -                | -                |
| TOTAL                        | 428,103        | 504,683          | 534,384          |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |         |         |         |
|----------------------|---------|---------|---------|
| PERSONAL SERVICES    | 346,625 | 413,168 | 441,899 |
| SUPPORT SERVICES     | 72,929  | 84,515  | 85,200  |
| MATERIALS & SUPPLIES | 6,268   | 7,000   | 7,285   |
| CAPITAL OUTLAY       | 2,281   | -       | -       |
| TOTAL                | 428,103 | 504,683 | 534,384 |

EMERALD COAST UTILITIES AUTHORITY BUDGET

FUND 401

|                              | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------|----------------|------------------|------------------|
| FINANCE/GENERAL ACCOUNTING   |                |                  |                  |
| ELEMENT                      |                |                  |                  |
| 11 EXECUTIVE SALARIES        | -              | -                | -                |
| 12 REGULAR SALARIES          | 313,240        | 348,575          | 346,472          |
| 13 OTHER SALARIES            | 6,825          | 8,102            | 17,534           |
| 14 OVERTIME                  | 5,281          | 1,900            | 1,900            |
| 21 FICA MATCHING             | 22,826         | 25,262           | 26,589           |
| 22 RETIREMENT                | 19,106         | 26,995           | 25,675           |
| 23 INSURANCE                 | 78,571         | 84,758           | 68,808           |
| 24 WORKERS COMPENSATION      | -              | -                | -                |
| 25 UNEMPLOYMENT COMP         | -              | -                | -                |
| 26 OTHER                     | -              | -                | -                |
| 31 PROFESSIONAL SERVICES     | -              | -                | -                |
| 32 ACCOUNTING/AUDITING       | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC     | 5,475          | -                | -                |
| 40 TRAVEL                    | 60             | 1,470            | 1,470            |
| 41 COMMUNICATIONS            | -              | -                | -                |
| 43 UTILITIES                 | -              | -                | -                |
| 44 RENTALS & LEASES          | -              | -                | -                |
| 45 INSURANCE                 | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE     | 1,000          | 1,120            | 1,120            |
| 48 PROMOTIONAL               | -              | -                | -                |
| 49 OTHER CURRENT CHARGES     | 135            | 655              | 655              |
| 42 TRANSPORTATION (POSTAGE)  | -              | -                | -                |
| 47 PRINTING                  | 2,041          | 2,200            | 2,200            |
| 51 OFFICE SUPPLIES           | -              | -                | -                |
| 52 OPERATING SUPPLIES        | -              | -                | -                |
| 53 ROAD MATERIALS & SUPPLIES | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS        | 185            | 435              | 435              |
| 63 CAPITAL IMPROVEMENTS      | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT     | 3,266          | -                | -                |
| TOTAL                        | 458,011        | 501,472          | 492,858          |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |         |         |         |
|----------------------|---------|---------|---------|
| PERSONAL SERVICES    | 445,849 | 495,592 | 486,978 |
| SUPPORT SERVICES     | 6,670   | 3,245   | 3,245   |
| MATERIALS & SUPPLIES | 2,226   | 2,635   | 2,635   |
| CAPITAL OUTLAY       | 3,266   | -       | -       |
| TOTAL                | 458,011 | 501,472 | 492,858 |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                                    | <u>ACTUAL</u><br><u>2013</u> | <u>APPROVED</u><br><u>2014</u> | <u>APPROVED</u><br><u>2015</u> |
|------------------------------------|------------------------------|--------------------------------|--------------------------------|
| <b>FINANCE/ACCOUNTS RECEIVABLE</b> |                              |                                |                                |
| <b>ELEMENT</b>                     |                              |                                |                                |
| 11 EXECUTIVE SALARIES              | -                            | -                              | -                              |
| 12 REGULAR SALARIES                | 522,705                      | 517,483                        | 529,190                        |
| 13 OTHER SALARIES                  | -                            | -                              | -                              |
| 14 OVERTIME                        | 1,805                        | 1,400                          | 1,400                          |
| 21 FICA MATCHING                   | 38,357                       | 37,888                         | 38,446                         |
| 22 RETIREMENT                      | 31,341                       | 40,502                         | 42,926                         |
| 23 INSURANCE                       | 139,470                      | 146,608                        | 141,006                        |
| 24 WORKERS COMPENSATION            | -                            | -                              | -                              |
| 25 UNEMPLOYMENT COMP               | -                            | -                              | -                              |
| 26 OTHER                           | -                            | -                              | -                              |
|                                    |                              |                                |                                |
| 31 PROFESSIONAL SERVICES           | -                            | -                              | -                              |
| 32 ACCOUNTING/AUDITING             | -                            | -                              | -                              |
| 34 OTHER CONTRACTUAL SVC           | 128,513                      | 155,820                        | 138,700                        |
| 40 TRAVEL                          | 1,165                        | 1,300                          | 1,300                          |
| 41 COMMUNICATIONS                  | -                            | -                              | -                              |
| 43 UTILITIES                       | -                            | -                              | -                              |
| 44 RENTALS & LEASES                | -                            | -                              | -                              |
| 45 INSURANCE                       | -                            | -                              | -                              |
| 46 REPAIRS & MAINTENANCE           | 27,990                       | 38,100                         | 38,100                         |
| 48 PROMOTIONAL                     | -                            | -                              | -                              |
| 49 OTHER CURRENT CHARGES           | 410                          | 435                            | 435                            |
|                                    |                              |                                |                                |
| 42 TRANSPORTATION (POSTAGE)        | 537,989                      | 592,100                        | 588,000                        |
| 47 PRINTING                        | 986                          | 2,080                          | 2,412                          |
| 51 OFFICE SUPPLIES                 | 5,351                        | 5,000                          | 5,000                          |
| 52 OPERATING SUPPLIES              | 18,410                       | 17,240                         | 17,400                         |
| 53 ROAD MATERIALS & SUPPLIES       | -                            | -                              | -                              |
| 54 SUBSCR/MEMBERSHIPS              | -                            | -                              | -                              |
|                                    |                              |                                |                                |
| 63 CAPITAL IMPROVEMENTS            | -                            | -                              | -                              |
| 64 MACHINERY & EQUIPMENT           | 12,198                       | -                              | -                              |
|                                    |                              |                                |                                |
| TOTAL                              | 1,466,690                    | 1,555,956                      | 1,544,315                      |
|                                    | =====                        | =====                          | =====                          |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |           |           |           |
|----------------------|-----------|-----------|-----------|
| PERSONAL SERVICES    | 733,678   | 743,881   | 752,968   |
| SUPPORT SERVICES     | 158,078   | 195,655   | 178,535   |
| MATERIALS & SUPPLIES | 562,736   | 616,420   | 612,812   |
| CAPITAL OUTLAY       | 12,198    | -         | -         |
|                      |           |           |           |
| TOTAL                | 1,466,690 | 1,555,956 | 1,544,315 |
|                      | =====     | =====     | =====     |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

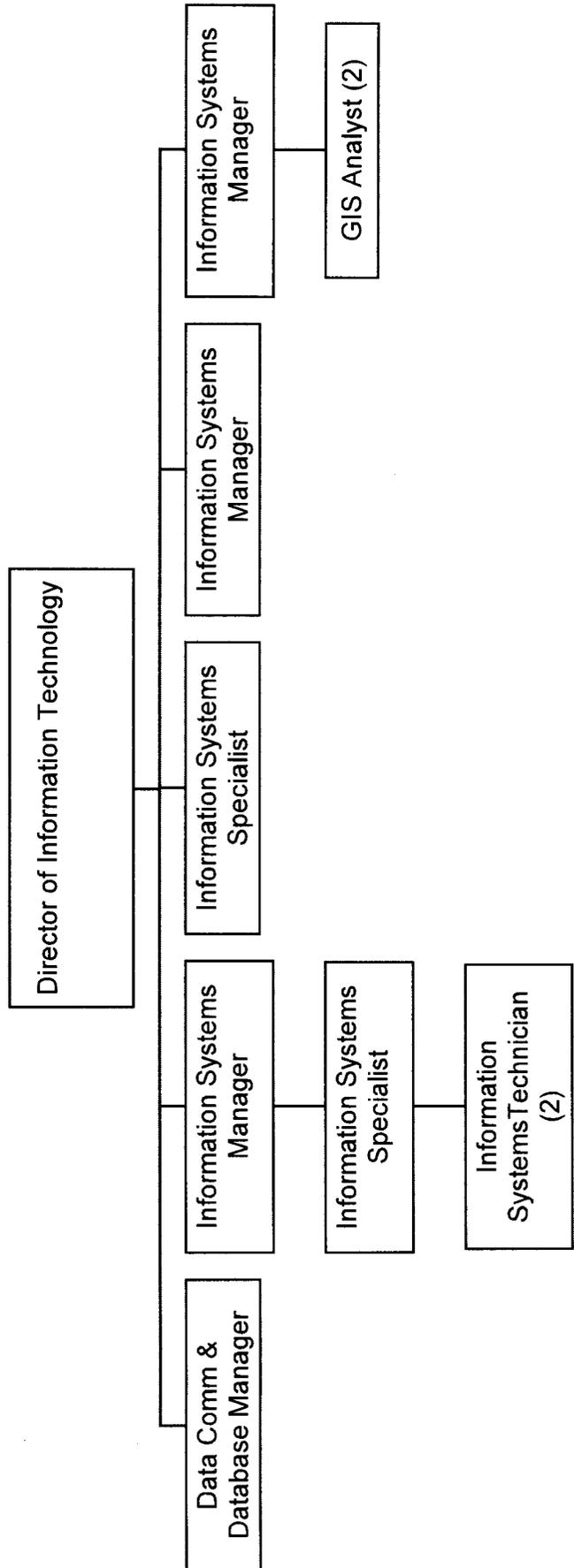
|  | <u>ACTUAL</u><br><u>2013</u> | <u>APPROVED</u><br><u>2014</u> | <u>APPROVED</u><br><u>2015</u> |
|--|------------------------------|--------------------------------|--------------------------------|
| <b>FINANCE/PURCHASING &amp; STORES</b> |                              |                                |                                |
| <b>ELEMENT</b>                         |                              |                                |                                |
| 11 EXECUTIVE SALARIES                  | -                            | -                              | -                              |
| 12 REGULAR SALARIES                    | 341,319                      | 341,625                        | 353,901                        |
| 13 OTHER SALARIES                      | 5,705                        | 8,102                          | 8,767                          |
| 14 OVERTIME                            | 1,786                        | 1,100                          | 1,100                          |
| 21 FICA MATCHING                       | 26,121                       | 26,288                         | 27,221                         |
| 22 RETIREMENT                          | 20,915                       | 23,819                         | 30,079                         |
| 23 INSURANCE                           | 62,126                       | 60,355                         | 57,283                         |
| 24 WORKERS COMPENSATION                | -                            | -                              | -                              |
| 25 UNEMPLOYMENT COMP                   | -                            | -                              | -                              |
| 26 OTHER                               | -                            | -                              | -                              |
|  |                              |                                |                                |
| 31 PROFESSIONAL SERVICES               | -                            | -                              | -                              |
| 32 ACCOUNTING/AUDITING                 | -                            | -                              | -                              |
| 34 OTHER CONTRACTUAL SVC               | 3,426                        | 5,000                          | 5,000                          |
| 40 TRAVEL                              | 348                          | 250                            | 350                            |
| 41 COMMUNICATIONS                      | -                            | -                              | -                              |
| 43 UTILITIES                           | -                            | -                              | -                              |
| 44 RENTALS & LEASES                    | -                            | -                              | -                              |
| 45 INSURANCE                           | -                            | -                              | -                              |
| 46 REPAIRS & MAINTENANCE               | 1,701                        | 3,000                          | 3,000                          |
| 48 PROMOTIONAL                         | -                            | -                              | -                              |
| 49 OTHER CURRENT CHARGES               | 21,171                       | 14,710                         | 8,710                          |
|  |                              |                                |                                |
| 42 TRANSPORTATION (POSTAGE)            | -                            | -                              | -                              |
| 47 PRINTING                            | 480                          | 500                            | 1,000                          |
| 51 OFFICE SUPPLIES                     | 3,557                        | 4,550                          | 4,550                          |
| 52 OPERATING SUPPLIES                  | 2,105                        | 3,000                          | 3,100                          |
| 53 ROAD MATERIALS & SUPPLIES           | -                            | -                              | -                              |
| 54 SUBSCR/MEMBERSHIPS                  | 92                           | 600                            | 1,500                          |
|  |                              |                                |                                |
| 63 CAPITAL IMPROVEMENTS                | -                            | -                              | -                              |
| 64 MACHINERY & EQUIPMENT               | -                            | -                              | -                              |
|  |                              |                                |                                |
| TOTAL                                  | 490,852                      | 492,899                        | 505,561                        |
|  | =====                        | =====                          | =====                          |

**DEPARTMENTAL EXPENDITURE SUMMARIES**

|                      |         |         |         |
|----------------------|---------|---------|---------|
| PERSONAL SERVICES    | 457,972 | 461,289 | 478,351 |
| SUPPORT SERVICES     | 26,646  | 22,960  | 17,060  |
| MATERIALS & SUPPLIES | 6,234   | 8,650   | 10,150  |
| CAPITAL OUTLAY       | -       | -       | -       |
|                      |         |         |         |
| TOTAL                | 490,852 | 492,899 | 505,561 |
|                      | =====   | =====   | =====   |



# EMERALD COAST UTILITIES AUTHORITY INFORMATION TECHNOLOGY



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                                    | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------------|----------------|------------------|------------------|
| INFORMATION TECHNOLOGY DEPARTMENT  |                |                  |                  |
| ELEMENT                            |                |                  |                  |
| 11 EXECUTIVE SALARIES              | -              | -                | -                |
| 12 REGULAR SALARIES                | 593,790        | 630,632          | 646,188          |
| 13 OTHER SALARIES                  | 4,740          | 17,400           | 17,400           |
| 14 OVERTIME                        | 287            | 1,192            | 3,192            |
| 21 FICA MATCHING                   | 44,026         | 47,807           | 49,199           |
| 22 RETIREMENT                      | 37,805         | 55,702           | 59,065           |
| 23 INSURANCE                       | 106,303        | 110,688          | 101,654          |
| 24 WORKERS COMPENSATION            | -              | -                | -                |
| 25 UNEMPLOYMENT COMP               | -              | -                | -                |
| 26 OTHER                           | -              | -                | -                |
|                                    |                |                  |                  |
| 31 PROFESSIONAL SERVICES           | 8,094          | 3,000            | 3,000            |
| 32 ACCOUNTING/AUDITING             | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC           | 9,049          | 15,600           | 15,600           |
| 40 TRAVEL                          | 4,718          | 6,925            | 6,925            |
| 41 COMMUNICATIONS                  | 93,014         | 103,790          | 129,170          |
| 43 UTILITIES                       | -              | -                | -                |
| 44 RENTALS & LEASES                | -              | -                | -                |
| 45 INSURANCE                       | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE           | 263,416        | 277,950          | 280,850          |
| 48 PROMOTIONAL                     | -              | -                | -                |
| 49 OTHER CURRENT CHARGES           | 11,886         | 13,800           | 13,800           |
|                                    |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)        | 141            | 150              | 150              |
| 47 PRINTING                        | 10,151         | 12,620           | 12,620           |
| 51 OFFICE SUPPLIES                 | 581            | 1,200            | 1,200            |
| 52 OPERATING SUPPLIES              | 21,750         | 33,650           | 33,650           |
| 53 ROAD MATERIALS & SUPPLIES       | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS              | 818            | 1,950            | 1,950            |
|                                    |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS            | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT           | 3,871          | -                | -                |
|                                    |                |                  |                  |
| TOTAL                              | 1,214,440      | 1,334,056        | 1,375,613        |
|                                    | =====          | =====            | =====            |
| DEPARTMENTAL EXPENDITURE SUMMARIES |                |                  |                  |
|                                    |                |                  |                  |
| PERSONAL SERVICES                  | 786,951        | 863,421          | 876,698          |
| SUPPORT SERVICES                   | 390,177        | 421,065          | 449,345          |
| MATERIALS & SUPPLIES               | 33,441         | 49,570           | 49,570           |
| CAPITAL OUTLAY                     | 3,871          | -                | -                |
|                                    |                |                  |                  |
| TOTAL                              | 1,214,440      | 1,334,056        | 1,375,613        |
|                                    | =====          | =====            | =====            |

# **EMERALD COAST UTILITIES AUTHORITY**

## **DIVISIONAL GOALS AND WORK PLAN**

### **DEPARTMENT:**

Information Technology

### **ACTIVITY DESCRIPTION:**

The Information Technology (I.T.) 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 and other systems used for the support of, and efficient operation of ECUA.

### **GOAL:**

The I.T. Department's goal is to provide responsive and dependable delivery of information technology services to the ECUA to support fiscally-sound and effective government.

### **OBJECTIVES:**

1. Provide a personal computing environment for ECUA personnel, including desktop and mobile platforms, associated peripherals and applications.
2. Provide 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 requirements.
4. Provide sufficient storage for enterprise 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.

### **2015 TARGETED ACCOMPLISHMENTS:**

1. Upgrade 5 servers.
2. Replace 70 aging desktop computers.
3. Upgrade Questys imaging application.
4. Implement and test the failover procedure for our Siemens phone system.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                               | ACTUAL<br><u>2013</u> | APPROVED<br><u>2014</u> | APPROVED<br><u>2015</u> |
|-------------------------------|-----------------------|-------------------------|-------------------------|
| INFORMATION TECHNOLOGY/ADMIN. |                       |                         |                         |
| ELEMENT                       |                       |                         |                         |
| 11 EXECUTIVE SALARIES         | -                     | -                       | -                       |
| 12 REGULAR SALARIES           | 441,474               | 477,340                 | 488,352                 |
| 13 OTHER SALARIES             | -                     | -                       | -                       |
| 14 OVERTIME                   | 287                   | 1,192                   | 3,192                   |
| 21 FICA MATCHING              | 32,135                | 35,038                  | 36,145                  |
| 22 RETIREMENT                 | 29,122                | 45,048                  | 46,150                  |
| 23 INSURANCE                  | 79,795                | 86,052                  | 78,685                  |
| 24 WORKERS COMPENSATION       | -                     | -                       | -                       |
| 25 UNEMPLOYMENT COMP          | -                     | -                       | -                       |
| 26 OTHER                      | -                     | -                       | -                       |
|                               |                       |                         |                         |
| 31 PROFESSIONAL SERVICES      | 8,094                 | 3,000                   | 3,000                   |
| 32 ACCOUNTING/AUDITING        | -                     | -                       | -                       |
| 34 OTHER CONTRACTUAL SVC      | 9,049                 | 15,600                  | 15,600                  |
| 40 TRAVEL                     | 3,225                 | 5,725                   | 5,725                   |
| 41 COMMUNICATIONS             | 93,014                | 103,790                 | 129,170                 |
| 43 UTILITIES                  | -                     | -                       | -                       |
| 44 RENTALS & LEASES           | -                     | -                       | -                       |
| 45 INSURANCE                  | -                     | -                       | -                       |
| 46 REPAIRS & MAINTENANCE      | 245,050               | 259,150                 | 259,150                 |
| 48 PROMOTIONAL                | -                     | -                       | -                       |
| 49 OTHER CURRENT CHARGES      | 10,885                | 10,800                  | 10,800                  |
|                               |                       |                         |                         |
| 42 TRANSPORTATION (POSTAGE)   | 141                   | 150                     | 150                     |
| 47 PRINTING                   | 10,151                | 12,620                  | 12,620                  |
| 51 OFFICE SUPPLIES            | 509                   | 1,050                   | 1,050                   |
| 52 OPERATING SUPPLIES         | 20,782                | 31,100                  | 31,100                  |
| 53 ROAD MATERIALS & SUPPLIES  | -                     | -                       | -                       |
| 54 SUBSCR/MEMBERSHIPS         | 444                   | 1,350                   | 1,350                   |
|                               |                       |                         |                         |
| 63 CAPITAL IMPROVEMENTS       | -                     | -                       | -                       |
| 64 MACHINERY & EQUIPMENT      | 3,871                 | -                       | -                       |
|                               |                       |                         |                         |
| TOTAL                         | 988,028               | 1,089,005               | 1,122,239               |
|                               | =====                 | =====                   | =====                   |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |         |           |           |
|----------------------|---------|-----------|-----------|
| PERSONAL SERVICES    | 582,813 | 644,670   | 652,524   |
| SUPPORT SERVICES     | 369,317 | 398,065   | 423,445   |
| MATERIALS & SUPPLIES | 32,027  | 46,270    | 46,270    |
| CAPITAL OUTLAY       | 3,871   | -         | -         |
|                      | -----   | -----     | -----     |
| TOTAL                | 988,028 | 1,089,005 | 1,122,239 |
|                      | =====   | =====     | =====     |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

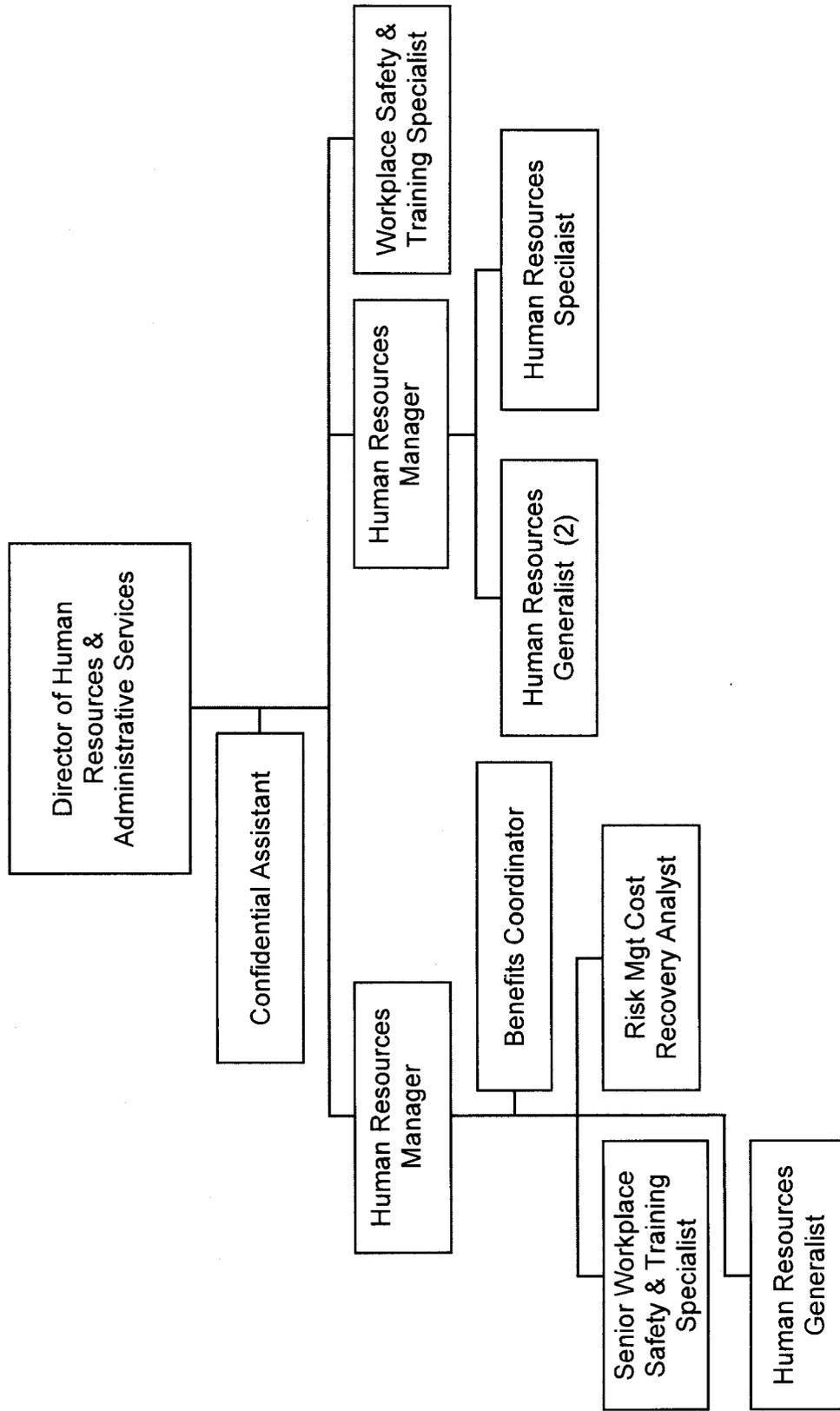
|                               | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|-------------------------------|----------------|------------------|------------------|
| INFORMATION TECHNOLOGY/G.I.S. |                |                  |                  |
| ELEMENT                       |                |                  |                  |
| 11 EXECUTIVE SALARIES         | -              | -                | -                |
| 12 REGULAR SALARIES           | 152,316        | 153,292          | 157,836          |
| 13 OTHER SALARIES             | 4,740          | 17,400           | 17,400           |
| 14 OVERTIME                   | -              | -                | -                |
| 21 FICA MATCHING              | 11,891         | 12,769           | 13,054           |
| 22 RETIREMENT                 | 8,683          | 10,654           | 12,915           |
| 23 INSURANCE                  | 26,508         | 24,636           | 22,969           |
| 24 WORKERS COMPENSATION       | -              | -                | -                |
| 25 UNEMPLOYMENT COMP          | -              | -                | -                |
| 26 OTHER                      | -              | -                | -                |
|                               |                |                  |                  |
| 31 PROFESSIONAL SERVICES      | -              | -                | -                |
| 32 ACCOUNTING/AUDITING        | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC      | -              | -                | -                |
| 40 TRAVEL                     | 1,493          | 1,200            | 1,200            |
| 41 COMMUNICATIONS             | -              | -                | -                |
| 43 UTILITIES                  | -              | -                | -                |
| 44 RENTALS & LEASES           | -              | -                | -                |
| 45 INSURANCE                  | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE      | 18,366         | 18,800           | 21,700           |
| 48 PROMOTIONAL                | -              | -                | -                |
| 49 OTHER CURRENT CHARGES      | 1,001          | 3,000            | 3,000            |
|                               |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)   | -              | -                | -                |
| 47 PRINTING                   | -              | -                | -                |
| 51 OFFICE SUPPLIES            | 72             | 150              | 150              |
| 52 OPERATING SUPPLIES         | 968            | 2,550            | 2,550            |
| 53 ROAD MATERIALS & SUPPLIES  | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS         | 374            | 600              | 600              |
|                               |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS       | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT      | -              | -                | -                |
|                               |                |                  |                  |
| TOTAL                         | 226,412        | 245,051          | 253,374          |
|                               | =====          | =====            | =====            |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |         |         |         |
|----------------------|---------|---------|---------|
| PERSONAL SERVICES    | 204,138 | 218,751 | 224,174 |
| SUPPORT SERVICES     | 20,860  | 23,000  | 25,900  |
| MATERIALS & SUPPLIES | 1,414   | 3,300   | 3,300   |
| CAPITAL OUTLAY       | -       | -       | -       |
|                      |         |         |         |
| TOTAL                | 226,412 | 245,051 | 253,374 |
|                      | =====   | =====   | =====   |



# EMERALD COAST UTILITIES AUTHORITY HUMAN RESOURCES & ADMINISTRATIVE SERVICES



Positions: 12

10-01-2014

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                                  | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|----------------------------------|----------------|------------------|------------------|
| HUMAN RESOURCES & ADMIN SERVICES |                |                  |                  |
| ELEMENT                          |                |                  |                  |
| 11 EXECUTIVE SALARIES            | -              | -                | -                |
| 12 REGULAR SALARIES              | 562,011        | 633,217          | 654,227          |
| 13 OTHER SALARIES                | -              | -                | -                |
| 14 OVERTIME                      | 21             | 1,500            | 1,500            |
| 21 FICA MATCHING                 | 41,040         | 46,237           | 47,523           |
| 22 RETIREMENT                    | 38,229         | 57,630           | 69,932           |
| 23 INSURANCE                     | 202,438        | 250,623          | 241,483          |
| 24 WORKERS COMPENSATION          | 766,653        | 766,500          | 756,500          |
| 25 UNEMPLOYMENT COMP             | 36,984         | 75,000           | 75,000           |
| 26 OTHER                         | 3,961          | 6,000            | 6,000            |
|                                  |                |                  |                  |
| 31 PROFESSIONAL SERVICES         | 67,313         | 87,200           | 121,700          |
| 32 ACCOUNTING/AUDITING           | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC         | 20,553         | 22,500           | 40,500           |
| 40 TRAVEL                        | 5,475          | 9,850            | 9,850            |
| 41 COMMUNICATIONS                | -              | -                | -                |
| 43 UTILITIES                     | -              | -                | -                |
| 44 RENTALS & LEASES              | -              | 4,500            | 6,300            |
| 45 INSURANCE                     | 1,190,689      | 1,183,239        | 1,197,239        |
| 46 REPAIRS & MAINTENANCE         | 2,176          | 2,900            | 2,900            |
| 48 PROMOTIONAL                   | 24,902         | 44,000           | 67,000           |
| 49 OTHER CURRENT CHARGES         | 24,041         | 37,050           | 67,200           |
|                                  |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)      | 967            | 700              | 700              |
| 47 PRINTING                      | 18             | 1,250            | 1,250            |
| 51 OFFICE SUPPLIES               | 12,096         | 7,300            | 7,900            |
| 52 OPERATING SUPPLIES            | 10,817         | 17,400           | 19,400           |
| 53 ROAD MATERIALS & SUPPLIES     | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS            | 8,688          | 10,950           | 10,950           |
|                                  |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS          | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT         | 1,009          | -                | -                |
|                                  |                |                  |                  |
| TOTAL                            | 3,020,081      | 3,265,546        | 3,405,054        |
|                                  | =====          | =====            | =====            |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |           |           |           |
|----------------------|-----------|-----------|-----------|
| PERSONAL SERVICES    | 1,651,337 | 1,836,707 | 1,852,165 |
| SUPPORT SERVICES     | 1,335,149 | 1,391,239 | 1,512,689 |
| MATERIALS & SUPPLIES | 32,586    | 37,600    | 40,200    |
| CAPITAL OUTLAY       | 1,009     | -         | -         |
|                      |           |           |           |
| TOTAL                | 3,020,081 | 3,265,546 | 3,405,054 |
|                      | =====     | =====     | =====     |

# **EMERALD COAST UTILITIES AUTHORITY**

## **DIVISIONAL GOALS AND WORK PLAN**

### **DEPARTMENT:**

Human Resources & Administrative Services

### **ACTIVITY DESCRIPTION:**

Provide quality services to attract, develop, motivate, and retain a diverse and skilled workforce within a supportive environment, spanning thirteen departments, to meet the goals of the organization and the expectations of the rate payers.

Each division provides a variety of specialized activities, unique to that discipline. Common to all divisions is the delivery of needed services to our employees and to all departments in a consistent, legal, and respectful manner.

### **GOALS:**

To ensure employees and departments receive the full benefit of the services provided by the Human Resources staff in a manner fostering individual and organizational success.

### **OBJECTIVES:**

1. To provide a market competitive and comprehensive benefits package that aids in attracting and retaining a skilled workforce.
2. To increase employee engagement toward organizational success, and maximize performance and efficiency by providing opportunity for growth and development.
3. To heighten employee awareness of appropriate conduct in a diverse workforce.
4. To foster a safe work environment that is respectful, healthy, secure, and conscious of long-term family and community goals.
5. To recruit, select, develop, and retain high caliber skilled talent.

### **2015 TARGETED ACCOMPLISHMENTS:**

1. Expand training and development of first time supervisors and managers to become effective leaders who influence people and processes.
2. Integrate the management of incidents and claims so the total cost of risk can be accurately measured, specifically identified, and communicated internally to reduce exposure and externally to improve favorability in the market.
3. Constructively assess and preemptively prepare a constantly changing workforce.
4. Safeguard and ensure full compliance with EEO, Drug Free Workplace Program, and all federal, state, and local regulatory requirements.
5. Continue to promote wellness and healthy choices, and increase awareness of, and participation in, healthy choice programs (smoking cessation, weight-loss management, physical exercise etc.)
6. Through digital technology, obtain a document management system to reduce paper and provide efficiencies through electronic and digital file record storage.
7. Implement a Post-Offer Employment Testing (POET) tool that will provide an observed and measured assessment of a new hire's physical capability of performing the job's essential functions.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|   | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|---|----------------|------------------|------------------|
| <b>ADMINISTRATIVE SERVICES</b>            |                |                  |                  |
| <b>ELEMENT</b>                            |                |                  |                  |
| 11 EXECUTIVE SALARIES                     | -              | -                | -                |
| 12 REGULAR SALARIES                       | 134,834        | 172,273          | 179,726          |
| 13 OTHER SALARIES                         | -              | -                | -                |
| 14 OVERTIME                               | -              | 500              | 500              |
| 21 FICA MATCHING                          | 9,448          | 12,214           | 12,841           |
| 22 RETIREMENT                             | 11,419         | 22,330           | 26,421           |
| 23 INSURANCE                              | 25,638         | 33,263           | 34,473           |
| 24 WORKERS COMPENSATION                   | -              | -                | -                |
| 25 UNEMPLOYMENT COMP                      | 36,984         | 75,000           | 75,000           |
| 26 OTHER                                  | -              | -                | -                |
|   |                |                  |                  |
| 31 PROFESSIONAL SERVICES                  | 26,355         | 27,000           | 27,000           |
| 32 ACCOUNTING/AUDITING                    | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC                  | 18,823         | 21,500           | 21,500           |
| 40 TRAVEL                                 | 315            | 1,850            | 1,850            |
| 41 COMMUNICATIONS                         | -              | -                | -                |
| 43 UTILITIES                              | -              | -                | -                |
| 44 RENTALS & LEASES                       | -              | 4,500            | 6,300            |
| 45 INSURANCE                              | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE                  | 1,588          | 1,500            | 1,500            |
| 48 PROMOTIONAL                            | -              | -                | -                |
| 49 OTHER CURRENT CHARGES                  | 803            | 1,920            | 1,920            |
|   |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)               | 344            | 150              | 150              |
| 47 PRINTING                               | -              | 750              | 750              |
| 51 OFFICE SUPPLIES                        | 3,896          | 2,500            | 2,500            |
| 52 OPERATING SUPPLIES                     | 4,868          | 6,150            | 6,150            |
| 53 ROAD MATERIALS & SUPPLIES              | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS                     | 230            | 1,250            | 1,250            |
|   |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS                   | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT                  | -              | -                | -                |
|   |                |                  |                  |
| TOTAL                                     | 275,545        | 384,650          | 399,831          |
|   | =====          | =====            | =====            |
| <b>DEPARTMENTAL EXPENDITURE SUMMARIES</b> |                |                  |                  |
|   |                |                  |                  |
| PERSONAL SERVICES                         | 218,323        | 315,580          | 328,961          |
| SUPPORT SERVICES                          | 47,884         | 58,270           | 60,070           |
| MATERIALS & SUPPLIES                      | 9,338          | 10,800           | 10,800           |
| CAPITAL OUTLAY                            | -              | -                | -                |
|   |                |                  |                  |
| TOTAL                                     | 275,545        | 384,650          | 399,831          |
|   | =====          | =====            | =====            |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                                    | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------------|----------------|------------------|------------------|
| HR/RISK MANAGEMENT                 |                |                  |                  |
| ELEMENT                            |                |                  |                  |
| 11 EXECUTIVE SALARIES              | -              | -                | -                |
| 12 REGULAR SALARIES                | 42,129         | 57,348           | 59,642           |
| 13 OTHER SALARIES                  | -              | -                | -                |
| 14 OVERTIME                        | -              | -                | -                |
| 21 FICA MATCHING                   | 3,223          | 4,387            | 4,566            |
| 22 RETIREMENT                      | 2,479          | 3,986            | 4,396            |
| 23 INSURANCE                       | 97             | 146              | 137              |
| 24 WORKERS COMPENSATION            | 766,653        | 766,500          | 756,500          |
| 25 UNEMPLOYMENT COMP               | -              | -                | -                |
| 26 OTHER                           | -              | -                | -                |
|                                    |                |                  |                  |
| 31 PROFESSIONAL SERVICES           | 500            | 5,000            | 5,000            |
| 32 ACCOUNTING/AUDITING             | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC           | -              | 1,000            | 1,000            |
| 40 TRAVEL                          | 2,409          | 3,600            | 3,600            |
| 41 COMMUNICATIONS                  | -              | -                | -                |
| 43 UTILITIES                       | -              | -                | -                |
| 44 RENTALS & LEASES                | -              | -                | -                |
| 45 INSURANCE                       | 1,190,689      | 1,183,239        | 1,197,239        |
| 46 REPAIRS & MAINTENANCE           | 589            | 900              | 900              |
| 48 PROMOTIONAL                     | -              | -                | -                |
| 49 OTHER CURRENT CHARGES           | 880            | 1,450            | 1,450            |
|                                    |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)        | -              | 50               | 50               |
| 47 PRINTING                        | -              | -                | -                |
| 51 OFFICE SUPPLIES                 | 1,009          | 1,000            | 1,000            |
| 52 OPERATING SUPPLIES              | 1,346          | 2,750            | 2,750            |
| 53 ROAD MATERIALS & SUPPLIES       | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS              | 753            | 900              | 900              |
|                                    |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS            | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT           | -              | -                | -                |
|                                    |                |                  |                  |
| TOTAL                              | 2,012,756      | 2,032,256        | 2,039,130        |
|                                    | =====          | =====            | =====            |
| DEPARTMENTAL EXPENDITURE SUMMARIES |                |                  |                  |
|                                    |                |                  |                  |
| PERSONAL SERVICES                  | 814,581        | 832,367          | 825,241          |
| SUPPORT SERVICES                   | 1,195,067      | 1,195,189        | 1,209,189        |
| MATERIALS & SUPPLIES               | 3,108          | 4,700            | 4,700            |
| CAPITAL OUTLAY                     | -              | -                | -                |
|                                    |                |                  |                  |
| TOTAL                              | 2,012,756      | 2,032,256        | 2,039,130        |
|                                    | =====          | =====            | =====            |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|   | <u>ACTUAL</u><br><u>2013</u> | <u>APPROVED</u><br><u>2014</u> | <u>APPROVED</u><br><u>2015</u> |
|---|------------------------------|--------------------------------|--------------------------------|
| <b>HUMAN RESOURCES</b>                    |                              |                                |                                |
| <b>ELEMENT</b>                            |                              |                                |                                |
| 11 EXECUTIVE SALARIES                     | -                            | -                              | -                              |
| 12 REGULAR SALARIES                       | 223,538                      | 227,561                        | 231,332                        |
| 13 OTHER SALARIES                         | -                            | -                              | -                              |
| 14 OVERTIME                               | 21                           | 500                            | 500                            |
| 21 FICA MATCHING                          | 16,519                       | 16,811                         | 17,047                         |
| 22 RETIREMENT                             | 14,027                       | 15,850                         | 22,783                         |
| 23 INSURANCE                              | 140,227                      | 174,066                        | 166,274                        |
| 24 WORKERS COMPENSATION                   | -                            | -                              | -                              |
| 25 UNEMPLOYMENT COMP                      | -                            | -                              | -                              |
| 26 OTHER                                  | 3,961                        | 6,000                          | 6,000                          |
|   |                              |                                |                                |
| 31 PROFESSIONAL SERVICES                  | 12,525                       | 23,000                         | 57,500                         |
| 32 ACCOUNTING/AUDITING                    | -                            | -                              | -                              |
| 34 OTHER CONTRACTUAL SVC                  | -                            | -                              | -                              |
| 40 TRAVEL                                 | 1,565                        | 2,400                          | 2,400                          |
| 41 COMMUNICATIONS                         | -                            | -                              | -                              |
| 43 UTILITIES                              | -                            | -                              | -                              |
| 44 RENTALS & LEASES                       | -                            | -                              | -                              |
| 45 INSURANCE                              | -                            | -                              | -                              |
| 46 REPAIRS & MAINTENANCE                  | -                            | -                              | -                              |
| 48 PROMOTIONAL                            | 10,899                       | 22,000                         | 29,000                         |
| 49 OTHER CURRENT CHARGES                  | 19,746                       | 30,000                         | 60,150                         |
|   |                              |                                |                                |
| 42 TRANSPORTATION (POSTAGE)               | 623                          | 500                            | 500                            |
| 47 PRINTING                               | 18                           | 500                            | 500                            |
| 51 OFFICE SUPPLIES                        | 3,460                        | 1,800                          | 2,400                          |
| 52 OPERATING SUPPLIES                     | 2,296                        | 5,500                          | 5,500                          |
| 53 ROAD MATERIALS & SUPPLIES              | -                            | -                              | -                              |
| 54 SUBSCR/MEMBERSHIPS                     | 657                          | 800                            | 800                            |
|   |                              |                                |                                |
| 63 CAPITAL IMPROVEMENTS                   | -                            | -                              | -                              |
| 64 MACHINERY & EQUIPMENT                  | -                            | -                              | -                              |
|   |                              |                                |                                |
| TOTAL                                     | 450,082                      | 527,288                        | 602,686                        |
|   | =====                        | =====                          | =====                          |
| <b>DEPARTMENTAL EXPENDITURE SUMMARIES</b> |                              |                                |                                |
|   |                              |                                |                                |
| PERSONAL SERVICES                         | 398,293                      | 440,788                        | 443,936                        |
| SUPPORT SERVICES                          | 44,735                       | 77,400                         | 149,050                        |
| MATERIALS & SUPPLIES                      | 7,054                        | 9,100                          | 9,700                          |
| CAPITAL OUTLAY                            | -                            | -                              | -                              |
|   |                              |                                |                                |
| TOTAL                                     | 450,082                      | 527,288                        | 602,686                        |
|   | =====                        | =====                          | =====                          |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

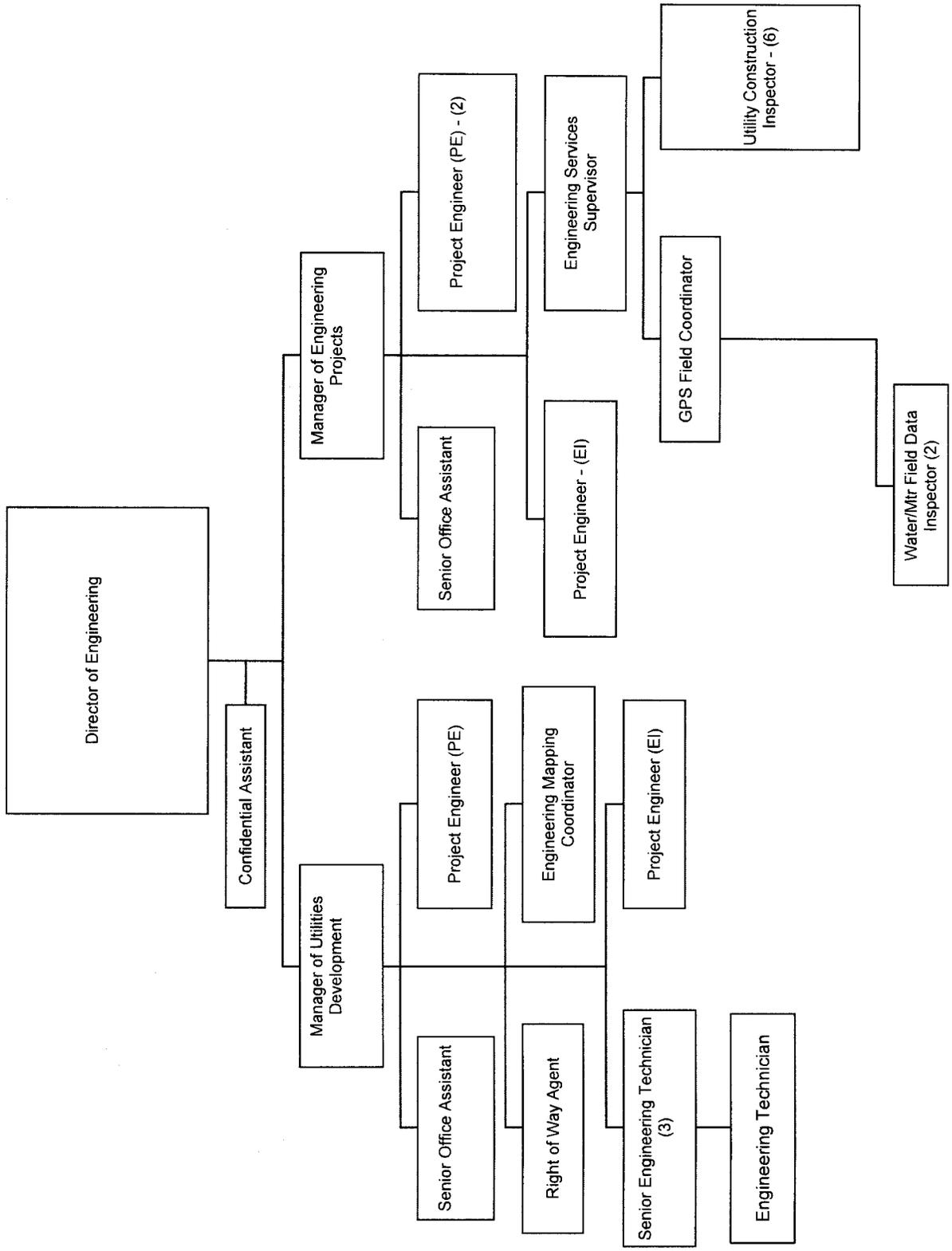
|                              | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------|----------------|------------------|------------------|
| <b>EMPLOYMENT</b>            |                |                  |                  |
| <b>ELEMENT</b>               |                |                  |                  |
| 11 EXECUTIVE SALARIES        | -              | -                | -                |
| 12 REGULAR SALARIES          | 161,510        | 176,035          | 183,527          |
| 13 OTHER SALARIES            | -              | -                | -                |
| 14 OVERTIME                  | -              | 500              | 500              |
| 21 FICA MATCHING             | 11,850         | 12,825           | 13,069           |
| 22 RETIREMENT                | 10,304         | 15,464           | 16,332           |
| 23 INSURANCE                 | 36,476         | 43,148           | 40,599           |
| 24 WORKERS COMPENSATION      | -              | -                | -                |
| 25 UNEMPLOYMENT COMP         | -              | -                | -                |
| 26 OTHER                     | -              | -                | -                |
|                              |                |                  |                  |
| 31 PROFESSIONAL SERVICES     | 27,933         | 32,200           | 32,200           |
| 32 ACCOUNTING/AUDITING       | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC     | 1,730          | -                | 18,000           |
| 40 TRAVEL                    | 1,186          | 2,000            | 2,000            |
| 41 COMMUNICATIONS            | -              | -                | -                |
| 43 UTILITIES                 | -              | -                | -                |
| 44 RENTALS & LEASES          | -              | -                | -                |
| 45 INSURANCE                 | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE     | -              | 500              | 500              |
| 48 PROMOTIONAL               | 14,003         | 22,000           | 38,000           |
| 49 OTHER CURRENT CHARGES     | 2,612          | 3,680            | 3,680            |
|                              |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)  | -              | -                | -                |
| 47 PRINTING                  | -              | -                | -                |
| 51 OFFICE SUPPLIES           | 3,730          | 2,000            | 2,000            |
| 52 OPERATING SUPPLIES        | 2,306          | 3,000            | 5,000            |
| 53 ROAD MATERIALS & SUPPLIES | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS        | 7,048          | 8,000            | 8,000            |
|                              |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS      | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT     | 1,009          | -                | -                |
|                              |                |                  |                  |
| <b>TOTAL</b>                 | <b>281,697</b> | <b>321,352</b>   | <b>363,407</b>   |
|                              | =====          | =====            | =====            |

**DEPARTMENTAL EXPENDITURE SUMMARIES**

|                      |                |                |                |
|----------------------|----------------|----------------|----------------|
| PERSONAL SERVICES    | 220,140        | 247,972        | 254,027        |
| SUPPORT SERVICES     | 47,464         | 60,380         | 94,380         |
| MATERIALS & SUPPLIES | 13,084         | 13,000         | 15,000         |
| CAPITAL OUTLAY       | 1,009          | -              | -              |
|                      |                |                |                |
| <b>TOTAL</b>         | <b>281,697</b> | <b>321,352</b> | <b>363,407</b> |
|                      | =====          | =====          | =====          |



# EMERALD COAST UTILITIES AUTHORITY ENGINEERING



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                               | <u>ACTUAL</u><br><u>2013</u> | <u>APPROVED</u><br><u>2014</u> | <u>APPROVED</u><br><u>2015</u> |
|-------------------------------|------------------------------|--------------------------------|--------------------------------|
| <b>ENGINEERING DEPARTMENT</b> |                              |                                |                                |
| <b>ELEMENT</b>                |                              |                                |                                |
| 11 EXECUTIVE SALARIES         | -                            | -                              | -                              |
| 12 REGULAR SALARIES           | 1,570,200                    | 1,538,541                      | 1,502,747                      |
| 13 OTHER SALARIES             | -                            | -                              | -                              |
| 14 OVERTIME                   | 28,737                       | 10,500                         | 11,000                         |
| 21 FICA MATCHING              | 112,222                      | 110,132                        | 109,031                        |
| 22 RETIREMENT                 | 105,879                      | 141,050                        | 130,291                        |
| 23 INSURANCE                  | 326,911                      | 335,148                        | 310,775                        |
| 24 WORKERS COMPENSATION       | -                            | -                              | -                              |
| 25 UNEMPLOYMENT COMP          | -                            | -                              | -                              |
| 26 OTHER                      | -                            | -                              | -                              |
|                               |                              |                                |                                |
| 31 PROFESSIONAL SERVICES      | -                            | 5,000                          | 5,000                          |
| 32 ACCOUNTING/AUDITING        | -                            | -                              | -                              |
| 34 OTHER CONTRACTUAL SVC      | 5,080                        | 2,000                          | 2,000                          |
| 40 TRAVEL                     | 8,119                        | 5,800                          | 6,800                          |
| 41 COMMUNICATIONS             | -                            | -                              | -                              |
| 43 UTILITIES                  | -                            | -                              | -                              |
| 44 RENTALS & LEASES           | 1,281                        | 15,000                         | 15,000                         |
| 45 INSURANCE                  | -                            | -                              | -                              |
| 46 REPAIRS & MAINTENANCE      | 30,041                       | 32,525                         | 45,500                         |
| 48 PROMOTIONAL                | -                            | -                              | -                              |
| 49 OTHER CURRENT CHARGES      | 5,543                        | 6,900                          | 7,900                          |
|                               |                              |                                |                                |
| 42 TRANSPORTATION (POSTAGE)   | 170                          | 200                            | 250                            |
| 47 PRINTING                   | -                            | 200                            | -                              |
| 51 OFFICE SUPPLIES            | 6,626                        | 11,000                         | 10,800                         |
| 52 OPERATING SUPPLIES         | 47,757                       | 49,750                         | 46,100                         |
| 53 ROAD MATERIALS & SUPPLIES  | -                            | -                              | -                              |
| 54 SUBSCR/MEMBERSHIPS         | 4,510                        | 3,400                          | 5,000                          |
|                               |                              |                                |                                |
| 63 CAPITAL IMPROVEMENTS       | -                            | -                              | -                              |
| 64 MACHINERY & EQUIPMENT      | 19,305                       | 14,000                         | -                              |
|                               |                              |                                |                                |
| TOTAL                         | 2,272,381                    | 2,281,146                      | 2,208,194                      |
|                               | =====                        | =====                          | =====                          |

**DEPARTMENTAL EXPENDITURE SUMMARIES**

|                      |           |           |           |
|----------------------|-----------|-----------|-----------|
| PERSONAL SERVICES    | 2,143,949 | 2,135,371 | 2,063,844 |
| SUPPORT SERVICES     | 50,064    | 67,225    | 82,200    |
| MATERIALS & SUPPLIES | 59,063    | 64,550    | 62,150    |
| CAPITAL OUTLAY       | 19,305    | 14,000    | -         |
|                      |           |           |           |
| TOTAL                | 2,272,381 | 2,281,146 | 2,208,194 |
|                      | =====     | =====     | =====     |

# **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 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.

### **2015 TARGETED ACCOMPLISHMENTS:**

1. Review, revise, and 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 various capital improvement projects.
3. Provide support to the Wastewater Infrastructure Department in implementing sewer rehabilitation projects.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                              | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------|----------------|------------------|------------------|
| ENGINEERING/ADMINISTRATION   |                |                  |                  |
| ELEMENT                      |                |                  |                  |
| 11 EXECUTIVE SALARIES        | -              | -                | -                |
| 12 REGULAR SALARIES          | 1,066,592      | 995,447          | 1,211,963        |
| 13 OTHER SALARIES            | -              | -                | -                |
| 14 OVERTIME                  | -              | 500              | 500              |
| 21 FICA MATCHING             | 74,421         | 70,927           | 86,993           |
| 22 RETIREMENT                | 73,038         | 96,998           | 105,355          |
| 23 INSURANCE                 | 190,554        | 191,882          | 246,428          |
| 24 WORKERS COMPENSATION      | -              | -                | -                |
| 25 UNEMPLOYMENT COMP         | -              | -                | -                |
| 26 OTHER                     | -              | -                | -                |
|                              |                |                  |                  |
| 31 PROFESSIONAL SERVICES     | -              | 5,000            | 5,000            |
| 32 ACCOUNTING/AUDITING       | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC     | 5,080          | 2,000            | 2,000            |
| 40 TRAVEL                    | 8,098          | 5,200            | 6,800            |
| 41 COMMUNICATIONS            | -              | -                | -                |
| 43 UTILITIES                 | -              | -                | -                |
| 44 RENTALS & LEASES          | 1,281          | 15,000           | 15,000           |
| 45 INSURANCE                 | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE     | 23,784         | 22,525           | 40,000           |
| 48 PROMOTIONAL               | -              | -                | -                |
| 49 OTHER CURRENT CHARGES     | 5,543          | 5,900            | 7,900            |
|                              |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)  | 170            | 200              | 250              |
| 47 PRINTING                  | -              | 200              | -                |
| 51 OFFICE SUPPLIES           | 5,852          | 10,500           | 10,500           |
| 52 OPERATING SUPPLIES        | 9,707          | 13,400           | 18,500           |
| 53 ROAD MATERIALS & SUPPLIES | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS        | 4,510          | 3,400            | 5,000            |
|                              |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS      | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT     | 19,305         | 14,000           | -                |
| TOTAL                        | 1,487,935      | 1,453,079        | 1,762,189        |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |           |           |           |
|----------------------|-----------|-----------|-----------|
| PERSONAL SERVICES    | 1,404,605 | 1,355,754 | 1,651,239 |
| SUPPORT SERVICES     | 43,786    | 55,625    | 76,700    |
| MATERIALS & SUPPLIES | 20,239    | 27,700    | 34,250    |
| CAPITAL OUTLAY       | 19,305    | 14,000    | -         |
| TOTAL                | 1,487,935 | 1,453,079 | 1,762,189 |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

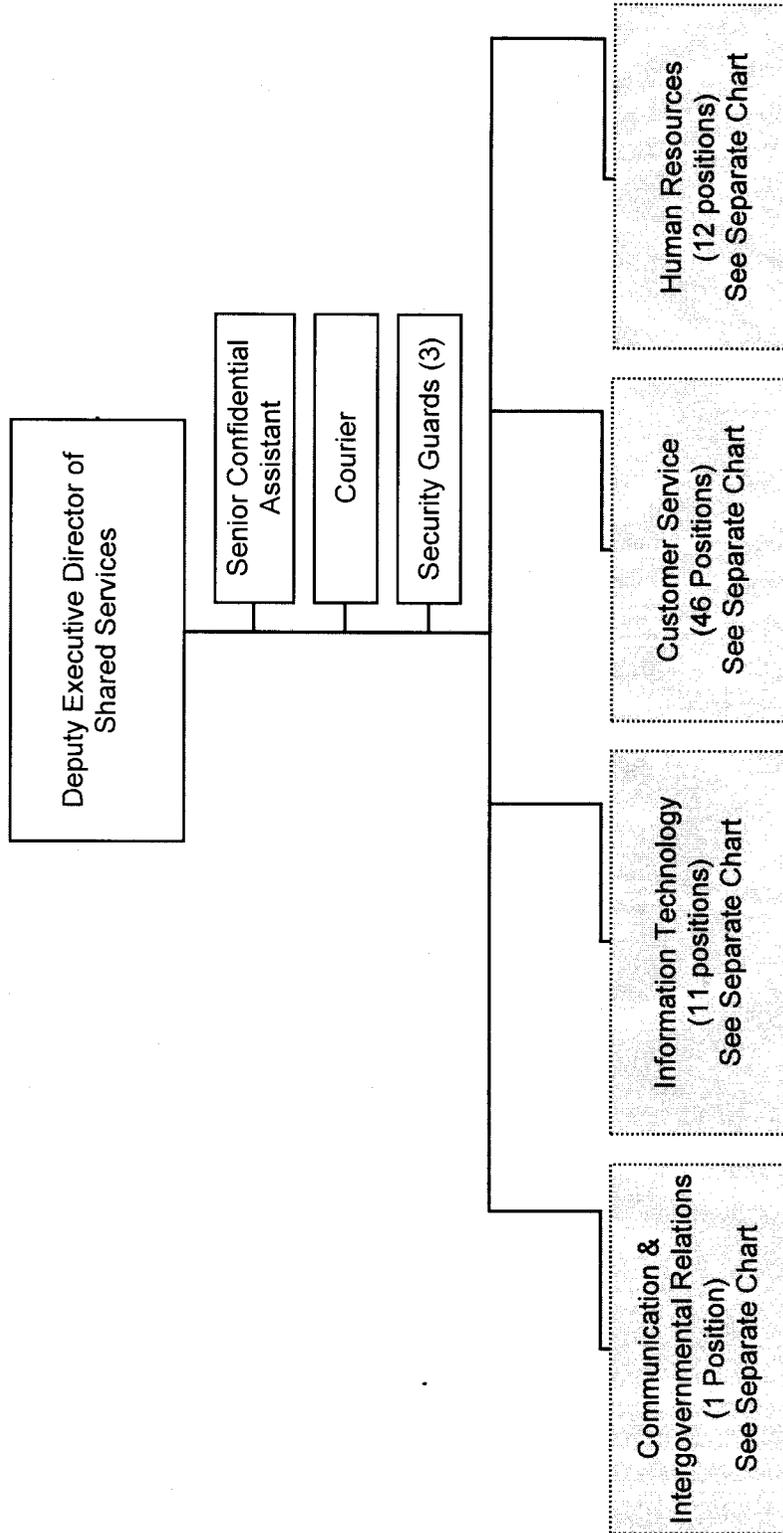
|   | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|---|----------------|------------------|------------------|
| <b>ENGINEERING/INSPECTIONS</b>            |                |                  |                  |
| <b>ELEMENT</b>                            |                |                  |                  |
| 11 EXECUTIVE SALARIES                     | -              | -                | -                |
| 12 REGULAR SALARIES                       | 300,789        | 301,038          | 290,784          |
| 13 OTHER SALARIES                         | -              | -                | -                |
| 14 OVERTIME                               | 28,540         | 10,000           | 10,500           |
| 21 FICA MATCHING                          | 23,759         | 22,290           | 22,038           |
| 22 RETIREMENT                             | 19,915         | 24,894           | 24,936           |
| 23 INSURANCE                              | 76,216         | 76,256           | 64,347           |
| 24 WORKERS COMPENSATION                   | -              | -                | -                |
| 25 UNEMPLOYMENT COMP                      | -              | -                | -                |
| 26 OTHER                                  | -              | -                | -                |
|   |                |                  |                  |
| 31 PROFESSIONAL SERVICES                  | -              | -                | -                |
| 32 ACCOUNTING/AUDITING                    | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC                  | -              | -                | -                |
| 40 TRAVEL                                 | -              | -                | -                |
| 41 COMMUNICATIONS                         | -              | -                | -                |
| 43 UTILITIES                              | -              | -                | -                |
| 44 RENTALS & LEASES                       | -              | -                | -                |
| 45 INSURANCE                              | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE                  | 5,454          | 4,500            | 5,500            |
| 48 PROMOTIONAL                            | -              | -                | -                |
| 49 OTHER CURRENT CHARGES                  | -              | -                | -                |
|   |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)               | -              | -                | -                |
| 47 PRINTING                               | -              | -                | -                |
| 51 OFFICE SUPPLIES                        | 572            | 300              | 300              |
| 52 OPERATING SUPPLIES                     | 24,435         | 27,600           | 27,600           |
| 53 ROAD MATERIALS & SUPPLIES              | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS                     | -              | -                | -                |
|   |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS                   | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT                  | -              | -                | -                |
|   |                |                  |                  |
| TOTAL                                     | 479,680        | 466,878          | 446,005          |
|   | =====          | =====            | =====            |
| <b>DEPARTMENTAL EXPENDITURE SUMMARIES</b> |                |                  |                  |
|   |                |                  |                  |
| PERSONAL SERVICES                         | 449,219        | 434,478          | 412,605          |
| SUPPORT SERVICES                          | 5,454          | 4,500            | 5,500            |
| MATERIALS & SUPPLIES                      | 25,007         | 27,900           | 27,900           |
| CAPITAL OUTLAY                            | -              | -                | -                |
|   |                |                  |                  |
| TOTAL                                     | 479,680        | 466,878          | 446,005          |
|   | =====          | =====            | =====            |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|   | <u>ACTUAL</u><br><u>2013</u> | <u>APPROVED</u><br><u>2014</u> | <u>APPROVED</u><br><u>2015</u> |
|---|------------------------------|--------------------------------|--------------------------------|
| <b>ENGINEERING/GIS MAPPING</b>            |                              |                                |                                |
| <b>ELEMENT</b>                            |                              |                                |                                |
| 11 EXECUTIVE SALARIES                     | -                            | -                              | -                              |
| 12 REGULAR SALARIES                       | 202,819                      | 242,056                        | -                              |
| 13 OTHER SALARIES                         | -                            | -                              | -                              |
| 14 OVERTIME                               | 197                          | -                              | -                              |
| 21 FICA MATCHING                          | 14,042                       | 16,915                         | -                              |
| 22 RETIREMENT                             | 12,925                       | 19,158                         | -                              |
| 23 INSURANCE                              | 60,141                       | 67,010                         | -                              |
| 24 WORKERS COMPENSATION                   | -                            | -                              | -                              |
| 25 UNEMPLOYMENT COMP                      | -                            | -                              | -                              |
| 26 OTHER                                  | -                            | -                              | -                              |
|   |                              |                                |                                |
| 31 PROFESSIONAL SERVICES                  | -                            | -                              | -                              |
| 32 ACCOUNTING/AUDITING                    | -                            | -                              | -                              |
| 34 OTHER CONTRACTUAL SVC                  | -                            | -                              | -                              |
| 40 TRAVEL                                 | 21                           | 600                            | -                              |
| 41 COMMUNICATIONS                         | -                            | -                              | -                              |
| 43 UTILITIES                              | -                            | -                              | -                              |
| 44 RENTALS & LEASES                       | -                            | -                              | -                              |
| 45 INSURANCE                              | -                            | -                              | -                              |
| 46 REPAIRS & MAINTENANCE                  | 803                          | 5,500                          | -                              |
| 48 PROMOTIONAL                            | -                            | -                              | -                              |
| 49 OTHER CURRENT CHARGES                  | -                            | 1,000                          | -                              |
|   |                              |                                |                                |
| 42 TRANSPORTATION (POSTAGE)               | -                            | -                              | -                              |
| 47 PRINTING                               | -                            | -                              | -                              |
| 51 OFFICE SUPPLIES                        | 202                          | 200                            | -                              |
| 52 OPERATING SUPPLIES                     | 13,614                       | 8,750                          | -                              |
| 53 ROAD MATERIALS & SUPPLIES              | -                            | -                              | -                              |
| 54 SUBSCR/MEMBERSHIPS                     | -                            | -                              | -                              |
|   |                              |                                |                                |
| 63 CAPITAL IMPROVEMENTS                   | -                            | -                              | -                              |
| 64 MACHINERY & EQUIPMENT                  | -                            | -                              | -                              |
|   |                              |                                |                                |
| TOTAL                                     | 304,764                      | 361,189                        | -                              |
|   | =====                        | =====                          | =====                          |
| <b>DEPARTMENTAL EXPENDITURE SUMMARIES</b> |                              |                                |                                |
|   |                              |                                |                                |
| PERSONAL SERVICES                         | 290,124                      | 345,139                        | -                              |
| SUPPORT SERVICES                          | 824                          | 7,100                          | -                              |
| MATERIALS & SUPPLIES                      | 13,816                       | 8,950                          | -                              |
| CAPITAL OUTLAY                            | -                            | -                              | -                              |
|   |                              |                                |                                |
| TOTAL                                     | 304,764                      | 361,189                        | -                              |
|   | =====                        | =====                          | =====                          |



# EMERALD COAST UTILITIES AUTHORITY SHARED SERVICES



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                                    | <u>ACTUAL</u><br><u>2013</u> | <u>APPROVED</u><br><u>2014</u> | <u>APPROVED</u><br><u>2015</u> |
|------------------------------------|------------------------------|--------------------------------|--------------------------------|
| SHARED SERVICES DEPT.              |                              |                                |                                |
| ELEMENT                            |                              |                                |                                |
| 11 EXECUTIVE SALARIES              | -                            | -                              | -                              |
| 12 REGULAR SALARIES                | 202,368                      | 203,685                        | 211,678                        |
| 13 OTHER SALARIES                  | -                            | -                              | -                              |
| 14 OVERTIME                        | 44                           | 250                            | 250                            |
| 21 FICA MATCHING                   | 14,521                       | 13,964                         | 15,122                         |
| 22 RETIREMENT                      | 16,820                       | 28,797                         | 30,406                         |
| 23 INSURANCE                       | 43,425                       | 43,188                         | 33,969                         |
| 24 WORKERS COMPENSATION            | -                            | -                              | -                              |
| 25 UNEMPLOYMENT COMP               | -                            | -                              | -                              |
| 26 OTHER                           | -                            | -                              | -                              |
| 31 PROFESSIONAL SERVICES           | -                            | -                              | -                              |
| 32 ACCOUNTING/AUDITING             | -                            | -                              | -                              |
| 34 OTHER CONTRACTUAL SVC           | 35,789                       | 52,000                         | 40,000                         |
| 40 TRAVEL                          | -                            | 450                            | 450                            |
| 41 COMMUNICATIONS                  | 48,317                       | 42,000                         | 42,000                         |
| 43 UTILITIES                       | -                            | -                              | -                              |
| 44 RENTALS & LEASES                | 1,524                        | -                              | 2,200                          |
| 45 INSURANCE                       | -                            | -                              | -                              |
| 46 REPAIRS & MAINTENANCE           | 35                           | 1,450                          | 20,000                         |
| 48 PROMOTIONAL                     | -                            | -                              | -                              |
| 49 OTHER CURRENT CHARGES           | -                            | 200                            | 200                            |
| 42 TRANSPORTATION (POSTAGE)        | -                            | -                              | -                              |
| 47 PRINTING                        | -                            | 100                            | 100                            |
| 51 OFFICE SUPPLIES                 | 1,515                        | 800                            | 800                            |
| 52 OPERATING SUPPLIES              | 3,817                        | 3,200                          | 2,200                          |
| 53 ROAD MATERIALS & SUPPLIES       | -                            | -                              | -                              |
| 54 SUBSCR/MEMBERSHIPS              | -                            | 100                            | 100                            |
| 63 CAPITAL IMPROVEMENTS            | -                            | -                              | -                              |
| 64 MACHINERY & EQUIPMENT           | -                            | -                              | -                              |
| TOTAL                              | 368,175                      | 390,184                        | 399,475                        |
|                                    | =====                        | =====                          | =====                          |
| DEPARTMENTAL EXPENDITURE SUMMARIES |                              |                                |                                |
| PERSONAL SERVICES                  | 277,178                      | 289,884                        | 291,425                        |
| SUPPORT SERVICES                   | 85,665                       | 96,100                         | 104,850                        |
| MATERIALS & SUPPLIES               | 5,332                        | 4,200                          | 3,200                          |
| CAPITAL OUTLAY                     | -                            | -                              | -                              |
| TOTAL                              | 368,175                      | 390,184                        | 399,475                        |
|                                    | =====                        | =====                          | =====                          |

**EMERALD COAST UTILITIES AUTHORITY**

**GOALS AND WORK PLAN**

**DEPARTMENT:**

Shared Services

**ACTIVITY DESCRIPTION:**

The Shared Services activity is responsible for overseeing and coordinating the operations of I. T. and Planning/Public Information, Sanitation Department, Customer Service, Human Resources and Risk Management.

**GOAL:**

It is the goal of this department to ensure that customer service to both our internal and external customers is provided with the highest quality in a professional and courteous manner and in a timely fashion. It is our goal that all activities within the Shared Services Group effectively communicate among ourselves, other areas of the ECUA organization and 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.

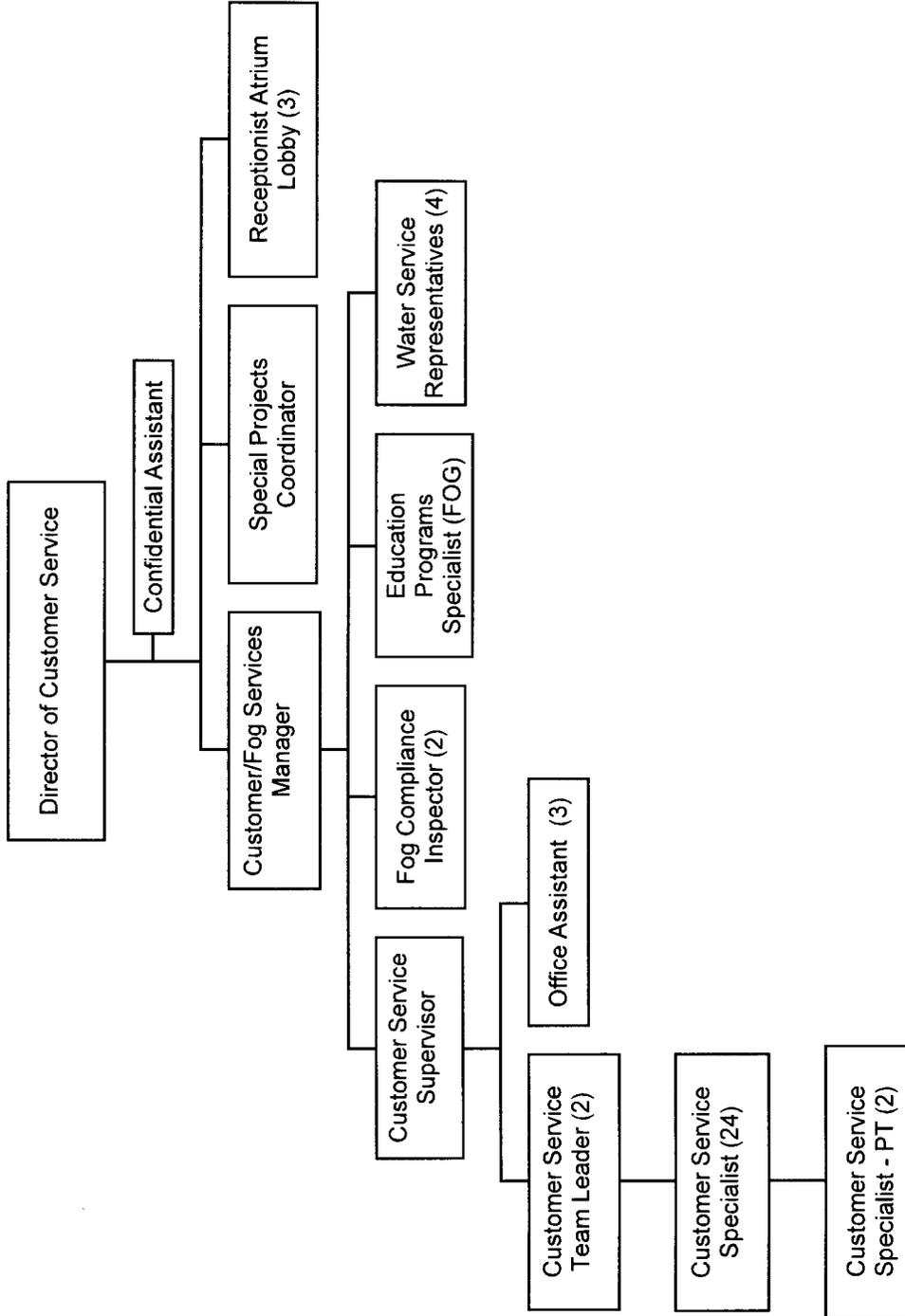
**2015 TARGETED ACCOMPLISHMENTS:**

1. To instill a keen awareness of the mission of the ECUA to put our valued customers first and our commitment to provide the citizens of Escambia County with services of the highest quality.
2. To continue the review of ECUA policies and procedures specific to Shared Service's activities applicability.
3. Improve the customer service experience.
4. To continue our program to reduce the introduction of Fats, Oil, and Grease into the ECUA sewer system and reduce sewer backups for our customers.
5. To modernize public information through the website and other new technology.

**D-7**



# EMERALD COAST UTILITIES AUTHORITY CUSTOMER SERVICES



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                                    | ACTUAL<br><u>2013</u> | APPROVED<br><u>2014</u> | APPROVED<br><u>2015</u> |
|------------------------------------|-----------------------|-------------------------|-------------------------|
| CUSTOMER SERVICES                  |                       |                         |                         |
| ELEMENT                            |                       |                         |                         |
| 11 EXECUTIVE SALARIES              | -                     | -                       | -                       |
| 12 REGULAR SALARIES                | 1,269,682             | 1,483,772               | 1,635,998               |
| 13 OTHER SALARIES                  | -                     | -                       | -                       |
| 14 OVERTIME                        | 7,450                 | 14,350                  | 12,700                  |
| 21 FICA MATCHING                   | 92,562                | 109,396                 | 121,168                 |
| 22 RETIREMENT                      | 74,136                | 102,040                 | 123,153                 |
| 23 INSURANCE                       | 335,511               | 377,531                 | 372,354                 |
| 24 WORKERS COMPENSATION            | -                     | -                       | -                       |
| 25 UNEMPLOYMENT COMP               | -                     | -                       | -                       |
| 26 OTHER                           | -                     | -                       | -                       |
| 31 PROFESSIONAL SERVICES           | -                     | -                       | -                       |
| 32 ACCOUNTING/AUDITING             | -                     | -                       | -                       |
| 34 OTHER CONTRACTUAL SVC           | 240,629               | 30,000                  | 30,000                  |
| 40 TRAVEL                          | -                     | 5,050                   | 5,050                   |
| 41 COMMUNICATIONS                  | -                     | -                       | -                       |
| 43 UTILITIES                       | -                     | -                       | -                       |
| 44 RENTALS & LEASES                | -                     | -                       | -                       |
| 45 INSURANCE                       | -                     | -                       | -                       |
| 46 REPAIRS & MAINTENANCE           | 3,863                 | 11,900                  | 12,400                  |
| 48 PROMOTIONAL                     | -                     | -                       | -                       |
| 49 OTHER CURRENT CHARGES           | (20)                  | 6,950                   | 7,700                   |
| 42 TRANSPORTATION (POSTAGE)        | -                     | 250                     | 250                     |
| 47 PRINTING                        | 3,439                 | 3,180                   | 4,500                   |
| 51 OFFICE SUPPLIES                 | 17,306                | 15,500                  | 15,900                  |
| 52 OPERATING SUPPLIES              | 27,509                | 21,200                  | 26,300                  |
| 53 ROAD MATERIALS & SUPPLIES       | -                     | -                       | -                       |
| 54 SUBSCR/MEMBERSHIPS              | 520                   | 1,550                   | 1,550                   |
| 63 CAPITAL IMPROVEMENTS            | -                     | -                       | -                       |
| 64 MACHINERY & EQUIPMENT           | 1,081                 | -                       | -                       |
| TOTAL                              | 2,073,668             | 2,182,669               | 2,369,023               |
| DEPARTMENTAL EXPENDITURE SUMMARIES |                       |                         |                         |
| PERSONAL SERVICES                  | 1,779,341             | 2,087,089               | 2,265,373               |
| SUPPORT SERVICES                   | 244,472               | 53,900                  | 55,150                  |
| MATERIALS & SUPPLIES               | 48,774                | 41,680                  | 48,500                  |
| CAPITAL OUTLAY                     | 1,081                 | -                       | -                       |
| TOTAL                              | 2,073,668             | 2,182,669               | 2,369,023               |

# EMERALD COAST UTILITIES AUTHORITY

## DIVISIONAL

### GOALS AND WORK PLAN

#### DIVISION:

Customer Services

#### ACTIVITY DESCRIPTION:

The divisions within the Customer Service Department work together to provide customers services that exceeds their expectations.

#### GOAL:

To assist customers in a friendly manner, whether by telephone, email or in person. Show customers that we care by listening carefully to their inquiries and requests and respond professionally, efficiently and in 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 waiting time for our valued customers.

#### 2015 TARGETED ACCOMPLISHMENTS:

1. To reduce the number of abandoned calls.
2. To review our policies and procedures to minimize errors and properly handle customer issues.
3. To enhance our cross training program, thereby improving the expediency of service and flexibility in our job duties.
4. To increase the number of FOG inspections.
5. To keep up and maintain the number of cut-non pays in all regions.
6. To develop programs and utilize avenues to ensure residential and commercial customers understand the hazards of improper disposal of FOG.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                              | ACTUAL<br><u>2013</u> | APPROVED<br><u>2014</u> | APPROVED<br><u>2015</u> |
|------------------------------|-----------------------|-------------------------|-------------------------|
| CS/ADMINISTRATION            |                       |                         |                         |
| ELEMENT                      |                       |                         |                         |
| 11 EXECUTIVE SALARIES        | -                     | -                       | -                       |
| 12 REGULAR SALARIES          | 245,941               | 313,017                 | 320,346                 |
| 13 OTHER SALARIES            | -                     | -                       | -                       |
| 14 OVERTIME                  | 825                   | 1,200                   | 1,200                   |
| 21 FICA MATCHING             | 17,086                | 22,320                  | 22,716                  |
| 22 RETIREMENT                | 13,545                | 17,039                  | 20,128                  |
| 23 INSURANCE                 | 77,820                | 81,227                  | 77,207                  |
| 24 WORKERS COMPENSATION      | -                     | -                       | -                       |
| 25 UNEMPLOYMENT COMP         | -                     | -                       | -                       |
| 26 OTHER                     | -                     | -                       | -                       |
|                              |                       |                         |                         |
| 31 PROFESSIONAL SERVICES     | -                     | -                       | -                       |
| 32 ACCOUNTING/AUDITING       | -                     | -                       | -                       |
| 34 OTHER CONTRACTUAL SVC     | 66,129                | 30,000                  | 30,000                  |
| 40 TRAVEL                    | -                     | 1,600                   | 1,600                   |
| 41 COMMUNICATIONS            | -                     | -                       | -                       |
| 43 UTILITIES                 | -                     | -                       | -                       |
| 44 RENTALS & LEASES          | -                     | -                       | -                       |
| 45 INSURANCE                 | -                     | -                       | -                       |
| 46 REPAIRS & MAINTENANCE     | 2,540                 | 3,000                   | 3,500                   |
| 48 PROMOTIONAL               | -                     | -                       | -                       |
| 49 OTHER CURRENT CHARGES     | 156                   | 1,200                   | 1,200                   |
|                              |                       |                         |                         |
| 42 TRANSPORTATION (POSTAGE)  | -                     | -                       | -                       |
| 47 PRINTING                  | -                     | 1,000                   | 1,000                   |
| 51 OFFICE SUPPLIES           | 3,938                 | 5,000                   | 5,000                   |
| 52 OPERATING SUPPLIES        | 120                   | 750                     | 750                     |
| 53 ROAD MATERIALS & SUPPLIES | -                     | -                       | -                       |
| 54 SUBSCR/MEMBERSHIPS        | -                     | 100                     | 100                     |
|                              |                       |                         |                         |
| 63 CAPITAL IMPROVEMENTS      | -                     | -                       | -                       |
| 64 MACHINERY & EQUIPMENT     | 1,081                 | -                       | -                       |
|                              |                       |                         |                         |
| TOTAL                        | 429,181               | 477,453                 | 484,747                 |
|                              | =====                 | =====                   | =====                   |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |         |         |         |
|----------------------|---------|---------|---------|
| PERSONAL SERVICES    | 355,217 | 434,803 | 441,597 |
| SUPPORT SERVICES     | 68,825  | 35,800  | 36,300  |
| MATERIALS & SUPPLIES | 4,058   | 6,850   | 6,850   |
| CAPITAL OUTLAY       | 1,081   | -       | -       |
|                      | -----   | -----   | -----   |
| TOTAL                | 429,181 | 477,453 | 484,747 |
|                      | =====   | =====   | =====   |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

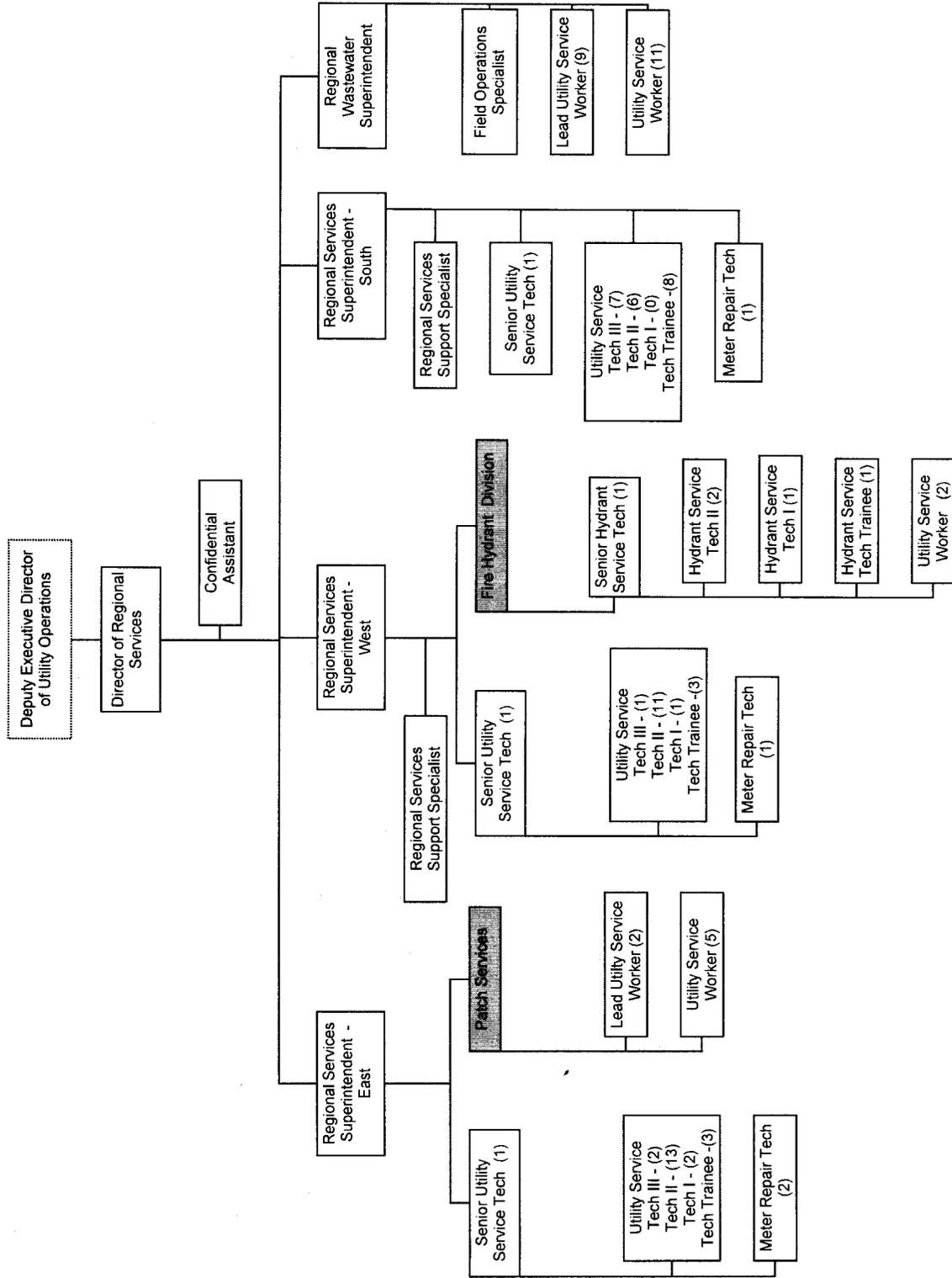
|                                    | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------------|----------------|------------------|------------------|
| CS/CUSTOMER SVC OPERATIONS         |                |                  |                  |
| ELEMENT                            |                |                  |                  |
| 11 EXECUTIVE SALARIES              | -              | -                | -                |
| 12 REGULAR SALARIES                | 942,122        | 1,033,492        | 1,041,547        |
| 13 OTHER SALARIES                  | -              | -                | -                |
| 14 OVERTIME                        | 6,462          | 12,000           | 10,000           |
| 21 FICA MATCHING                   | 69,389         | 76,674           | 77,799           |
| 22 RETIREMENT                      | 55,896         | 75,381           | 82,713           |
| 23 INSURANCE                       | 240,179        | 270,281          | 232,017          |
| 24 WORKERS COMPENSATION            | -              | -                | -                |
| 25 UNEMPLOYMENT COMP               | -              | -                | -                |
| 26 OTHER                           | -              | -                | -                |
|                                    |                |                  |                  |
| 31 PROFESSIONAL SERVICES           | -              | -                | -                |
| 32 ACCOUNTING/AUDITING             | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC           | 174,500        | -                | -                |
| 40 TRAVEL                          | -              | 200              | 200              |
| 41 COMMUNICATIONS                  | -              | -                | -                |
| 43 UTILITIES                       | -              | -                | -                |
| 44 RENTALS & LEASES                | -              | -                | -                |
| 45 INSURANCE                       | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE           | -              | 500              | 500              |
| 48 PROMOTIONAL                     | -              | -                | -                |
| 49 OTHER CURRENT CHARGES           | (176)          | 5,000            | 5,000            |
|                                    |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)        | -              | -                | -                |
| 47 PRINTING                        | 328            | 500              | 500              |
| 51 OFFICE SUPPLIES                 | 11,733         | 8,500            | 8,900            |
| 52 OPERATING SUPPLIES              | 226            | 600              | 600              |
| 53 ROAD MATERIALS & SUPPLIES       | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS              | 445            | 500              | 500              |
|                                    |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS            | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT           | -              | -                | -                |
|                                    |                |                  |                  |
| TOTAL                              | 1,501,104      | 1,483,628        | 1,460,276        |
|                                    |                |                  |                  |
| DEPARTMENTAL EXPENDITURE SUMMARIES |                |                  |                  |
|                                    |                |                  |                  |
| PERSONAL SERVICES                  | 1,314,048      | 1,467,828        | 1,444,076        |
| SUPPORT SERVICES                   | 174,324        | 5,700            | 5,700            |
| MATERIALS & SUPPLIES               | 12,732         | 10,100           | 10,500           |
| CAPITAL OUTLAY                     | -              | -                | -                |
|                                    |                |                  |                  |
| TOTAL                              | 1,501,104      | 1,483,628        | 1,460,276        |
|                                    |                |                  |                  |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                                    | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------------|----------------|------------------|------------------|
| CS/FATS, OIL & GREASE              |                |                  |                  |
| ELEMENT                            |                |                  |                  |
| 11 EXECUTIVE SALARIES              | -              | -                | -                |
| 12 REGULAR SALARIES                | 81,620         | 137,263          | 274,105          |
| 13 OTHER SALARIES                  | -              | -                | -                |
| 14 OVERTIME                        | 163            | 1,150            | 1,500            |
| 21 FICA MATCHING                   | 6,087          | 10,402           | 20,653           |
| 22 RETIREMENT                      | 4,695          | 9,620            | 20,312           |
| 23 INSURANCE                       | 17,511         | 26,023           | 63,130           |
| 24 WORKERS COMPENSATION            | -              | -                | -                |
| 25 UNEMPLOYMENT COMP               | -              | -                | -                |
| 26 OTHER                           | -              | -                | -                |
|                                    |                |                  |                  |
| 31 PROFESSIONAL SERVICES           | -              | -                | -                |
| 32 ACCOUNTING/AUDITING             | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC           | -              | -                | -                |
| 40 TRAVEL                          | -              | 3,250            | 3,250            |
| 41 COMMUNICATIONS                  | -              | -                | -                |
| 43 UTILITIES                       | -              | -                | -                |
| 44 RENTALS & LEASES                | -              | -                | -                |
| 45 INSURANCE                       | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE           | 1,323          | 8,400            | 8,400            |
| 48 PROMOTIONAL                     | -              | -                | -                |
| 49 OTHER CURRENT CHARGES           | -              | 750              | 1,500            |
|                                    |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)        | -              | 250              | 250              |
| 47 PRINTING                        | 3,111          | 1,680            | 3,000            |
| 51 OFFICE SUPPLIES                 | 1,634          | 2,000            | 2,000            |
| 52 OPERATING SUPPLIES              | 27,164         | 19,850           | 24,950           |
| 53 ROAD MATERIALS & SUPPLIES       | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS              | 75             | 950              | 950              |
|                                    |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS            | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT           | -              | -                | -                |
|                                    |                |                  |                  |
| TOTAL                              | 143,383        | 221,588          | 424,000          |
| DEPARTMENTAL EXPENDITURE SUMMARIES |                |                  |                  |
|                                    |                |                  |                  |
| PERSONAL SERVICES                  | 110,076        | 184,458          | 379,700          |
| SUPPORT SERVICES                   | 1,323          | 12,400           | 13,150           |
| MATERIALS & SUPPLIES               | 31,984         | 24,730           | 31,150           |
| CAPITAL OUTLAY                     | -              | -                | -                |
|                                    |                |                  |                  |
| TOTAL                              | 143,383        | 221,588          | 424,000          |



**EMERALD COAST UTILITIES AUTHORITY**  
Regional Services



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                              | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------|----------------|------------------|------------------|
| REGIONAL SERVICES DEPARTMENT |                |                  |                  |
| ELEMENT                      |                |                  |                  |
| 11 EXECUTIVE SALARIES        | -              | -                | -                |
| 12 REGULAR SALARIES          | 4,318,922      | 4,570,033        | 4,495,056        |
| 13 OTHER SALARIES            | -              | -                | -                |
| 14 OVERTIME                  | 392,710        | 323,500          | 342,500          |
| 21 FICA MATCHING             | 343,090        | 355,528          | 356,017          |
| 22 RETIREMENT                | 298,136        | 414,458          | 405,513          |
| 23 INSURANCE                 | 1,058,514      | 1,155,079        | 1,000,820        |
| 24 WORKERS COMPENSATION      | -              | -                | -                |
| 25 UNEMPLOYMENT COMP         | -              | -                | -                |
| 26 OTHER                     | -              | -                | -                |
|                              |                |                  |                  |
| 31 PROFESSIONAL SERVICES     | -              | -                | -                |
| 32 ACCOUNTING/AUDITING       | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC     | 373,593        | 331,500          | 331,000          |
| 40 TRAVEL                    | 422            | 2,000            | 2,000            |
| 41 COMMUNICATIONS            | 1,799          | 22,000           | 50,000           |
| 43 UTILITIES                 | -              | -                | -                |
| 44 RENTALS & LEASES          | 8,826          | 13,000           | 13,000           |
| 45 INSURANCE                 | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE     | 250,645        | 202,650          | 202,650          |
| 48 PROMOTIONAL               | -              | -                | -                |
| 49 OTHER CURRENT CHARGES     | 67,358         | 72,900           | 72,980           |
|                              |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)  | 168            | 150              | 150              |
| 47 PRINTING                  | 1,954          | 1,000            | 2,000            |
| 51 OFFICE SUPPLIES           | 4,556          | 4,500            | 4,500            |
| 52 OPERATING SUPPLIES        | 1,739,347      | 1,709,421        | 1,896,635        |
| 53 ROAD MATERIALS & SUPPLIES | 65,587         | 80,000           | 80,000           |
| 54 SUBSCR/MEMBERSHIPS        | -              | 600              | 600              |
|                              |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS      | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT     | 172,049        | -                | 231,732          |
|                              |                |                  |                  |
| TOTAL                        | 9,097,676      | 9,258,319        | 9,487,153        |
|                              | =====          | =====            | =====            |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |           |           |           |
|----------------------|-----------|-----------|-----------|
| PERSONAL SERVICES    | 6,411,372 | 6,818,598 | 6,599,906 |
| SUPPORT SERVICES     | 702,643   | 644,050   | 671,630   |
| MATERIALS & SUPPLIES | 1,811,612 | 1,795,671 | 1,983,885 |
| CAPITAL OUTLAY       | 172,049   | -         | 231,732   |
|                      |           |           |           |
| TOTAL                | 9,097,676 | 9,258,319 | 9,487,153 |
|                      | =====     | =====     | =====     |

# **EMERALD COAST UTILITIES AUTHORITY**

## **DIVISIONAL GOALS AND WORK PLAN**

### **DEPARTMENT:**

Regional Services

### **ACTIVITY DESCRIPTION:**

The divisions perform repair and maintenance functions on ECUA's collection and distribution systems. Additionally, more than 7,000 fire hydrants are installed, inspected and maintained. The newly formed Valve Maintenance crew (currently part of Region South) is responsible for approximately 500 Air Release Valves (ARVs) and more than 20,000 water valves. The department completes an average of 145,000 work orders per year. Many of those involve excavations, which the Patch Crew subsequently repairs. The Wastewater Maintenance Division inspects and performs minor repairs on 20,000 manholes and performs CCTV functions on all accessible gravity mains.

### **GOALS:**

To ensure the efficient operation of the collection and distribution mains and to ensure all facilities and their appurtenances are accessible, inspected and maintained. Gain more efficiencies in the field through training and maintenance of adequate spare parts to increase productivity.

### **OBJECTIVES:**

1. To comply with all Department of Environmental Protection mandates.
2. To make the valve crew an effective productive unit.
3. To progress on the implementation of the Wireless work order system.
4. To make the Department's Succession planning effective.

### **2015 TARGETED ACCOMPLISHMENTS:**

Purchase equipment necessary for maintenance on all valves. Begin a pilot program for wireless work orders, use unidirectional flushing techniques, and gain access to all mains through their easements. Continue to train all succession planning candidates. Purchase vehicle mounted laptops for supervisors.

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EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

| RS/ADMINISTRATION<br>ELEMENT | ACTUAL<br><u>2013</u> | APPROVED<br><u>2014</u> | APPROVED<br><u>2015</u> |
|------------------------------|-----------------------|-------------------------|-------------------------|
| 11 EXECUTIVE SALARIES        | -                     | -                       | -                       |
| 12 REGULAR SALARIES          | 198,707               | 240,805                 | 245,326                 |
| 13 OTHER SALARIES            | -                     | -                       | -                       |
| 14 OVERTIME                  | -                     | -                       | -                       |
| 21 FICA MATCHING             | 14,768                | 17,924                  | 18,411                  |
| 22 RETIREMENT                | 16,636                | 31,695                  | 25,696                  |
| 23 INSURANCE                 | 24,732                | 32,805                  | 32,149                  |
| 24 WORKERS COMPENSATION      | -                     | -                       | -                       |
| 25 UNEMPLOYMENT COMP         | -                     | -                       | -                       |
| 26 OTHER                     | -                     | -                       | -                       |
| 31 PROFESSIONAL SERVICES     | -                     | -                       | -                       |
| 32 ACCOUNTING/AUDITING       | -                     | -                       | -                       |
| 34 OTHER CONTRACTUAL SVC     | 70,787                | 153,000                 | 153,000                 |
| 40 TRAVEL                    | 422                   | 2,000                   | 2,000                   |
| 41 COMMUNICATIONS            | 1,799                 | 22,000                  | 50,000                  |
| 43 UTILITIES                 | -                     | -                       | -                       |
| 44 RENTALS & LEASES          | 2,071                 | 1,000                   | 1,000                   |
| 45 INSURANCE                 | -                     | -                       | -                       |
| 46 REPAIRS & MAINTENANCE     | 2,089                 | 3,000                   | 3,000                   |
| 48 PROMOTIONAL               | -                     | -                       | -                       |
| 49 OTHER CURRENT CHARGES     | 49,958                | 54,000                  | 54,000                  |
| 42 TRANSPORTATION (POSTAGE)  | 168                   | 150                     | 150                     |
| 47 PRINTING                  | 1,954                 | 1,000                   | 2,000                   |
| 51 OFFICE SUPPLIES           | 4,556                 | 4,500                   | 4,500                   |
| 52 OPERATING SUPPLIES        | 335,503               | 427,421                 | 527,921                 |
| 53 ROAD MATERIALS & SUPPLIES | -                     | -                       | -                       |
| 54 SUBSCR/MEMBERSHIPS        | -                     | 600                     | 600                     |
| 63 CAPITAL IMPROVEMENTS      | -                     | -                       | -                       |
| 64 MACHINERY & EQUIPMENT     | 102,235               | -                       | -                       |
| TOTAL                        | 826,385               | 991,900                 | 1,119,753               |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |         |         |           |
|----------------------|---------|---------|-----------|
| PERSONAL SERVICES    | 254,843 | 323,229 | 321,582   |
| SUPPORT SERVICES     | 127,126 | 235,000 | 263,000   |
| MATERIALS & SUPPLIES | 342,181 | 433,671 | 535,171   |
| CAPITAL OUTLAY       | 102,235 | -       | -         |
| TOTAL                | 826,385 | 991,900 | 1,119,753 |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                              | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------|----------------|------------------|------------------|
| RS/WEST REGION (REGION 2)    |                |                  |                  |
| ELEMENT                      |                |                  |                  |
| 11 EXECUTIVE SALARIES        | -              | -                | -                |
| 12 REGULAR SALARIES          | 784,696        | 798,672          | 823,746          |
| 13 OTHER SALARIES            | -              | -                | -                |
| 14 OVERTIME                  | 75,500         | 60,000           | 66,000           |
| 21 FICA MATCHING             | 61,780         | 61,431           | 65,067           |
| 22 RETIREMENT                | 52,219         | 68,569           | 72,985           |
| 23 INSURANCE                 | 195,599        | 204,902          | 174,712          |
| 24 WORKERS COMPENSATION      | -              | -                | -                |
| 25 UNEMPLOYMENT COMP         | -              | -                | -                |
| 26 OTHER                     | -              | -                | -                |
|                              |                |                  |                  |
| 31 PROFESSIONAL SERVICES     | -              | -                | -                |
| 32 ACCOUNTING/AUDITING       | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC     | 29,722         | 3,000            | 3,000            |
| 40 TRAVEL                    | -              | -                | -                |
| 41 COMMUNICATIONS            | -              | -                | -                |
| 43 UTILITIES                 | -              | -                | -                |
| 44 RENTALS & LEASES          | 3,124          | 3,000            | 3,000            |
| 45 INSURANCE                 | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE     | 32,697         | 26,900           | 26,900           |
| 48 PROMOTIONAL               | -              | -                | -                |
| 49 OTHER CURRENT CHARGES     | 410            | 200              | 200              |
|                              |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)  | -              | -                | -                |
| 47 PRINTING                  | -              | -                | -                |
| 51 OFFICE SUPPLIES           | -              | -                | -                |
| 52 OPERATING SUPPLIES        | 296,646        | 283,500          | 295,000          |
| 53 ROAD MATERIALS & SUPPLIES | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS        | -              | -                | -                |
|                              |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS      | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT     | -              | -                | -                |
|                              |                |                  |                  |
| TOTAL                        | 1,532,393      | 1,510,174        | 1,530,610        |
|                              | =====          | =====            | =====            |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |           |           |           |
|----------------------|-----------|-----------|-----------|
| PERSONAL SERVICES    | 1,169,794 | 1,193,574 | 1,202,510 |
| SUPPORT SERVICES     | 65,953    | 33,100    | 33,100    |
| MATERIALS & SUPPLIES | 296,646   | 283,500   | 295,000   |
| CAPITAL OUTLAY       | -         | -         | -         |
|                      |           |           |           |
| TOTAL                | 1,532,393 | 1,510,174 | 1,530,610 |
|                      | =====     | =====     | =====     |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                              | ACTUAL<br><u>2013</u> | APPROVED<br><u>2014</u> | APPROVED<br><u>2015</u> |
|------------------------------|-----------------------|-------------------------|-------------------------|
| RS/EAST REGION (REGION 3)    |                       |                         |                         |
| ELEMENT                      |                       |                         |                         |
| 11 EXECUTIVE SALARIES        | -                     | -                       | -                       |
| 12 REGULAR SALARIES          | 1,109,050             | 1,137,741               | 1,051,737               |
| 13 OTHER SALARIES            | -                     | -                       | -                       |
| 14 OVERTIME                  | 110,166               | 88,000                  | 88,000                  |
| 21 FICA MATCHING             | 89,316                | 89,843                  | 83,846                  |
| 22 RETIREMENT                | 74,388                | 97,225                  | 89,578                  |
| 23 INSURANCE                 | 252,751               | 258,450                 | 226,386                 |
| 24 WORKERS COMPENSATION      | -                     | -                       | -                       |
| 25 UNEMPLOYMENT COMP         | -                     | -                       | -                       |
| 26 OTHER                     | -                     | -                       | -                       |
|                              |                       |                         |                         |
| 31 PROFESSIONAL SERVICES     | -                     | -                       | -                       |
| 32 ACCOUNTING/AUDITING       | -                     | -                       | -                       |
| 34 OTHER CONTRACTUAL SVC     | 31,997                | 9,500                   | 9,000                   |
| 40 TRAVEL                    | -                     | -                       | -                       |
| 41 COMMUNICATIONS            | -                     | -                       | -                       |
| 43 UTILITIES                 | -                     | -                       | -                       |
| 44 RENTALS & LEASES          | 3,631                 | 3,800                   | 3,800                   |
| 45 INSURANCE                 | -                     | -                       | -                       |
| 46 REPAIRS & MAINTENANCE     | 39,362                | 40,500                  | 40,500                  |
| 48 PROMOTIONAL               | -                     | -                       | -                       |
| 49 OTHER CURRENT CHARGES     | 3,178                 | 3,040                   | 3,040                   |
|                              |                       |                         |                         |
| 42 TRANSPORTATION (POSTAGE)  | -                     | -                       | -                       |
| 47 PRINTING                  | -                     | -                       | -                       |
| 51 OFFICE SUPPLIES           | -                     | -                       | -                       |
| 52 OPERATING SUPPLIES        | 413,444               | 365,500                 | 365,500                 |
| 53 ROAD MATERIALS & SUPPLIES | -                     | -                       | -                       |
| 54 SUBSCR/MEMBERSHIPS        | -                     | -                       | -                       |
|                              |                       |                         |                         |
| 63 CAPITAL IMPROVEMENTS      | -                     | -                       | -                       |
| 64 MACHINERY & EQUIPMENT     | 3,910                 | -                       | -                       |
|                              |                       |                         |                         |
| TOTAL                        | 2,131,193             | 2,093,599               | 1,961,387               |
|                              | =====                 | =====                   | =====                   |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |           |           |           |
|----------------------|-----------|-----------|-----------|
| PERSONAL SERVICES    | 1,635,671 | 1,671,259 | 1,539,547 |
| SUPPORT SERVICES     | 78,168    | 56,840    | 56,340    |
| MATERIALS & SUPPLIES | 413,444   | 365,500   | 365,500   |
| CAPITAL OUTLAY       | 3,910     | -         | -         |
|                      |           |           |           |
| TOTAL                | 2,131,193 | 2,093,599 | 1,961,387 |
|                      | =====     | =====     | =====     |

EMERALD COAST UTILITIES AUTHORITY BUDGET

FUND 401

|                              | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------|----------------|------------------|------------------|
| RS/SOUTH REGION (REGION 4)   |                |                  |                  |
| ELEMENT                      |                |                  |                  |
| 11 EXECUTIVE SALARIES        | -              | -                | -                |
| 12 REGULAR SALARIES          | 877,991        | 983,902          | 1,011,840        |
| 13 OTHER SALARIES            | -              | -                | -                |
| 14 OVERTIME                  | 115,152        | 105,000          | 107,000          |
| 21 FICA MATCHING             | 71,432         | 78,414           | 81,545           |
| 22 RETIREMENT                | 61,663         | 87,288           | 92,136           |
| 23 INSURANCE                 | 251,058        | 288,634          | 253,245          |
| 24 WORKERS COMPENSATION      | -              | -                | -                |
| 25 UNEMPLOYMENT COMP         | -              | -                | -                |
| 26 OTHER                     | -              | -                | -                |
| 31 PROFESSIONAL SERVICES     | -              | -                | -                |
| 32 ACCOUNTING/AUDITING       | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC     | 98,477         | 28,000           | 28,000           |
| 40 TRAVEL                    | -              | -                | -                |
| 41 COMMUNICATIONS            | -              | -                | -                |
| 43 UTILITIES                 | -              | -                | -                |
| 44 RENTALS & LEASES          | -              | 5,000            | 5,000            |
| 45 INSURANCE                 | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE     | 59,762         | 45,500           | 45,500           |
| 48 PROMOTIONAL               | -              | -                | -                |
| 49 OTHER CURRENT CHARGES     | 432            | 220              | 300              |
| 42 TRANSPORTATION (POSTAGE)  | -              | -                | -                |
| 47 PRINTING                  | -              | -                | -                |
| 51 OFFICE SUPPLIES           | -              | -                | -                |
| 52 OPERATING SUPPLIES        | 348,379        | 275,000          | 330,214          |
| 53 ROAD MATERIALS & SUPPLIES | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS        | -              | -                | -                |
| 63 CAPITAL IMPROVEMENTS      | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT     | 64,875         | -                | 231,732          |
| TOTAL                        | 1,949,221      | 1,896,958        | 2,186,512        |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |           |           |           |
|----------------------|-----------|-----------|-----------|
| PERSONAL SERVICES    | 1,377,296 | 1,543,238 | 1,545,766 |
| SUPPORT SERVICES     | 158,671   | 78,720    | 78,800    |
| MATERIALS & SUPPLIES | 348,379   | 275,000   | 330,214   |
| CAPITAL OUTLAY       | 64,875    | -         | 231,732   |
| TOTAL                | 1,949,221 | 1,896,958 | 2,186,512 |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                                    | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------------|----------------|------------------|------------------|
| RS/SEWER MAINTENANCE SERVICE       |                |                  |                  |
| ELEMENT                            |                |                  |                  |
| 11 EXECUTIVE SALARIES              | -              | -                | -                |
| 12 REGULAR SALARIES                | 852,074        | 872,636          | 816,026          |
| 13 OTHER SALARIES                  | -              | -                | -                |
| 14 OVERTIME                        | 75,844         | 59,500           | 68,500           |
| 21 FICA MATCHING                   | 67,990         | 67,806           | 65,237           |
| 22 RETIREMENT                      | 60,339         | 82,048           | 75,891           |
| 23 INSURANCE                       | 197,810        | 209,149          | 179,079          |
| 24 WORKERS COMPENSATION            | -              | -                | -                |
| 25 UNEMPLOYMENT COMP               | -              | -                | -                |
| 26 OTHER                           | -              | -                | -                |
|                                    |                |                  |                  |
| 31 PROFESSIONAL SERVICES           | -              | -                | -                |
| 32 ACCOUNTING/AUDITING             | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC           | 55,430         | 30,000           | 30,000           |
| 40 TRAVEL                          | -              | -                | -                |
| 41 COMMUNICATIONS                  | -              | -                | -                |
| 43 UTILITIES                       | -              | -                | -                |
| 44 RENTALS & LEASES                | -              | -                | -                |
| 45 INSURANCE                       | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE           | 80,313         | 46,250           | 46,250           |
| 48 PROMOTIONAL                     | -              | -                | -                |
| 49 OTHER CURRENT CHARGES           | 239            | 200              | 200              |
|                                    |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)        | -              | -                | -                |
| 47 PRINTING                        | -              | -                | -                |
| 51 OFFICE SUPPLIES                 | -              | -                | -                |
| 52 OPERATING SUPPLIES              | 152,406        | 151,000          | 171,000          |
| 53 ROAD MATERIALS & SUPPLIES       | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS              | -              | -                | -                |
|                                    |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS            | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT           | 1,030          | -                | -                |
|                                    |                |                  |                  |
| TOTAL                              | 1,543,475      | 1,518,589        | 1,452,183        |
|                                    | =====          | =====            | =====            |
| DEPARTMENTAL EXPENDITURE SUMMARIES |                |                  |                  |
|                                    |                |                  |                  |
| PERSONAL SERVICES                  | 1,254,057      | 1,291,139        | 1,204,733        |
| SUPPORT SERVICES                   | 135,982        | 76,450           | 76,450           |
| MATERIALS & SUPPLIES               | 152,406        | 151,000          | 171,000          |
| CAPITAL OUTLAY                     | 1,030          | -                | -                |
|                                    |                |                  |                  |
| TOTAL                              | 1,543,475      | 1,518,589        | 1,452,183        |
|                                    | =====          | =====            | =====            |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                                | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|--------------------------------|----------------|------------------|------------------|
| RS/FIRE HYDRANT INSTALL/MAINT. |                |                  |                  |
| ELEMENT                        |                |                  |                  |
| 11 EXECUTIVE SALARIES          | -              | -                | -                |
| 12 REGULAR SALARIES            | 287,049        | 287,258          | 295,391          |
| 13 OTHER SALARIES              | -              | -                | -                |
| 14 OVERTIME                    | 2,296          | 1,000            | 3,000            |
| 21 FICA MATCHING               | 21,722         | 21,702           | 22,836           |
| 22 RETIREMENT                  | 18,545         | 26,424           | 27,318           |
| 23 INSURANCE                   | 82,764         | 86,743           | 69,484           |
| 24 WORKERS COMPENSATION        | -              | -                | -                |
| 25 UNEMPLOYMENT COMP           | -              | -                | -                |
| 26 OTHER                       | -              | -                | -                |
|                                |                |                  |                  |
| 31 PROFESSIONAL SERVICES       | -              | -                | -                |
| 32 ACCOUNTING/AUDITING         | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC       | 3,749          | -                | -                |
| 40 TRAVEL                      | -              | -                | -                |
| 41 COMMUNICATIONS              | -              | -                | -                |
| 43 UTILITIES                   | -              | -                | -                |
| 44 RENTALS & LEASES            | -              | -                | -                |
| 45 INSURANCE                   | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE       | 10,323         | 10,500           | 10,500           |
| 48 PROMOTIONAL                 | -              | -                | -                |
| 49 OTHER CURRENT CHARGES       | 150            | 140              | 140              |
|                                |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)    | -              | -                | -                |
| 47 PRINTING                    | -              | -                | -                |
| 51 OFFICE SUPPLIES             | -              | -                | -                |
| 52 OPERATING SUPPLIES          | 111,984        | 132,000          | 132,000          |
| 53 ROAD MATERIALS & SUPPLIES   | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS          | -              | -                | -                |
|                                |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS        | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT       | -              | -                | -                |
|                                |                |                  |                  |
| TOTAL                          | 538,582        | 565,767          | 560,669          |
|                                | =====          | =====            | =====            |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |         |         |         |
|----------------------|---------|---------|---------|
| PERSONAL SERVICES    | 412,376 | 423,127 | 418,029 |
| SUPPORT SERVICES     | 14,222  | 10,640  | 10,640  |
| MATERIALS & SUPPLIES | 111,984 | 132,000 | 132,000 |
| CAPITAL OUTLAY       | -       | -       | -       |
|                      |         |         |         |
| TOTAL                | 538,582 | 565,767 | 560,669 |
|                      | =====   | =====   | =====   |

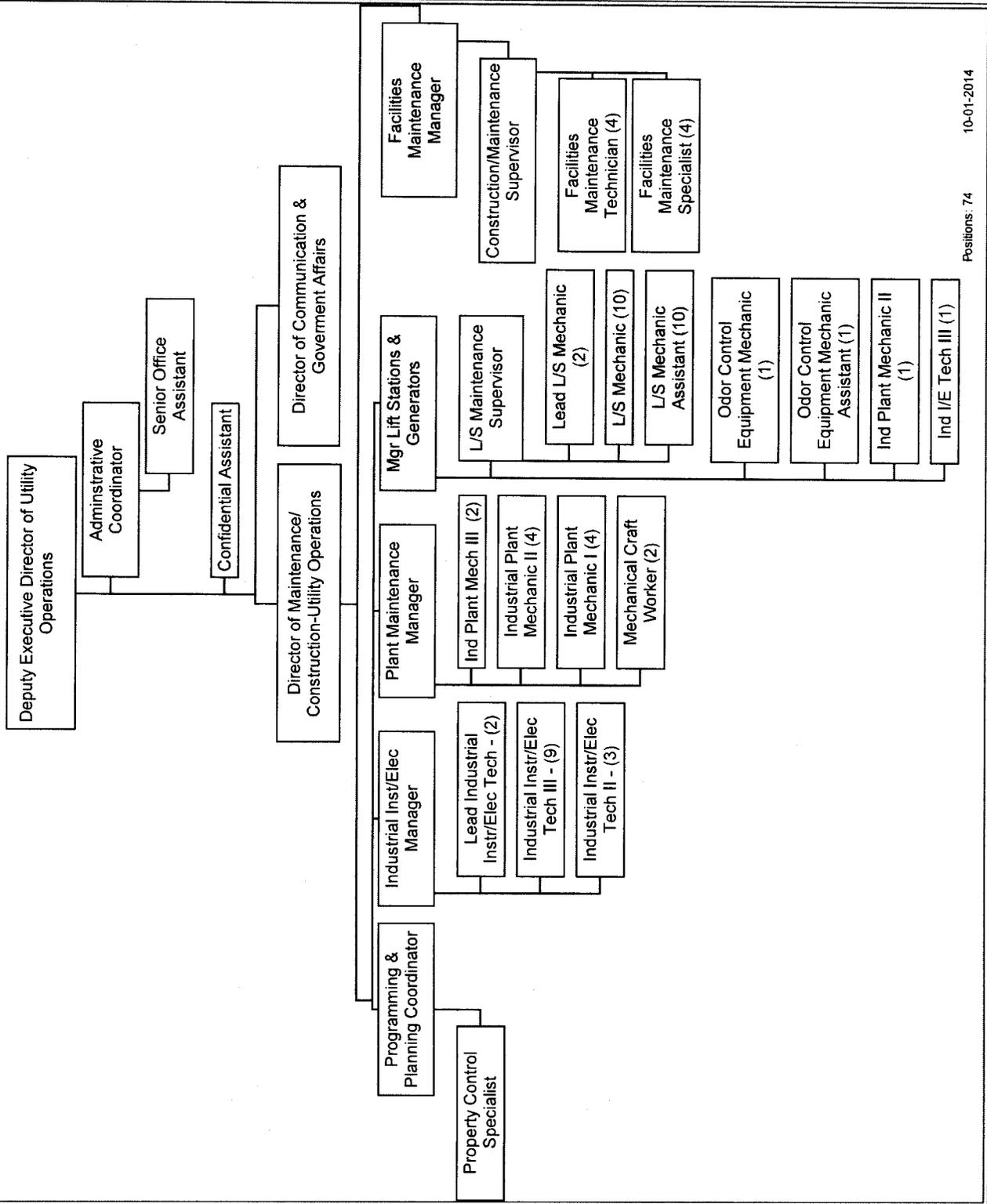
EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                              | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------|----------------|------------------|------------------|
| RS/PATCH SERVICES            |                |                  |                  |
| ELEMENT                      |                |                  |                  |
| 11 EXECUTIVE SALARIES        | -              | -                | -                |
| 12 REGULAR SALARIES          | 209,355        | 249,019          | 250,990          |
| 13 OTHER SALARIES            | -              | -                | -                |
| 14 OVERTIME                  | 13,752         | 10,000           | 10,000           |
| 21 FICA MATCHING             | 16,081         | 18,408           | 19,075           |
| 22 RETIREMENT                | 14,346         | 21,209           | 21,909           |
| 23 INSURANCE                 | 53,799         | 74,396           | 65,765           |
| 24 WORKERS COMPENSATION      | -              | -                | -                |
| 25 UNEMPLOYMENT COMP         | -              | -                | -                |
| 26 OTHER                     | -              | -                | -                |
|                              |                |                  |                  |
| 31 PROFESSIONAL SERVICES     | -              | -                | -                |
| 32 ACCOUNTING/AUDITING       | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC     | 83,431         | 108,000          | 108,000          |
| 40 TRAVEL                    | -              | -                | -                |
| 41 COMMUNICATIONS            | -              | -                | -                |
| 43 UTILITIES                 | -              | -                | -                |
| 44 RENTALS & LEASES          | -              | 200              | 200              |
| 45 INSURANCE                 | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE     | 26,100         | 30,000           | 30,000           |
| 48 PROMOTIONAL               | -              | -                | -                |
| 49 OTHER CURRENT CHARGES     | 12,992         | 15,100           | 15,100           |
|                              |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)  | -              | -                | -                |
| 47 PRINTING                  | -              | -                | -                |
| 51 OFFICE SUPPLIES           | -              | -                | -                |
| 52 OPERATING SUPPLIES        | 80,985         | 75,000           | 75,000           |
| 53 ROAD MATERIALS & SUPPLIES | 65,587         | 80,000           | 80,000           |
| 54 SUBSCR/MEMBERSHIPS        | -              | -                | -                |
|                              |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS      | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT     | -              | -                | -                |
|                              |                |                  |                  |
| TOTAL                        | 576,428        | 681,332          | 676,039          |
|                              | =====          | =====            | =====            |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |         |         |         |
|----------------------|---------|---------|---------|
| PERSONAL SERVICES    | 307,333 | 373,032 | 367,739 |
| SUPPORT SERVICES     | 122,523 | 153,300 | 153,300 |
| MATERIALS & SUPPLIES | 146,572 | 155,000 | 155,000 |
| CAPITAL OUTLAY       | -       | -       | -       |
|                      |         |         |         |
| TOTAL                | 576,428 | 681,332 | 676,039 |
|                      | =====   | =====   | =====   |

# EMERALD COAST UTILITIES AUTHORITY UTILITY OPERATIONS



Positions: 74

10-01-2014

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                                    | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------------|----------------|------------------|------------------|
| UTILITY OPERATIONS DEPARTMENT      |                |                  |                  |
| ELEMENT                            |                |                  |                  |
| 11 EXECUTIVE SALARIES              | -              | -                | -                |
| 12 REGULAR SALARIES                | 3,370,559      | 3,620,065        | 3,660,803        |
| 13 OTHER SALARIES                  | -              | -                | -                |
| 14 OVERTIME                        | 369,425        | 347,025          | 342,490          |
| 21 FICA MATCHING                   | 273,773        | 289,665          | 293,620          |
| 22 RETIREMENT                      | 233,795        | 324,253          | 353,150          |
| 23 INSURANCE                       | 716,302        | 758,880          | 705,765          |
| 24 WORKERS COMPENSATION            | -              | -                | -                |
| 25 UNEMPLOYMENT COMP               | -              | -                | -                |
| 26 OTHER                           | -              | -                | -                |
|                                    |                |                  |                  |
| 31 PROFESSIONAL SERVICES           | -              | 1,000            | 1,000            |
| 32 ACCOUNTING/AUDITING             | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC           | 407,771        | 426,325          | 406,000          |
| 40 TRAVEL                          | 10,419         | 23,750           | 27,250           |
| 41 COMMUNICATIONS                  | -              | -                | -                |
| 43 UTILITIES                       | 1,206,712      | 1,395,703        | 1,415,703        |
| 44 RENTALS & LEASES                | 77,673         | 49,100           | 73,400           |
| 45 INSURANCE                       | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE           | 2,718,038      | 2,734,294        | 3,420,530        |
| 48 PROMOTIONAL                     | -              | -                | -                |
| 49 OTHER CURRENT CHARGES           | 49,617         | 104,200          | 111,575          |
|                                    |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)        | 2,634          | 3,000            | 3,000            |
| 47 PRINTING                        | 408            | 1,500            | 1,500            |
| 51 OFFICE SUPPLIES                 | 15,706         | 21,700           | 18,700           |
| 52 OPERATING SUPPLIES              | 1,135,830      | 1,159,917        | 1,323,017        |
| 53 ROAD MATERIALS & SUPPLIES       | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS              | 2,586          | 5,265            | 5,215            |
|                                    |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS            | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT           | 14,788         | -                | -                |
|                                    |                |                  |                  |
| TOTAL                              | 10,606,036     | 11,265,642       | 12,162,718       |
|                                    | =====          | =====            | =====            |
| DEPARTMENTAL EXPENDITURE SUMMARIES |                |                  |                  |
|                                    |                |                  |                  |
| PERSONAL SERVICES                  | 4,963,854      | 5,339,888        | 5,355,828        |
| SUPPORT SERVICES                   | 4,470,230      | 4,734,372        | 5,455,458        |
| MATERIALS & SUPPLIES               | 1,157,164      | 1,191,382        | 1,351,432        |
| CAPITAL OUTLAY                     | 14,788         | -                | -                |
|                                    |                |                  |                  |
| TOTAL                              | 10,606,036     | 11,265,642       | 12,162,718       |
|                                    | =====          | =====            | =====            |

# **EMERALD COAST UTILITIES AUTHORITY**

## **DIVISIONAL GOALS AND WORK PLAN**

### **DEPARTMENT:**

Utility Operations

### **ACTIVITY DESCRIPTION:**

The seven divisions within the Maintenance & Construction Department work together to provide maintenance services for all of ECUA's water reclamation facilities, 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 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 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.

### **2015 TARGETED ACCOMPLISHMENTS:**

1. Continue to reduce the number of preventable SSO events at all Lift Stations.
2. Continue to improve the effectiveness of maintenance and Lift station operations.
3. Design, bid and begin construction of the Generator Maintenance/Odor Control Facility.
4. Complete reliability and disaster recovery improvements to the CWRF Plant Control Network and data communication systems with the Regional Lift Stations' servers/network.
5. Complete the approval process of ECUA Lift Station Standards.

D7

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

| U0/ ADMINISTRATION<br>ELEMENT | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|-------------------------------|----------------|------------------|------------------|
| 11 EXECUTIVE SALARIES         | -              | -                | -                |
| 12 REGULAR SALARIES           | 341,139        | 350,556          | 367,804          |
| 13 OTHER SALARIES             | -              | -                | -                |
| 14 OVERTIME                   | -              | 250              | 250              |
| 21 FICA MATCHING              | 25,440         | 25,392           | 26,802           |
| 22 RETIREMENT                 | 29,126         | 51,995           | 57,889           |
| 23 INSURANCE                  | 50,767         | 51,661           | 49,395           |
| 24 WORKERS COMPENSATION       | -              | -                | -                |
| 25 UNEMPLOYMENT COMP          | -              | -                | -                |
| 26 OTHER                      | -              | -                | -                |
| 31 PROFESSIONAL SERVICES      | -              | -                | -                |
| 32 ACCOUNTING/AUDITING        | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC      | -              | 22,325           | -                |
| 40 TRAVEL                     | 3,907          | 5,000            | 8,500            |
| 41 COMMUNICATIONS             | -              | -                | -                |
| 43 UTILITIES                  | -              | -                | -                |
| 44 RENTALS & LEASES           | 3,208          | 3,600            | 3,900            |
| 45 INSURANCE                  | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE      | 244            | 1,500            | 1,500            |
| 48 PROMOTIONAL                | -              | -                | -                |
| 49 OTHER CURRENT CHARGES      | 1,854          | 5,300            | 7,675            |
| 42 TRANSPORTATION (POSTAGE)   | 2,634          | 3,000            | 3,000            |
| 47 PRINTING                   | -              | 1,000            | 1,000            |
| 51 OFFICE SUPPLIES            | 9,077          | 15,000           | 12,000           |
| 52 OPERATING SUPPLIES         | 28,095         | 30,500           | 28,500           |
| 53 ROAD MATERIALS & SUPPLIES  | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS         | 1,074          | 2,050            | 1,850            |
| 63 CAPITAL IMPROVEMENTS       | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT      | -              | -                | -                |
| TOTAL                         | 496,565        | 569,129          | 570,065          |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |         |         |         |
|----------------------|---------|---------|---------|
| PERSONAL SERVICES    | 446,472 | 479,854 | 502,140 |
| SUPPORT SERVICES     | 9,213   | 37,725  | 21,575  |
| MATERIALS & SUPPLIES | 40,880  | 51,550  | 46,350  |
| CAPITAL OUTLAY       | -       | -       | -       |
| TOTAL                | 496,565 | 569,129 | 570,065 |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                              | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------|----------------|------------------|------------------|
| UO/LIFT STATIONS             |                |                  |                  |
| ELEMENT                      |                |                  |                  |
| 11 EXECUTIVE SALARIES        | -              | -                | -                |
| 12 REGULAR SALARIES          | 771,143        | 884,415          | 856,374          |
| 13 OTHER SALARIES            | -              | -                | -                |
| 14 OVERTIME                  | 111,938        | 91,850           | 92,850           |
| 21 FICA MATCHING             | 64,927         | 72,539           | 69,912           |
| 22 RETIREMENT                | 52,746         | 69,975           | 71,929           |
| 23 INSURANCE                 | 193,471        | 210,734          | 201,436          |
| 24 WORKERS COMPENSATION      | -              | -                | -                |
| 25 UNEMPLOYMENT COMP         | -              | -                | -                |
| 26 OTHER                     | -              | -                | -                |
|                              |                |                  |                  |
| 31 PROFESSIONAL SERVICES     | -              | -                | -                |
| 32 ACCOUNTING/AUDITING       | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC     | -              | -                | -                |
| 40 TRAVEL                    | 1,566          | 2,000            | 2,000            |
| 41 COMMUNICATIONS            | -              | -                | -                |
| 43 UTILITIES                 | 925,533        | 1,181,003        | 1,121,003        |
| 44 RENTALS & LEASES          | 28,173         | 2,000            | 22,000           |
| 45 INSURANCE                 | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE     | 436,497        | 485,650          | 505,650          |
| 48 PROMOTIONAL               | -              | -                | -                |
| 49 OTHER CURRENT CHARGES     | 13,763         | 19,200           | 21,700           |
|                              |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)  | -              | -                | -                |
| 47 PRINTING                  | -              | -                | -                |
| 51 OFFICE SUPPLIES           | 3,675          | 3,000            | 3,000            |
| 52 OPERATING SUPPLIES        | 361,386        | 322,800          | 349,800          |
| 53 ROAD MATERIALS & SUPPLIES | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS        | -              | 75               | 75               |
|                              |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS      | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT     | 3,878          | -                | -                |
|                              |                |                  |                  |
| TOTAL                        | 2,968,696      | 3,345,241        | 3,317,729        |
|                              | -----          | -----            | -----            |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |           |           |           |
|----------------------|-----------|-----------|-----------|
| PERSONAL SERVICES    | 1,194,225 | 1,329,513 | 1,292,501 |
| SUPPORT SERVICES     | 1,405,532 | 1,689,853 | 1,672,353 |
| MATERIALS & SUPPLIES | 365,061   | 325,875   | 352,875   |
| CAPITAL OUTLAY       | 3,878     | -         | -         |
|                      |           |           |           |
| TOTAL                | 2,968,696 | 3,345,241 | 3,317,729 |
|                      | -----     | -----     | -----     |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                              | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------|----------------|------------------|------------------|
| UO/MAINTENANCE               |                |                  |                  |
| ELEMENT                      |                |                  |                  |
| 11 EXECUTIVE SALARIES        | -              | -                | -                |
| 12 REGULAR SALARIES          | 150,399        | 176,806          | 185,646          |
| 13 OTHER SALARIES            | -              | -                | -                |
| 14 OVERTIME                  | -              | -                | -                |
| 21 FICA MATCHING             | 11,257         | 12,916           | 13,612           |
| 22 RETIREMENT                | 13,106         | 24,421           | 29,125           |
| 23 INSURANCE                 | 12,100         | 17,688           | 18,228           |
| 24 WORKERS COMPENSATION      | -              | -                | -                |
| 25 UNEMPLOYMENT COMP         | -              | -                | -                |
| 26 OTHER                     | -              | -                | -                |
|                              |                |                  |                  |
| 31 PROFESSIONAL SERVICES     | -              | 1,000            | 1,000            |
| 32 ACCOUNTING/AUDITING       | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC     | -              | -                | -                |
| 40 TRAVEL                    | 1,141          | 1,000            | 1,000            |
| 41 COMMUNICATIONS            | -              | -                | -                |
| 43 UTILITIES                 | -              | -                | -                |
| 44 RENTALS & LEASES          | -              | -                | -                |
| 45 INSURANCE                 | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE     | 348            | 1,300            | 1,300            |
| 48 PROMOTIONAL               | -              | -                | -                |
| 49 OTHER CURRENT CHARGES     | 501            | 1,650            | 1,650            |
|                              |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)  | -              | -                | -                |
| 47 PRINTING                  | 38             | 200              | 200              |
| 51 OFFICE SUPPLIES           | -              | 200              | 200              |
| 52 OPERATING SUPPLIES        | 2,516          | 3,900            | 3,900            |
| 53 ROAD MATERIALS & SUPPLIES | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS        | -              | -                | 150              |
|                              |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS      | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT     | -              | -                | -                |
|                              |                |                  |                  |
| TOTAL                        | 191,406        | 241,081          | 256,011          |
|                              | =====          | =====            | =====            |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |         |         |         |
|----------------------|---------|---------|---------|
| PERSONAL SERVICES    | 186,862 | 231,831 | 246,611 |
| SUPPORT SERVICES     | 1,990   | 4,950   | 4,950   |
| MATERIALS & SUPPLIES | 2,554   | 4,300   | 4,450   |
| CAPITAL OUTLAY       | -       | -       | -       |
|                      |         |         |         |
| TOTAL                | 191,406 | 241,081 | 256,011 |
|                      | =====   | =====   | =====   |

EMERALD COAST UTILITIES AUTHORITY BUDGET

FUND 401

|                                     | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|-------------------------------------|----------------|------------------|------------------|
| UO/OPERATION & MAINTENANCE INFO SYS |                |                  |                  |
| ELEMENT                             |                |                  |                  |
| 11 EXECUTIVE SALARIES               | -              | -                | -                |
| 12 REGULAR SALARIES                 | 102,490        | 104,986          | 110,235          |
| 13 OTHER SALARIES                   | -              | -                | -                |
| 14 OVERTIME                         | 202            | 250              | 250              |
| 21 FICA MATCHING                    | 7,836          | 8,028            | 8,435            |
| 22 RETIREMENT                       | 5,842          | 7,314            | 8,143            |
| 23 INSURANCE                        | 16,826         | 16,932           | 15,345           |
| 24 WORKERS COMPENSATION             | -              | -                | -                |
| 25 UNEMPLOYMENT COMP                | -              | -                | -                |
| 26 OTHER                            | -              | -                | -                |
| 31 PROFESSIONAL SERVICES            | -              | -                | -                |
| 32 ACCOUNTING/AUDITING              | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC            | -              | -                | -                |
| 40 TRAVEL                           | 3,806          | 4,500            | 4,500            |
| 41 COMMUNICATIONS                   | -              | -                | -                |
| 43 UTILITIES                        | -              | -                | -                |
| 44 RENTALS & LEASES                 | -              | -                | -                |
| 45 INSURANCE                        | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE            | 24,681         | 44,600           | 44,600           |
| 48 PROMOTIONAL                      | -              | -                | -                |
| 49 OTHER CURRENT CHARGES            | 10,680         | 13,000           | 13,000           |
| 42 TRANSPORTATION (POSTAGE)         | -              | -                | -                |
| 47 PRINTING                         | 32             | 100              | 100              |
| 51 OFFICE SUPPLIES                  | 812            | 1,000            | 1,000            |
| 52 OPERATING SUPPLIES               | 1,804          | 3,150            | 3,150            |
| 53 ROAD MATERIALS & SUPPLIES        | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS               | -              | 400              | 400              |
| 63 CAPITAL IMPROVEMENTS             | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT            | 1,049          | -                | -                |
| TOTAL                               | 176,060        | 204,260          | 209,158          |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |         |         |         |
|----------------------|---------|---------|---------|
| PERSONAL SERVICES    | 133,196 | 137,510 | 142,408 |
| SUPPORT SERVICES     | 39,167  | 62,100  | 62,100  |
| MATERIALS & SUPPLIES | 2,648   | 4,650   | 4,650   |
| CAPITAL OUTLAY       | 1,049   | -       | -       |
| TOTAL                | 176,060 | 204,260 | 209,158 |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                              | ACTUAL<br><u>2013</u> | APPROVED<br><u>2014</u> | APPROVED<br><u>2015</u> |
|------------------------------|-----------------------|-------------------------|-------------------------|
| UO/I/E-PLANTS                |                       |                         |                         |
| ELEMENT                      |                       |                         |                         |
| 11 EXECUTIVE SALARIES        | -                     | -                       | -                       |
| 12 REGULAR SALARIES          | 766,558               | 780,170                 | 802,219                 |
| 13 OTHER SALARIES            | -                     | -                       | -                       |
| 14 OVERTIME                  | 108,746               | 110,800                 | 102,640                 |
| 21 FICA MATCHING             | 65,074                | 66,390                  | 67,229                  |
| 22 RETIREMENT                | 50,242                | 64,741                  | 66,688                  |
| 23 INSURANCE                 | 124,169               | 129,600                 | 122,784                 |
| 24 WORKERS COMPENSATION      | -                     | -                       | -                       |
| 25 UNEMPLOYMENT COMP         | -                     | -                       | -                       |
| 26 OTHER                     | -                     | -                       | -                       |
|                              |                       |                         |                         |
| 31 PROFESSIONAL SERVICES     | -                     | -                       | -                       |
| 32 ACCOUNTING/AUDITING       | -                     | -                       | -                       |
| 34 OTHER CONTRACTUAL SVC     | 85,971                | 113,000                 | 113,000                 |
| 40 TRAVEL                    | -                     | 2,000                   | 2,000                   |
| 41 COMMUNICATIONS            | -                     | -                       | -                       |
| 43 UTILITIES                 | -                     | -                       | -                       |
| 44 RENTALS & LEASES          | 1,965                 | 1,000                   | 1,000                   |
| 45 INSURANCE                 | -                     | -                       | -                       |
| 46 REPAIRS & MAINTENANCE     | 390,963               | 463,300                 | 503,300                 |
| 48 PROMOTIONAL               | -                     | -                       | -                       |
| 49 OTHER CURRENT CHARGES     | 13,675                | 41,750                  | 41,750                  |
|                              |                       |                         |                         |
| 42 TRANSPORTATION (POSTAGE)  | -                     | -                       | -                       |
| 47 PRINTING                  | 339                   | 200                     | 200                     |
| 51 OFFICE SUPPLIES           | 449                   | 500                     | 500                     |
| 52 OPERATING SUPPLIES        | 71,445                | 53,000                  | 63,000                  |
| 53 ROAD MATERIALS & SUPPLIES | -                     | -                       | -                       |
| 54 SUBSCR/MEMBERSHIPS        | 1,512                 | 2,300                   | 2,300                   |
|                              |                       |                         |                         |
| 63 CAPITAL IMPROVEMENTS      | -                     | -                       | -                       |
| 64 MACHINERY & EQUIPMENT     | -                     | -                       | -                       |
|                              |                       |                         |                         |
| TOTAL                        | 1,681,108             | 1,828,751               | 1,888,610               |
|                              | =====                 | =====                   | =====                   |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |           |           |           |
|----------------------|-----------|-----------|-----------|
| PERSONAL SERVICES    | 1,114,789 | 1,151,701 | 1,161,560 |
| SUPPORT SERVICES     | 492,574   | 621,050   | 661,050   |
| MATERIALS & SUPPLIES | 73,745    | 56,000    | 66,000    |
| CAPITAL OUTLAY       | -         | -         | -         |
|                      |           |           |           |
| TOTAL                | 1,681,108 | 1,828,751 | 1,888,610 |
|                      | =====     | =====     | =====     |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                                    | <u>ACTUAL</u><br><u>2013</u> | <u>APPROVED</u><br><u>2014</u> | <u>APPROVED</u><br><u>2015</u> |
|------------------------------------|------------------------------|--------------------------------|--------------------------------|
| UO/PLANT MAINTENANCE               |                              |                                |                                |
| ELEMENT                            |                              |                                |                                |
| 11 EXECUTIVE SALARIES              | -                            | -                              | -                              |
| 12 REGULAR SALARIES                | 587,954                      | 638,842                        | 643,400                        |
| 13 OTHER SALARIES                  | -                            | -                              | -                              |
| 14 OVERTIME                        | 113,112                      | 98,875                         | 100,500                        |
| 21 FICA MATCHING                   | 50,324                       | 52,558                         | 54,546                         |
| 22 RETIREMENT                      | 42,366                       | 53,447                         | 60,758                         |
| 23 INSURANCE                       | 156,007                      | 156,758                        | 134,555                        |
| 24 WORKERS COMPENSATION            | -                            | -                              | -                              |
| 25 UNEMPLOYMENT COMP               | -                            | -                              | -                              |
| 26 OTHER                           | -                            | -                              | -                              |
|                                    |                              |                                |                                |
| 31 PROFESSIONAL SERVICES           | -                            | -                              | -                              |
| 32 ACCOUNTING/AUDITING             | -                            | -                              | -                              |
| 34 OTHER CONTRACTUAL SVC           | 37,749                       | 48,000                         | 50,000                         |
| 40 TRAVEL                          | -                            | 4,000                          | 4,000                          |
| 41 COMMUNICATIONS                  | -                            | -                              | -                              |
| 43 UTILITIES                       | -                            | -                              | -                              |
| 44 RENTALS & LEASES                | 43,039                       | 40,000                         | 44,000                         |
| 45 INSURANCE                       | -                            | -                              | -                              |
| 46 REPAIRS & MAINTENANCE           | 1,655,452                    | 1,481,764                      | 2,106,000                      |
| 48 PROMOTIONAL                     | -                            | -                              | -                              |
| 49 OTHER CURRENT CHARGES           | 1,089                        | 6,250                          | 6,250                          |
|                                    |                              |                                |                                |
| 42 TRANSPORTATION (POSTAGE)        | -                            | -                              | -                              |
| 47 PRINTING                        | -                            | -                              | -                              |
| 51 OFFICE SUPPLIES                 | 1,048                        | 1,200                          | 1,200                          |
| 52 OPERATING SUPPLIES              | 106,277                      | 90,600                         | 93,200                         |
| 53 ROAD MATERIALS & SUPPLIES       | -                            | -                              | -                              |
| 54 SUBSCR/MEMBERSHIPS              | -                            | 200                            | 200                            |
|                                    |                              |                                |                                |
| 63 CAPITAL IMPROVEMENTS            | -                            | -                              | -                              |
| 64 MACHINERY & EQUIPMENT           | -                            | -                              | -                              |
|                                    |                              |                                |                                |
| TOTAL                              | 2,794,417                    | 2,672,494                      | 3,298,609                      |
|                                    | =====                        | =====                          | =====                          |
|                                    |                              |                                |                                |
| DEPARTMENTAL EXPENDITURE SUMMARIES |                              |                                |                                |
|                                    |                              |                                |                                |
| PERSONAL SERVICES                  | 949,763                      | 1,000,480                      | 993,759                        |
| SUPPORT SERVICES                   | 1,737,329                    | 1,580,014                      | 2,210,250                      |
| MATERIALS & SUPPLIES               | 107,325                      | 92,000                         | 94,600                         |
| CAPITAL OUTLAY                     | -                            | -                              | -                              |
|                                    |                              |                                |                                |
| TOTAL                              | 2,794,417                    | 2,672,494                      | 3,298,609                      |
|                                    | =====                        | =====                          | =====                          |

EMERALD COAST UTILITIES AUTHORITY BUDGET

FUND 401

|                                    | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------------|----------------|------------------|------------------|
| UO/ODOR CONTROLS                   |                |                  |                  |
| ELEMENT                            |                |                  |                  |
| 11 EXECUTIVE SALARIES              | -              | -                | -                |
| 12 REGULAR SALARIES                | 50,089         | 71,906           | 74,435           |
| 13 OTHER SALARIES                  | -              | -                | -                |
| 14 OVERTIME                        | 4,066          | 10,000           | 6,000            |
| 21 FICA MATCHING                   | 3,809          | 5,764            | 5,672            |
| 22 RETIREMENT                      | 3,592          | 7,368            | 5,928            |
| 23 INSURANCE                       | 17,893         | 30,365           | 28,515           |
| 24 WORKERS COMPENSATION            | -              | -                | -                |
| 25 UNEMPLOYMENT COMP               | -              | -                | -                |
| 26 OTHER                           | -              | -                | -                |
| 31 PROFESSIONAL SERVICES           | -              | -                | -                |
| 32 ACCOUNTING/AUDITING             | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC           | 137,951        | 75,000           | 75,000           |
| 40 TRAVEL                          | -              | 750              | 750              |
| 41 COMMUNICATIONS                  | -              | -                | -                |
| 43 UTILITIES                       | -              | -                | -                |
| 44 RENTALS & LEASES                | 1,288          | -                | -                |
| 45 INSURANCE                       | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE           | 30,089         | 85,000           | 85,000           |
| 48 PROMOTIONAL                     | -              | -                | -                |
| 49 OTHER CURRENT CHARGES           | 686            | 1,000            | 3,500            |
| 42 TRANSPORTATION (POSTAGE)        | -              | -                | -                |
| 47 PRINTING                        | -              | -                | -                |
| 51 OFFICE SUPPLIES                 | 375            | 250              | 250              |
| 52 OPERATING SUPPLIES              | 466,104        | 567,217          | 680,217          |
| 53 ROAD MATERIALS & SUPPLIES       | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS              | -              | 150              | 150              |
| 63 CAPITAL IMPROVEMENTS            | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT           | 7,862          | -                | -                |
| TOTAL                              | 723,804        | 854,770          | 965,417          |
| DEPARTMENTAL EXPENDITURE SUMMARIES |                |                  |                  |
| PERSONAL SERVICES                  | 79,449         | 125,403          | 120,550          |
| SUPPORT SERVICES                   | 170,014        | 161,750          | 164,250          |
| MATERIALS & SUPPLIES               | 466,479        | 567,617          | 680,617          |
| CAPITAL OUTLAY                     | 7,862          | -                | -                |
| TOTAL                              | 723,804        | 854,770          | 965,417          |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                              | <u>ACTUAL</u><br><u>2013</u> | <u>APPROVED</u><br><u>2014</u> | <u>APPROVED</u><br><u>2015</u> |
|------------------------------|------------------------------|--------------------------------|--------------------------------|
| UO/GENERATOR MAINTENANCE     |                              |                                |                                |
| ELEMENT                      |                              |                                |                                |
| 11 EXECUTIVE SALARIES        | -                            | -                              | -                              |
| 12 REGULAR SALARIES          | 116,791                      | 116,591                        | 119,082                        |
| 13 OTHER SALARIES            | -                            | -                              | -                              |
| 14 OVERTIME                  | 17,874                       | 21,000                         | 26,000                         |
| 21 FICA MATCHING             | 10,278                       | 10,533                         | 10,809                         |
| 22 RETIREMENT                | 7,699                        | 9,562                          | 10,693                         |
| 23 INSURANCE                 | 17,470                       | 17,380                         | 20,290                         |
| 24 WORKERS COMPENSATION      | -                            | -                              | -                              |
| 25 UNEMPLOYMENT COMP         | -                            | -                              | -                              |
| 26 OTHER                     | -                            | -                              | -                              |
|                              |                              |                                |                                |
| 31 PROFESSIONAL SERVICES     | -                            | -                              | -                              |
| 32 ACCOUNTING/AUDITING       | -                            | -                              | -                              |
| 34 OTHER CONTRACTUAL SVC     | -                            | -                              | -                              |
| 40 TRAVEL                    | -                            | 2,000                          | 2,000                          |
| 41 COMMUNICATIONS            | -                            | -                              | -                              |
| 43 UTILITIES                 | -                            | -                              | -                              |
| 44 RENTALS & LEASES          | -                            | -                              | -                              |
| 45 INSURANCE                 | -                            | -                              | -                              |
| 46 REPAIRS & MAINTENANCE     | 141,451                      | 122,680                        | 124,680                        |
| 48 PROMOTIONAL               | -                            | -                              | -                              |
| 49 OTHER CURRENT CHARGES     | 736                          | 4,050                          | 4,050                          |
|                              |                              |                                |                                |
| 42 TRANSPORTATION (POSTAGE)  | -                            | -                              | -                              |
| 47 PRINTING                  | -                            | -                              | -                              |
| 51 OFFICE SUPPLIES           | 86                           | 150                            | 150                            |
| 52 OPERATING SUPPLIES        | 51,848                       | 41,750                         | 47,250                         |
| 53 ROAD MATERIALS & SUPPLIES | -                            | -                              | -                              |
| 54 SUBSCR/MEMBERSHIPS        | -                            | 90                             | 90                             |
|                              |                              |                                |                                |
| 63 CAPITAL IMPROVEMENTS      | -                            | -                              | -                              |
| 64 MACHINERY & EQUIPMENT     | -                            | -                              | -                              |
|                              |                              |                                |                                |
| TOTAL                        | 364,233                      | 345,786                        | 365,094                        |
|                              | =====                        | =====                          | =====                          |

DEPARTMENTAL EXPENDITURE SUMMARIES

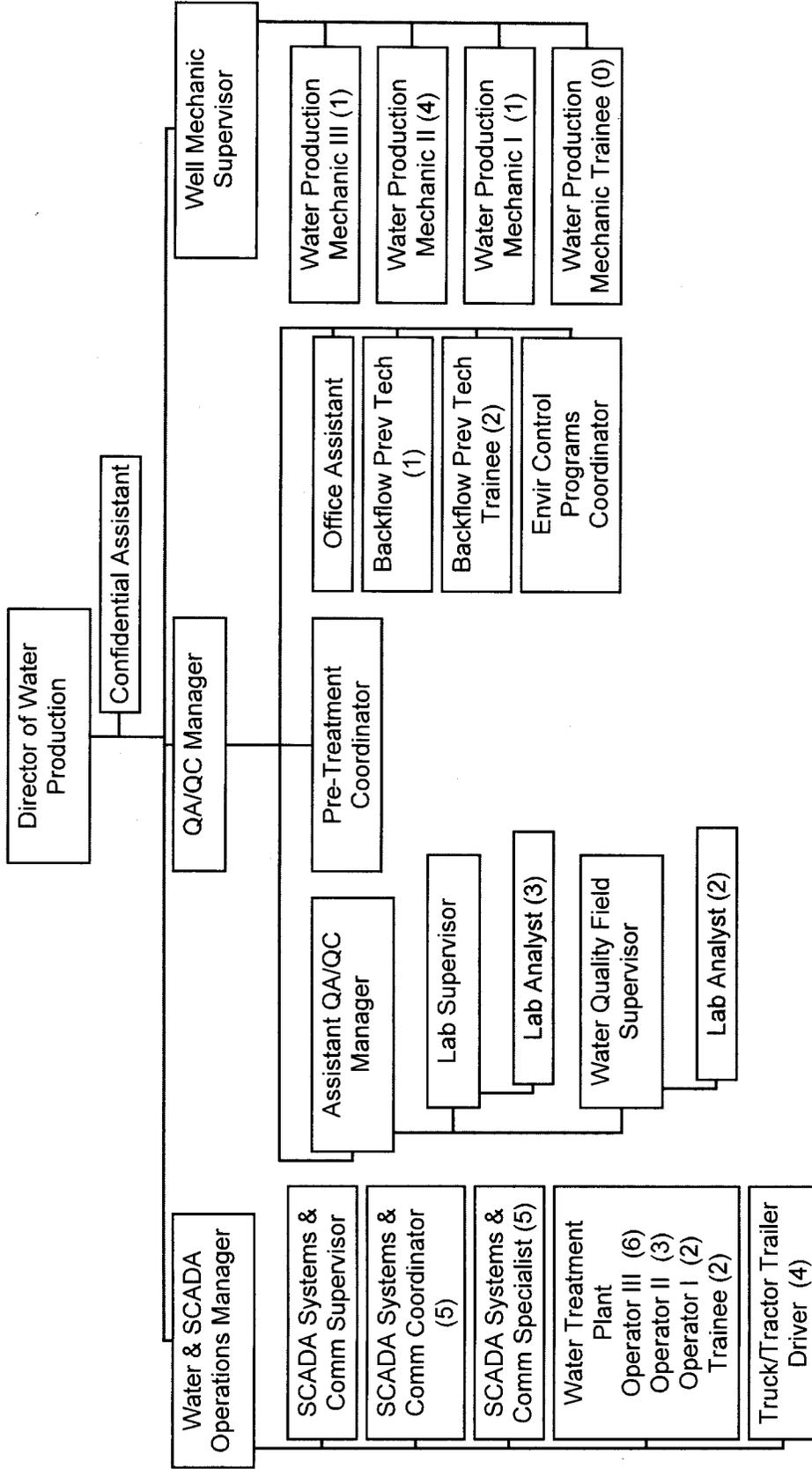
|                      |         |         |         |
|----------------------|---------|---------|---------|
| PERSONAL SERVICES    | 170,112 | 175,066 | 186,874 |
| SUPPORT SERVICES     | 142,187 | 128,730 | 130,730 |
| MATERIALS & SUPPLIES | 51,934  | 41,990  | 47,490  |
| CAPITAL OUTLAY       | -       | -       | -       |
|                      |         |         |         |
| TOTAL                | 364,233 | 345,786 | 365,094 |
|                      | =====   | =====   | =====   |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                                    | ACTUAL<br><u>2013</u> | APPROVED<br><u>2014</u> | APPROVED<br><u>2015</u> |
|------------------------------------|-----------------------|-------------------------|-------------------------|
| UO/FACILITIES MAINTENANCE          |                       |                         |                         |
| ELEMENT                            |                       |                         |                         |
| 11 EXECUTIVE SALARIES              | -                     | -                       | -                       |
| 12 REGULAR SALARIES                | 483,996               | 495,793                 | 501,608                 |
| 13 OTHER SALARIES                  | -                     | -                       | -                       |
| 14 OVERTIME                        | 13,488                | 14,000                  | 14,000                  |
| 21 FICA MATCHING                   | 34,828                | 35,545                  | 36,603                  |
| 22 RETIREMENT                      | 29,076                | 35,430                  | 41,997                  |
| 23 INSURANCE                       | 127,599               | 127,762                 | 115,217                 |
| 24 WORKERS COMPENSATION            | -                     | -                       | -                       |
| 25 UNEMPLOYMENT COMP               | -                     | -                       | -                       |
| 26 OTHER                           | -                     | -                       | -                       |
|                                    |                       |                         |                         |
| 31 PROFESSIONAL SERVICES           | -                     | -                       | -                       |
| 32 ACCOUNTING/AUDITING             | -                     | -                       | -                       |
| 34 OTHER CONTRACTUAL SVC           | 146,099               | 168,000                 | 168,000                 |
| 40 TRAVEL                          | -                     | 2,500                   | 2,500                   |
| 41 COMMUNICATIONS                  | -                     | -                       | -                       |
| 43 UTILITIES                       | 281,179               | 214,700                 | 294,700                 |
| 44 RENTALS & LEASES                | -                     | 2,500                   | 2,500                   |
| 45 INSURANCE                       | -                     | -                       | -                       |
| 46 REPAIRS & MAINTENANCE           | 38,312                | 48,500                  | 48,500                  |
| 48 PROMOTIONAL                     | -                     | -                       | -                       |
| 49 OTHER CURRENT CHARGES           | 6,633                 | 12,000                  | 12,000                  |
|                                    |                       |                         |                         |
| 42 TRANSPORTATION (POSTAGE)        | -                     | -                       | -                       |
| 47 PRINTING                        | -                     | -                       | -                       |
| 51 OFFICE SUPPLIES                 | 186                   | 400                     | 400                     |
| 52 OPERATING SUPPLIES              | 46,355                | 47,000                  | 54,000                  |
| 53 ROAD MATERIALS & SUPPLIES       | -                     | -                       | -                       |
| 54 SUBSCR/MEMBERSHIPS              | -                     | -                       | -                       |
|                                    |                       |                         |                         |
| 63 CAPITAL IMPROVEMENTS            | -                     | -                       | -                       |
| 64 MACHINERY & EQUIPMENT           | 1,999                 | -                       | -                       |
| TOTAL                              | 1,209,750             | 1,204,130               | 1,292,025               |
| DEPARTMENTAL EXPENDITURE SUMMARIES |                       |                         |                         |
| PERSONAL SERVICES                  | 688,987               | 708,530                 | 709,425                 |
| SUPPORT SERVICES                   | 472,223               | 448,200                 | 528,200                 |
| MATERIALS & SUPPLIES               | 46,541                | 47,400                  | 54,400                  |
| CAPITAL OUTLAY                     | 1,999                 | -                       | -                       |
| TOTAL                              | 1,209,750             | 1,204,130               | 1,292,025               |



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



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                              | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------|----------------|------------------|------------------|
| WATER PRODUCTION             |                |                  |                  |
| ELEMENT                      |                |                  |                  |
| 11 EXECUTIVE SALARIES        | -              | -                | -                |
| 12 REGULAR SALARIES          | 2,529,208      | 2,590,396        | 2,644,371        |
| 13 OTHER SALARIES            | -              | -                | -                |
| 14 OVERTIME                  | 284,176        | 245,840          | 294,840          |
| 21 FICA MATCHING             | 206,435        | 207,863          | 216,669          |
| 22 RETIREMENT                | 173,281        | 233,563          | 258,492          |
| 23 INSURANCE                 | 556,410        | 570,584          | 528,810          |
| 24 WORKERS COMPENSATION      | -              | -                | -                |
| 25 UNEMPLOYMENT COMP         | -              | -                | -                |
| 26 OTHER                     | -              | -                | -                |
|                              |                |                  |                  |
| 31 PROFESSIONAL SERVICES     | 11,310         | 57,000           | 34,000           |
| 32 ACCOUNTING/AUDITING       | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC     | 53,221         | 118,000          | 94,000           |
| 40 TRAVEL                    | 5,790          | 16,050           | 17,050           |
| 41 COMMUNICATIONS            | 720            | 1,200            | 1,200            |
| 43 UTILITIES                 | 1,622,551      | 2,083,569        | 1,886,243        |
| 44 RENTALS & LEASES          | 15,922         | 25,621           | 25,993           |
| 45 INSURANCE                 | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE     | 255,193        | 266,180          | 305,180          |
| 48 PROMOTIONAL               | -              | -                | -                |
| 49 OTHER CURRENT CHARGES     | 41,044         | 61,550           | 68,150           |
|                              |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)  | 332            | 980              | 980              |
| 47 PRINTING                  | 63             | 1,350            | 1,150            |
| 51 OFFICE SUPPLIES           | 12,251         | 12,700           | 12,700           |
| 52 OPERATING SUPPLIES        | 1,353,456      | 1,524,075        | 1,465,825        |
| 53 ROAD MATERIALS & SUPPLIES | -              | 1,000            | 1,000            |
| 54 SUBSCR/MEMBERSHIPS        | 5,243          | 7,975            | 7,975            |
|                              |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS      | 6,168          | -                | -                |
| 64 MACHINERY & EQUIPMENT     | 25,255         | -                | -                |
|                              |                |                  |                  |
| TOTAL                        | 7,158,029      | 8,025,496        | 7,864,628        |
|                              | 7,158,029      | 8,025,496        | 7,864,628        |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |           |           |           |
|----------------------|-----------|-----------|-----------|
| PERSONAL SERVICES    | 3,749,510 | 3,848,246 | 3,943,182 |
| SUPPORT SERVICES     | 2,005,751 | 2,629,170 | 2,431,816 |
| MATERIALS & SUPPLIES | 1,371,345 | 1,548,080 | 1,489,630 |
| CAPITAL OUTLAY       | 31,423    | -         | -         |
|                      |           |           |           |
| TOTAL                | 7,158,029 | 8,025,496 | 7,864,628 |
|                      | 7,158,029 | 8,025,496 | 7,864,628 |

# **EMERALD COAST UTILITIES AUTHORITY**

## **GOALS AND WORK PLAN**

### **DEPARTMENT:**

#### **Water Production**

The Water Production Department operates and maintains 32 water production facilities (wells with associated treatment), seven elevated water storage tanks, five ground storage tanks with three pump stations. ECUA's Water Quality Lab is an integral part of the department and is responsible for collecting and testing samples to insure compliance with local, state and federal regulatory authorities. Cross connection control/backflow, pretreatment regulations and permitting activities are administered by the lab. Water and sewer SCADA/communication functions are provided by Water Production consisting of coordination and communication of activities among different ECUA divisions, regulatory authorities, customers and the public.

### **GOALS:**

To provide ECUA's customers with high quality water for consumption with quantity sufficient to meet customer demands and fire flow as economically as possible. To display a high level of professionalism and cooperation in dealing with other ECUA divisions, customers, various agencies and the general public.

### **OBJECTIVES:**

1. Evaluate and identify capital improvements needed to meet future demands.
2. Initiate and complete construction of improvements, including Capital Improvement and Renewal/Replacement, needed to maintain a high quality of service.
3. To provide accurate sampling and testing required to meet permit conditions and regulatory requirements.
4. Communicate accurately and clearly to make sure information is complete and understandable.
5. Identify and evaluate new technologies to provide better service at a lower cost.
6. To improve performance and productivity through training and professional development.
7. To provide preventive maintenance activities to minimize unplanned failures and associated time facilities are out of service for repair.

### **2015 TARGETED ACCOMPLISHMENTS:**

1. Complete a 20 Year Master Plan update to identify, budget and schedule for capital improvements needed to meet future demands.
2. Initiate and perform maintenance work on water storage tanks as identified in FDEP required tank evaluations completed recently.
3. Install a secondary SCADA system to provide redundancy in case of failure of the primary SCADA system.
4. Increase training activities to enable personnel to accomplish tasks faster and more economically.
5. Increase preventative maintenance activities to reduce unplanned equipment failures and decrease time facilities are out of service.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                              | ACTUAL<br><u>2013</u> | APPROVED<br><u>2014</u> | APPROVED<br><u>2015</u> |
|------------------------------|-----------------------|-------------------------|-------------------------|
| WP/WATER OPERATION           |                       |                         |                         |
| ELEMENT                      |                       |                         |                         |
| 11 EXECUTIVE SALARIES        | -                     | -                       | -                       |
| 12 REGULAR SALARIES          | 940,938               | 958,269                 | 990,759                 |
| 13 OTHER SALARIES            | -                     | -                       | -                       |
| 14 OVERTIME                  | 124,771               | 102,000                 | 105,000                 |
| 21 FICA MATCHING             | 77,768                | 76,968                  | 79,857                  |
| 22 RETIREMENT                | 67,962                | 94,017                  | 103,540                 |
| 23 INSURANCE                 | 228,447               | 235,033                 | 224,697                 |
| 24 WORKERS COMPENSATION      | -                     | -                       | -                       |
| 25 UNEMPLOYMENT COMP         | -                     | -                       | -                       |
| 26 OTHER                     | -                     | -                       | -                       |
| 31 PROFESSIONAL SERVICES     | 4,300                 | 22,000                  | 22,000                  |
| 32 ACCOUNTING/AUDITING       | -                     | -                       | -                       |
| 34 OTHER CONTRACTUAL SVC     | 39,194                | 50,000                  | 50,000                  |
| 40 TRAVEL                    | 4,518                 | 6,450                   | 6,450                   |
| 41 COMMUNICATIONS            | 720                   | 1,200                   | 1,200                   |
| 43 UTILITIES                 | 1,576,272             | 2,042,569               | 1,842,569               |
| 44 RENTALS & LEASES          | 5,333                 | 11,000                  | 11,000                  |
| 45 INSURANCE                 | -                     | -                       | -                       |
| 46 REPAIRS & MAINTENANCE     | 64,346                | 70,750                  | 84,750                  |
| 48 PROMOTIONAL               | -                     | -                       | -                       |
| 49 OTHER CURRENT CHARGES     | 34,073                | 43,450                  | 45,450                  |
| 42 TRANSPORTATION (POSTAGE)  | 140                   | 230                     | 230                     |
| 47 PRINTING                  | -                     | 200                     | -                       |
| 51 OFFICE SUPPLIES           | 3,348                 | 3,700                   | 3,700                   |
| 52 OPERATING SUPPLIES        | 1,221,947             | 1,377,300               | 1,312,300               |
| 53 ROAD MATERIALS & SUPPLIES | -                     | 1,000                   | 1,000                   |
| 54 SUBSCR/MEMBERSHIPS        | 2,426                 | 2,800                   | 2,800                   |
| 63 CAPITAL IMPROVEMENTS      | 6,168                 | -                       | -                       |
| 64 MACHINERY & EQUIPMENT     | 17,972                | -                       | -                       |
| TOTAL                        | 4,420,643             | 5,098,936               | 4,887,302               |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |           |           |           |
|----------------------|-----------|-----------|-----------|
| PERSONAL SERVICES    | 1,439,886 | 1,466,287 | 1,503,853 |
| SUPPORT SERVICES     | 1,728,756 | 2,247,419 | 2,063,419 |
| MATERIALS & SUPPLIES | 1,227,861 | 1,385,230 | 1,320,030 |
| CAPITAL OUTLAY       | 24,140    | -         | -         |
| TOTAL                | 4,420,643 | 5,098,936 | 4,887,302 |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                                | ACTUAL<br><u>2013</u> | APPROVED<br><u>2014</u> | APPROVED<br><u>2015</u> |
|--------------------------------|-----------------------|-------------------------|-------------------------|
| WP/WELL MECHANICAL MAINTENANCE |                       |                         |                         |
| ELEMENT                        |                       |                         |                         |
| 11 EXECUTIVE SALARIES          | -                     | -                       | -                       |
| 12 REGULAR SALARIES            | 368,030               | 372,337                 | 387,099                 |
| 13 OTHER SALARIES              | -                     | -                       | -                       |
| 14 OVERTIME                    | 26,843                | 23,500                  | 23,500                  |
| 21 FICA MATCHING               | 29,929                | 29,928                  | 31,223                  |
| 22 RETIREMENT                  | 23,771                | 31,406                  | 33,509                  |
| 23 INSURANCE                   | 57,935                | 57,845                  | 52,352                  |
| 24 WORKERS COMPENSATION        | -                     | -                       | -                       |
| 25 UNEMPLOYMENT COMP           | -                     | -                       | -                       |
| 26 OTHER                       | -                     | -                       | -                       |
|                                |                       |                         |                         |
| 31 PROFESSIONAL SERVICES       | -                     | -                       | -                       |
| 32 ACCOUNTING/AUDITING         | -                     | -                       | -                       |
| 34 OTHER CONTRACTUAL SVC       | -                     | -                       | -                       |
| 40 TRAVEL                      | 450                   | 1,800                   | 1,800                   |
| 41 COMMUNICATIONS              | -                     | -                       | -                       |
| 43 UTILITIES                   | -                     | -                       | -                       |
| 44 RENTALS & LEASES            | 277                   | 2,000                   | 2,000                   |
| 45 INSURANCE                   | -                     | -                       | -                       |
| 46 REPAIRS & MAINTENANCE       | 154,171               | 150,550                 | 165,550                 |
| 48 PROMOTIONAL                 | -                     | -                       | -                       |
| 49 OTHER CURRENT CHARGES       | 350                   | 5,000                   | 5,000                   |
|                                |                       |                         |                         |
| 42 TRANSPORTATION (POSTAGE)    | -                     | -                       | -                       |
| 47 PRINTING                    | -                     | -                       | -                       |
| 51 OFFICE SUPPLIES             | 253                   | 500                     | 500                     |
| 52 OPERATING SUPPLIES          | 33,474                | 41,675                  | 41,675                  |
| 53 ROAD MATERIALS & SUPPLIES   | -                     | -                       | -                       |
| 54 SUBSCR/MEMBERSHIPS          | 235                   | 1,500                   | 1,500                   |
|                                |                       |                         |                         |
| 63 CAPITAL IMPROVEMENTS        | -                     | -                       | -                       |
| 64 MACHINERY & EQUIPMENT       | -                     | -                       | -                       |
|                                |                       |                         |                         |
| TOTAL                          | 695,718               | 718,041                 | 745,708                 |
|                                | =====                 | =====                   | =====                   |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |         |         |         |
|----------------------|---------|---------|---------|
| PERSONAL SERVICES    | 506,508 | 515,016 | 527,683 |
| SUPPORT SERVICES     | 155,248 | 159,350 | 174,350 |
| MATERIALS & SUPPLIES | 33,962  | 43,675  | 43,675  |
| CAPITAL OUTLAY       | -       | -       | -       |
|                      |         |         |         |
| TOTAL                | 695,718 | 718,041 | 745,708 |
|                      | =====   | =====   | =====   |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                              | <u>ACTUAL</u><br><u>2013</u> | <u>APPROVED</u><br><u>2014</u> | <u>APPROVED</u><br><u>2015</u> |
|------------------------------|------------------------------|--------------------------------|--------------------------------|
| WP/COMMUNICATIONS CENTER     |                              |                                |                                |
| ELEMENT                      |                              |                                |                                |
| 11 EXECUTIVE SALARIES        | -                            | -                              | -                              |
| 12 REGULAR SALARIES          | 502,978                      | 509,615                        | 513,406                        |
| 13 OTHER SALARIES            | -                            | -                              | -                              |
| 14 OVERTIME                  | 120,642                      | 108,000                        | 154,000                        |
| 21 FICA MATCHING             | 45,712                       | 45,410                         | 49,038                         |
| 22 RETIREMENT                | 36,663                       | 45,657                         | 54,398                         |
| 23 INSURANCE                 | 123,854                      | 125,013                        | 116,731                        |
| 24 WORKERS COMPENSATION      | -                            | -                              | -                              |
| 25 UNEMPLOYMENT COMP         | -                            | -                              | -                              |
| 26 OTHER                     | -                            | -                              | -                              |
| 31 PROFESSIONAL SERVICES     | -                            | -                              | -                              |
| 32 ACCOUNTING/AUDITING       | -                            | -                              | -                              |
| 34 OTHER CONTRACTUAL SVC     | 1,660                        | 5,500                          | 5,500                          |
| 40 TRAVEL                    | 247                          | 4,000                          | 4,000                          |
| 41 COMMUNICATIONS            | -                            | -                              | -                              |
| 43 UTILITIES                 | -                            | -                              | -                              |
| 44 RENTALS & LEASES          | 10,312                       | 10,621                         | 10,993                         |
| 45 INSURANCE                 | -                            | -                              | -                              |
| 46 REPAIRS & MAINTENANCE     | 22,008                       | 33,000                         | 33,000                         |
| 48 PROMOTIONAL               | -                            | -                              | -                              |
| 49 OTHER CURRENT CHARGES     | 594                          | 3,200                          | 3,200                          |
| 42 TRANSPORTATION (POSTAGE)  | -                            | -                              | -                              |
| 47 PRINTING                  | -                            | -                              | -                              |
| 51 OFFICE SUPPLIES           | 3,575                        | 2,000                          | 2,000                          |
| 52 OPERATING SUPPLIES        | 8,670                        | 4,800                          | 4,800                          |
| 53 ROAD MATERIALS & SUPPLIES | -                            | -                              | -                              |
| 54 SUBSCR/MEMBERSHIPS        | 831                          | 1,725                          | 1,725                          |
| 63 CAPITAL IMPROVEMENTS      | -                            | -                              | -                              |
| 64 MACHINERY & EQUIPMENT     | 1,777                        | -                              | -                              |
| TOTAL                        | 879,523                      | 898,541                        | 952,791                        |
|                              | =====                        | =====                          | =====                          |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |         |         |         |
|----------------------|---------|---------|---------|
| PERSONAL SERVICES    | 829,849 | 833,695 | 887,573 |
| SUPPORT SERVICES     | 34,821  | 56,321  | 56,693  |
| MATERIALS & SUPPLIES | 13,076  | 8,525   | 8,525   |
| CAPITAL OUTLAY       | 1,777   | -       | -       |
| TOTAL                | 879,523 | 898,541 | 952,791 |
|                      | =====   | =====   | =====   |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

| WP/QAQC<br>ELEMENT                 | ACTUAL<br><u>2013</u> | APPROVED<br><u>2014</u> | APPROVED<br><u>2015</u> |
|------------------------------------|-----------------------|-------------------------|-------------------------|
| 11 EXECUTIVE SALARIES              | -                     | -                       | -                       |
| 12 REGULAR SALARIES                | 551,895               | 552,391                 | 565,134                 |
| 13 OTHER SALARIES                  | -                     | -                       | -                       |
| 14 OVERTIME                        | 11,900                | 11,340                  | 11,340                  |
| 21 FICA MATCHING                   | 40,713                | 40,648                  | 42,402                  |
| 22 RETIREMENT                      | 34,587                | 46,638                  | 48,875                  |
| 23 INSURANCE                       | 113,144               | 111,572                 | 95,343                  |
| 24 WORKERS COMPENSATION            | -                     | -                       | -                       |
| 25 UNEMPLOYMENT COMP               | -                     | -                       | -                       |
| 26 OTHER                           | -                     | -                       | -                       |
|                                    |                       |                         |                         |
| 31 PROFESSIONAL SERVICES           | 7,010                 | 35,000                  | 12,000                  |
| 32 ACCOUNTING/AUDITING             | -                     | -                       | -                       |
| 34 OTHER CONTRACTUAL SVC           | 12,366                | 62,500                  | 38,500                  |
| 40 TRAVEL                          | 574                   | 2,500                   | 2,500                   |
| 41 COMMUNICATIONS                  | -                     | -                       | -                       |
| 43 UTILITIES                       | 46,279                | 41,000                  | 43,674                  |
| 44 RENTALS & LEASES                | -                     | 2,000                   | 2,000                   |
| 45 INSURANCE                       | -                     | -                       | -                       |
| 46 REPAIRS & MAINTENANCE           | 14,061                | 9,380                   | 19,380                  |
| 48 PROMOTIONAL                     | -                     | -                       | -                       |
| 49 OTHER CURRENT CHARGES           | 6,027                 | 8,400                   | 13,000                  |
|                                    |                       |                         |                         |
| 42 TRANSPORTATION (POSTAGE)        | 192                   | 500                     | 500                     |
| 47 PRINTING                        | -                     | 150                     | 150                     |
| 51 OFFICE SUPPLIES                 | 2,537                 | 3,000                   | 3,000                   |
| 52 OPERATING SUPPLIES              | 84,923                | 90,000                  | 96,850                  |
| 53 ROAD MATERIALS & SUPPLIES       | -                     | -                       | -                       |
| 54 SUBSCR/MEMBERSHIPS              | 761                   | 1,150                   | 1,150                   |
|                                    |                       |                         |                         |
| 63 CAPITAL IMPROVEMENTS            | -                     | -                       | -                       |
| 64 MACHINERY & EQUIPMENT           | 5,506                 | -                       | -                       |
|                                    |                       |                         |                         |
| TOTAL                              | 932,475               | 1,018,169               | 995,798                 |
|                                    | =====                 | =====                   | =====                   |
| DEPARTMENTAL EXPENDITURE SUMMARIES |                       |                         |                         |
|                                    |                       |                         |                         |
| PERSONAL SERVICES                  | 752,239               | 762,589                 | 763,094                 |
| SUPPORT SERVICES                   | 86,317                | 160,780                 | 131,054                 |
| MATERIALS & SUPPLIES               | 88,413                | 94,800                  | 101,650                 |
| CAPITAL OUTLAY                     | 5,506                 | -                       | -                       |
|                                    |                       |                         |                         |
| TOTAL                              | 932,475               | 1,018,169               | 995,798                 |
|                                    | =====                 | =====                   | =====                   |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|   | <u>ACTUAL</u><br><u>2013</u> | <u>APPROVED</u><br><u>2014</u> | <u>APPROVED</u><br><u>2015</u> |
|---|------------------------------|--------------------------------|--------------------------------|
| <b>WP/CROSS CONNECTION CONTROLS</b>       |                              |                                |                                |
| <b>ELEMENT</b>                            |                              |                                |                                |
| 11 EXECUTIVE SALARIES                     | -                            | -                              | -                              |
| 12 REGULAR SALARIES                       | 165,366                      | 197,784                        | 187,973                        |
| 13 OTHER SALARIES                         | -                            | -                              | -                              |
| 14 OVERTIME                               | 20                           | 1,000                          | 1,000                          |
| 21 FICA MATCHING                          | 12,313                       | 14,909                         | 14,149                         |
| 22 RETIREMENT                             | 10,298                       | 15,845                         | 18,170                         |
| 23 INSURANCE                              | 33,030                       | 41,121                         | 39,687                         |
| 24 WORKERS COMPENSATION                   | -                            | -                              | -                              |
| 25 UNEMPLOYMENT COMP                      | -                            | -                              | -                              |
| 26 OTHER                                  | -                            | -                              | -                              |
|   |                              |                                |                                |
| 31 PROFESSIONAL SERVICES                  | -                            | -                              | -                              |
| 32 ACCOUNTING/AUDITING                    | -                            | -                              | -                              |
| 34 OTHER CONTRACTUAL SVC                  | -                            | -                              | -                              |
| 40 TRAVEL                                 | -                            | 1,300                          | 2,300                          |
| 41 COMMUNICATIONS                         | -                            | -                              | -                              |
| 43 UTILITIES                              | -                            | -                              | -                              |
| 44 RENTALS & LEASES                       | -                            | -                              | -                              |
| 45 INSURANCE                              | -                            | -                              | -                              |
| 46 REPAIRS & MAINTENANCE                  | 607                          | 2,500                          | 2,500                          |
| 48 PROMOTIONAL                            | -                            | -                              | -                              |
| 49 OTHER CURRENT CHARGES                  | -                            | 1,500                          | 1,500                          |
|   |                              |                                |                                |
| 42 TRANSPORTATION (POSTAGE)               | -                            | 250                            | 250                            |
| 47 PRINTING                               | 63                           | 1,000                          | 1,000                          |
| 51 OFFICE SUPPLIES                        | 2,538                        | 3,500                          | 3,500                          |
| 52 OPERATING SUPPLIES                     | 4,441                        | 10,300                         | 10,200                         |
| 53 ROAD MATERIALS & SUPPLIES              | -                            | -                              | -                              |
| 54 SUBSCR/MEMBERSHIPS                     | 989                          | 800                            | 800                            |
|   |                              |                                |                                |
| 63 CAPITAL IMPROVEMENTS                   | -                            | -                              | -                              |
| 64 MACHINERY & EQUIPMENT                  | -                            | -                              | -                              |
|   |                              |                                |                                |
| <b>TOTAL</b>                              | <b>229,665</b>               | <b>291,809</b>                 | <b>283,029</b>                 |
|   | =====                        | =====                          | =====                          |
| <b>DEPARTMENTAL EXPENDITURE SUMMARIES</b> |                              |                                |                                |
|   |                              |                                |                                |
| PERSONAL SERVICES                         | 221,027                      | 270,659                        | 260,979                        |
| SUPPORT SERVICES                          | 607                          | 5,300                          | 6,300                          |
| MATERIALS & SUPPLIES                      | 8,031                        | 15,850                         | 15,750                         |
| CAPITAL OUTLAY                            | -                            | -                              | -                              |
|   |                              |                                |                                |
| <b>TOTAL</b>                              | <b>229,665</b>               | <b>291,809</b>                 | <b>283,029</b>                 |
|   | =====                        | =====                          | =====                          |



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|   | <u>ACTUAL</u><br><u>2013</u> | <u>APPROVED</u><br><u>2014</u> | <u>APPROVED</u><br><u>2015</u> |
|---|------------------------------|--------------------------------|--------------------------------|
| <b>WATER RECLAMATION DEPARTMENT</b>       |                              |                                |                                |
| <b>ELEMENT</b>                            |                              |                                |                                |
| 11 EXECUTIVE SALARIES                     | -                            | -                              | -                              |
| 12 REGULAR SALARIES                       | 2,501,872                    | 2,582,084                      | 2,594,533                      |
| 13 OTHER SALARIES                         | -                            | -                              | -                              |
| 14 OVERTIME                               | 410,390                      | 445,000                        | 452,000                        |
| 21 FICA MATCHING                          | 214,001                      | 211,730                        | 213,843                        |
| 22 RETIREMENT                             | 181,210                      | 251,878                        | 262,558                        |
| 23 INSURANCE                              | 644,453                      | 675,705                        | 578,903                        |
| 24 WORKERS COMPENSATION                   | -                            | -                              | -                              |
| 25 UNEMPLOYMENT COMP                      | -                            | -                              | -                              |
| 26 OTHER                                  | -                            | -                              | -                              |
|   |                              |                                |                                |
| 31 PROFESSIONAL SERVICES                  | 118,166                      | 130,500                        | 125,000                        |
| 32 ACCOUNTING/AUDITING                    | -                            | -                              | -                              |
| 34 OTHER CONTRACTUAL SVC                  | 575,298                      | 322,000                        | 457,000                        |
| 40 TRAVEL                                 | 2,843                        | 5,850                          | 6,650                          |
| 41 COMMUNICATIONS                         | 7,585                        | 7,000                          | 6,600                          |
| 43 UTILITIES                              | 3,497,621                    | 4,158,000                      | 3,883,000                      |
| 44 RENTALS & LEASES                       | 7,066                        | 14,000                         | 14,000                         |
| 45 INSURANCE                              | -                            | -                              | -                              |
| 46 REPAIRS & MAINTENANCE                  | 262,665                      | 340,500                        | 387,000                        |
| 48 PROMOTIONAL                            | -                            | -                              | -                              |
| 49 OTHER CURRENT CHARGES                  | 95,950                       | 91,750                         | 85,150                         |
|   |                              |                                |                                |
| 42 TRANSPORTATION (POSTAGE)               | -                            | -                              | -                              |
| 47 PRINTING                               | -                            | -                              | -                              |
| 51 OFFICE SUPPLIES                        | 190                          | 600                            | 800                            |
| 52 OPERATING SUPPLIES                     | 1,607,410                    | 1,712,425                      | 1,677,525                      |
| 53 ROAD MATERIALS & SUPPLIES              | -                            | -                              | -                              |
| 54 SUBSCR/MEMBERSHIPS                     | 11,827                       | 11,400                         | 11,500                         |
|   |                              |                                |                                |
| 63 CAPITAL IMPROVEMENTS                   | 4,588                        | -                              | -                              |
| 64 MACHINERY & EQUIPMENT                  | 18,767                       | -                              | -                              |
|   |                              |                                |                                |
| TOTAL                                     | 10,161,902                   | 10,960,422                     | 10,756,062                     |
|   | =====                        | =====                          | =====                          |
| <b>DEPARTMENTAL EXPENDITURE SUMMARIES</b> |                              |                                |                                |
|   |                              |                                |                                |
| PERSONAL SERVICES                         | 3,951,926                    | 4,166,397                      | 4,101,837                      |
| SUPPORT SERVICES                          | 4,567,194                    | 5,069,600                      | 4,964,400                      |
| MATERIALS & SUPPLIES                      | 1,619,427                    | 1,724,425                      | 1,689,825                      |
| CAPITAL OUTLAY                            | 23,355                       | -                              | -                              |
|   |                              |                                |                                |
| TOTAL                                     | 10,161,902                   | 10,960,422                     | 10,756,062                     |
|   | =====                        | =====                          | =====                          |

# **EMERALD COAST UTILITIES AUTHORITY**

## **DIVISIONAL GOALS AND WORK PLAN**

### **DEPARTMENT:**

Water Reclamation

### **ACTIVITY DESCRIPTION:**

To maintain the operation of three wastewater treatment and effluent disposal/reclaimed water facilities. Process, dewater and dry biological solids (sludge) for disposal and beneficial use.

### **GOALS:**

1. 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.
2. To ensure that all State and Federal effluent discharge criteria are met.
3. To ensure that all EPA sludge criteria are met.
4. To keep abreast of changes in treatment technology and proposed Federal and State regulations to minimize costs and maximize compliance with regulations.
5. To operate all of the equipment at maximum efficiency at all times, with minimum disruption of services and downtime of equipment.
6. To maintain our timeliness for processing paperwork, especially regulatory reports.
7. To maintain a safe working environment and to ensure the ECUA employees have adequate training.
8. Coordinate with the pretreatment program to safeguard our wastewater treatment plants.

### **OBJECTIVES:**

1. To reduce the number of permit violations to zero.
2. To minimize equipment downtime through regular inspection of equipment to identify problems as early as possible.
3. Submit all required regulatory reports on time.
4. Optimize chemical usage on each process.

### **2015 TARGETED ACCOMPLISHMENTS:**

1. Startup new head-works at Bayou Marcus WRF.

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                              | ACTUAL<br><u>2013</u> | APPROVED<br><u>2014</u> | APPROVED<br><u>2015</u> |
|------------------------------|-----------------------|-------------------------|-------------------------|
| WR/ADMINISTRATION            |                       |                         |                         |
| ELEMENT                      |                       |                         |                         |
| 11 EXECUTIVE SALARIES        | -                     | -                       | -                       |
| 12 REGULAR SALARIES          | 110,619               | 110,903                 | 116,448                 |
| 13 OTHER SALARIES            | -                     | -                       | -                       |
| 14 OVERTIME                  | -                     | -                       | -                       |
| 21 FICA MATCHING             | 7,933                 | 7,848                   | 8,455                   |
| 22 RETIREMENT                | 10,862                | 20,306                  | 24,617                  |
| 23 INSURANCE                 | 16,886                | 16,812                  | 17,800                  |
| 24 WORKERS COMPENSATION      | -                     | -                       | -                       |
| 25 UNEMPLOYMENT COMP         | -                     | -                       | -                       |
| 26 OTHER                     | -                     | -                       | -                       |
| 31 PROFESSIONAL SERVICES     | -                     | -                       | -                       |
| 32 ACCOUNTING/AUDITING       | -                     | -                       | -                       |
| 34 OTHER CONTRACTUAL SVC     | -                     | -                       | -                       |
| 40 TRAVEL                    | 2,729                 | 1,300                   | 1,300                   |
| 41 COMMUNICATIONS            | -                     | -                       | -                       |
| 43 UTILITIES                 | -                     | -                       | -                       |
| 44 RENTALS & LEASES          | -                     | -                       | -                       |
| 45 INSURANCE                 | -                     | -                       | -                       |
| 46 REPAIRS & MAINTENANCE     | 47                    | 1,000                   | 1,000                   |
| 48 PROMOTIONAL               | -                     | -                       | -                       |
| 49 OTHER CURRENT CHARGES     | 517                   | 1,500                   | 1,500                   |
| 42 TRANSPORTATION (POSTAGE)  | -                     | -                       | -                       |
| 47 PRINTING                  | -                     | -                       | -                       |
| 51 OFFICE SUPPLIES           | 7                     | 200                     | 200                     |
| 52 OPERATING SUPPLIES        | 2,206                 | 2,025                   | 2,025                   |
| 53 ROAD MATERIALS & SUPPLIES | -                     | -                       | -                       |
| 54 SUBSCR/MEMBERSHIPS        | 9,018                 | 9,200                   | 9,200                   |
| 63 CAPITAL IMPROVEMENTS      | -                     | -                       | -                       |
| 64 MACHINERY & EQUIPMENT     | -                     | -                       | -                       |
| TOTAL                        | 160,824               | 171,094                 | 182,545                 |
|                              | =====                 | =====                   | =====                   |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |         |         |         |
|----------------------|---------|---------|---------|
| PERSONAL SERVICES    | 146,300 | 155,869 | 167,320 |
| SUPPORT SERVICES     | 3,293   | 3,800   | 3,800   |
| MATERIALS & SUPPLIES | 11,231  | 11,425  | 11,425  |
| CAPITAL OUTLAY       | -       | -       | -       |
| TOTAL                | 160,824 | 171,094 | 182,545 |
|                      | =====   | =====   | =====   |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                              | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------|----------------|------------------|------------------|
| WR/BAYOU MARCUS WRF          |                |                  |                  |
| ELEMENT                      |                |                  |                  |
| 11 EXECUTIVE SALARIES        | -              | -                | -                |
| 12 REGULAR SALARIES          | 574,982        | 587,911          | 580,401          |
| 13 OTHER SALARIES            | -              | -                | -                |
| 14 OVERTIME                  | 57,501         | 77,000           | 74,000           |
| 21 FICA MATCHING             | 46,468         | 48,598           | 47,788           |
| 22 RETIREMENT                | 38,394         | 53,715           | 54,505           |
| 23 INSURANCE                 | 147,033        | 154,398          | 138,670          |
| 24 WORKERS COMPENSATION      | -              | -                | -                |
| 25 UNEMPLOYMENT COMP         | -              | -                | -                |
| 26 OTHER                     | -              | -                | -                |
|                              |                |                  |                  |
| 31 PROFESSIONAL SERVICES     | 23,626         | -                | -                |
| 32 ACCOUNTING/AUDITING       | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC     | 36,493         | 30,000           | 33,000           |
| 40 TRAVEL                    | -              | 1,800            | 2,600            |
| 41 COMMUNICATIONS            | 4,767          | 4,200            | 3,800            |
| 43 UTILITIES                 | 458,674        | 650,000          | 550,000          |
| 44 RENTALS & LEASES          | 4,770          | 5,000            | 5,000            |
| 45 INSURANCE                 | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE     | 45,845         | 74,500           | 124,000          |
| 48 PROMOTIONAL               | -              | -                | -                |
| 49 OTHER CURRENT CHARGES     | 24,064         | 30,000           | 23,400           |
|                              |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)  | -              | -                | -                |
| 47 PRINTING                  | -              | -                | -                |
| 51 OFFICE SUPPLIES           | -              | -                | -                |
| 52 OPERATING SUPPLIES        | 658,494        | 562,100          | 604,100          |
| 53 ROAD MATERIALS & SUPPLIES | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS        | 435            | 700              | 800              |
|                              |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS      | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT     | 185            | -                | -                |
|                              |                |                  |                  |
| TOTAL                        | 2,121,731      | 2,279,922        | 2,242,064        |
|                              | =====          | =====            | =====            |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |           |           |           |
|----------------------|-----------|-----------|-----------|
| PERSONAL SERVICES    | 864,378   | 921,622   | 895,364   |
| SUPPORT SERVICES     | 598,239   | 795,500   | 741,800   |
| MATERIALS & SUPPLIES | 658,929   | 562,800   | 604,900   |
| CAPITAL OUTLAY       | 185       | -         | -         |
|                      |           |           |           |
| TOTAL                | 2,121,731 | 2,279,922 | 2,242,064 |
|                      | =====     | =====     | =====     |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                              | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------|----------------|------------------|------------------|
| WR/PENSACOLA BEACH WWTP      |                |                  |                  |
| ELEMENT                      |                |                  |                  |
| 11 EXECUTIVE SALARIES        | -              | -                | -                |
| 12 REGULAR SALARIES          | 426,338        | 432,525          | 415,077          |
| 13 OTHER SALARIES            | -              | -                | -                |
| 14 OVERTIME                  | 63,277         | 65,000           | 65,000           |
| 21 FICA MATCHING             | 35,838         | 36,335           | 35,495           |
| 22 RETIREMENT                | 29,577         | 41,845           | 39,080           |
| 23 INSURANCE                 | 108,720        | 110,277          | 96,302           |
| 24 WORKERS COMPENSATION      | -              | -                | -                |
| 25 UNEMPLOYMENT COMP         | -              | -                | -                |
| 26 OTHER                     | -              | -                | -                |
|                              |                |                  |                  |
| 31 PROFESSIONAL SERVICES     | -              | -                | -                |
| 32 ACCOUNTING/AUDITING       | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC     | 199,434        | 110,000          | 110,000          |
| 40 TRAVEL                    | -              | 750              | 750              |
| 41 COMMUNICATIONS            | 2,818          | 2,800            | 2,800            |
| 43 UTILITIES                 | 166,141        | 203,000          | 203,000          |
| 44 RENTALS & LEASES          | -              | 1,000            | 1,000            |
| 45 INSURANCE                 | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE     | 7,462          | 12,000           | 12,000           |
| 48 PROMOTIONAL               | -              | -                | -                |
| 49 OTHER CURRENT CHARGES     | 18,441         | 20,650           | 20,650           |
|                              |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)  | -              | -                | -                |
| 47 PRINTING                  | -              | -                | -                |
| 51 OFFICE SUPPLIES           | 182            | 400              | 600              |
| 52 OPERATING SUPPLIES        | 128,462        | 145,800          | 166,400          |
| 53 ROAD MATERIALS & SUPPLIES | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS        | 210            | 500              | 500              |
|                              |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS      | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT     | 1,172          | -                | -                |
|                              |                |                  |                  |
| TOTAL                        | 1,188,072      | 1,182,882        | 1,168,654        |
|                              | =====          | =====            | =====            |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |           |           |           |
|----------------------|-----------|-----------|-----------|
| PERSONAL SERVICES    | 663,750   | 685,982   | 650,954   |
| SUPPORT SERVICES     | 394,296   | 350,200   | 350,200   |
| MATERIALS & SUPPLIES | 128,854   | 146,700   | 167,500   |
| CAPITAL OUTLAY       | 1,172     | -         | -         |
|                      |           |           |           |
| TOTAL                | 1,188,072 | 1,182,882 | 1,168,654 |
|                      | =====     | =====     | =====     |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

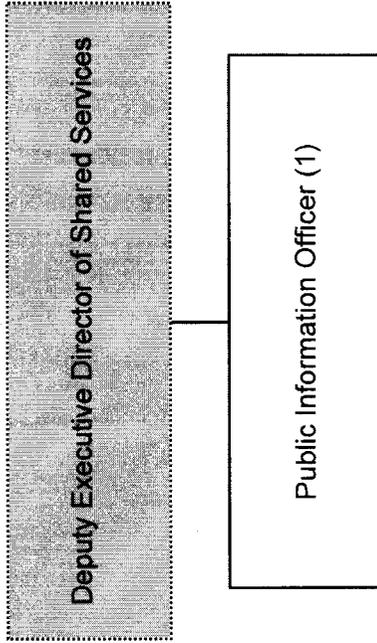
|                              | ACTUAL<br><u>2013</u> | APPROVED<br><u>2014</u> | APPROVED<br><u>2015</u> |
|------------------------------|-----------------------|-------------------------|-------------------------|
| WR/CENTRAL WRF               |                       |                         |                         |
| ELEMENT                      |                       |                         |                         |
| 11 EXECUTIVE SALARIES        | -                     | -                       | -                       |
| 12 REGULAR SALARIES          | 1,389,932             | 1,450,745               | 1,482,607               |
| 13 OTHER SALARIES            | -                     | -                       | -                       |
| 14 OVERTIME                  | 289,613               | 303,000                 | 313,000                 |
| 21 FICA MATCHING             | 123,763               | 118,949                 | 122,105                 |
| 22 RETIREMENT                | 102,376               | 136,012                 | 144,356                 |
| 23 INSURANCE                 | 371,814               | 394,218                 | 326,131                 |
| 24 WORKERS COMPENSATION      | -                     | -                       | -                       |
| 25 UNEMPLOYMENT COMP         | -                     | -                       | -                       |
| 26 OTHER                     | -                     | -                       | -                       |
|                              |                       |                         |                         |
| 31 PROFESSIONAL SERVICES     | 94,540                | 130,500                 | 125,000                 |
| 32 ACCOUNTING/AUDITING       | -                     | -                       | -                       |
| 34 OTHER CONTRACTUAL SVC     | 339,371               | 182,000                 | 314,000                 |
| 40 TRAVEL                    | 114                   | 2,000                   | 2,000                   |
| 41 COMMUNICATIONS            | -                     | -                       | -                       |
| 43 UTILITIES                 | 2,872,806             | 3,305,000               | 3,130,000               |
| 44 RENTALS & LEASES          | 2,296                 | 8,000                   | 8,000                   |
| 45 INSURANCE                 | -                     | -                       | -                       |
| 46 REPAIRS & MAINTENANCE     | 209,311               | 253,000                 | 250,000                 |
| 48 PROMOTIONAL               | -                     | -                       | -                       |
| 49 OTHER CURRENT CHARGES     | 52,928                | 39,600                  | 39,600                  |
|                              |                       |                         |                         |
| 42 TRANSPORTATION (POSTAGE)  | -                     | -                       | -                       |
| 47 PRINTING                  | -                     | -                       | -                       |
| 51 OFFICE SUPPLIES           | -                     | -                       | -                       |
| 52 OPERATING SUPPLIES        | 818,248               | 1,002,500               | 905,000                 |
| 53 ROAD MATERIALS & SUPPLIES | -                     | -                       | -                       |
| 54 SUBSCR/MEMBERSHIPS        | 2,164                 | 1,000                   | 1,000                   |
|                              |                       |                         |                         |
| 63 CAPITAL IMPROVEMENTS      | 4,588                 | -                       | -                       |
| 64 MACHINERY & EQUIPMENT     | 17,410                | -                       | -                       |
| TOTAL                        | 6,691,274             | 7,326,524               | 7,162,799               |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |           |           |           |
|----------------------|-----------|-----------|-----------|
| PERSONAL SERVICES    | 2,277,498 | 2,402,924 | 2,388,199 |
| SUPPORT SERVICES     | 3,571,366 | 3,920,100 | 3,868,600 |
| MATERIALS & SUPPLIES | 820,412   | 1,003,500 | 906,000   |
| CAPITAL OUTLAY       | 21,998    | -         | -         |
| TOTAL                | 6,691,274 | 7,326,524 | 7,162,799 |



**EMERALD COAST UTILITIES AUTHORITY**  
**Communication & Government Affairs**



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|                                     | ACTUAL<br><u>2013</u> | APPROVED<br><u>2014</u> | APPROVED<br><u>2015</u> |
|-------------------------------------|-----------------------|-------------------------|-------------------------|
| COMMUNICATIONS & GOVERNMENT AFFAIRS |                       |                         |                         |
| ELEMENT                             |                       |                         |                         |
| 11 EXECUTIVE SALARIES               | -                     | -                       | -                       |
| 12 REGULAR SALARIES                 | 119,528               | 64,396                  | 66,973                  |
| 13 OTHER SALARIES                   | -                     | -                       | -                       |
| 14 OVERTIME                         | -                     | -                       | -                       |
| 21 FICA MATCHING                    | 8,439                 | 4,216                   | 4,574                   |
| 22 RETIREMENT                       | 6,776                 | 4,475                   | 4,936                   |
| 23 INSURANCE                        | 26,179                | 17,699                  | 10,153                  |
| 24 WORKERS COMPENSATION             | -                     | -                       | -                       |
| 25 UNEMPLOYMENT COMP                | -                     | -                       | -                       |
| 26 OTHER                            | -                     | -                       | -                       |
| 31 PROFESSIONAL SERVICES            | 14,460                | 25,000                  | 15,000                  |
| 32 ACCOUNTING/AUDITING              | -                     | -                       | -                       |
| 34 OTHER CONTRACTUAL SVC            | -                     | -                       | -                       |
| 40 TRAVEL                           | 416                   | 750                     | 750                     |
| 41 COMMUNICATIONS                   | 720                   | 720                     | 720                     |
| 43 UTILITIES                        | -                     | -                       | -                       |
| 44 RENTALS & LEASES                 | -                     | -                       | -                       |
| 45 INSURANCE                        | -                     | -                       | -                       |
| 46 REPAIRS & MAINTENANCE            | 16                    | -                       | -                       |
| 48 PROMOTIONAL                      | 37,456                | 60,000                  | 130,000                 |
| 49 OTHER CURRENT CHARGES            | -                     | 1,000                   | 500                     |
| 42 TRANSPORTATION (POSTAGE)         | 17,663                | 22,500                  | 22,500                  |
| 47 PRINTING                         | 34,183                | 40,000                  | 40,000                  |
| 51 OFFICE SUPPLIES                  | 784                   | 800                     | 800                     |
| 52 OPERATING SUPPLIES               | 187                   | 1,600                   | 1,600                   |
| 53 ROAD MATERIALS & SUPPLIES        | -                     | -                       | -                       |
| 54 SUBSCR/MEMBERSHIPS               | 401                   | 500                     | 500                     |
| 63 CAPITAL IMPROVEMENTS             | -                     | -                       | -                       |
| 64 MACHINERY & EQUIPMENT            | -                     | -                       | -                       |
| TOTAL                               | 267,208               | 243,656                 | 299,006                 |
| DEPARTMENTAL EXPENDITURE SUMMARIES  |                       |                         |                         |
| PERSONAL SERVICES                   | 160,922               | 90,786                  | 86,636                  |
| SUPPORT SERVICES                    | 53,068                | 87,470                  | 146,970                 |
| MATERIALS & SUPPLIES                | 53,218                | 65,400                  | 65,400                  |
| CAPITAL OUTLAY                      | -                     | -                       | -                       |
| TOTAL                               | 267,208               | 243,656                 | 299,006                 |

**EMERALD COAST UTILITIES AUTHORITY**

**GOALS AND WORK PLAN**

**DEPARTMENT:**

Communications and Government Affairs

**ACTIVITY DESCRIPTION:**

This department is responsible for coordination and management of organizational communications, along with staff support to the Executive Director, and Deputy Executive Director for Shared Services. The department staff also coordinates and manages intergovernmental planning issues related to utility service provision.

**GOAL:**

The Goal of this department is to facilitate internal and external communications and correspondence; and to coordinate ECUA planning activities as they relate to intergovernmental programs and projects.

**OBJECTIVES:**

1. Provision of timely coordination in intergovernmental process.
2. Provision of timely and accurate release of organizational information.

**2015 TARGETED ACCOMPLISHMENTS:**

1. Evaluate and, where feasible, consider implementation of improvements to ECUA's communications, both internal and external.
2. Represent ECUA and its interests on the Board of National Association of Clean Water Agencies. (NACWA).
3. Facilitate and direct ECUA's interactions with Escambia County and the City of Pensacola and other governmental entities.

**D-7**

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

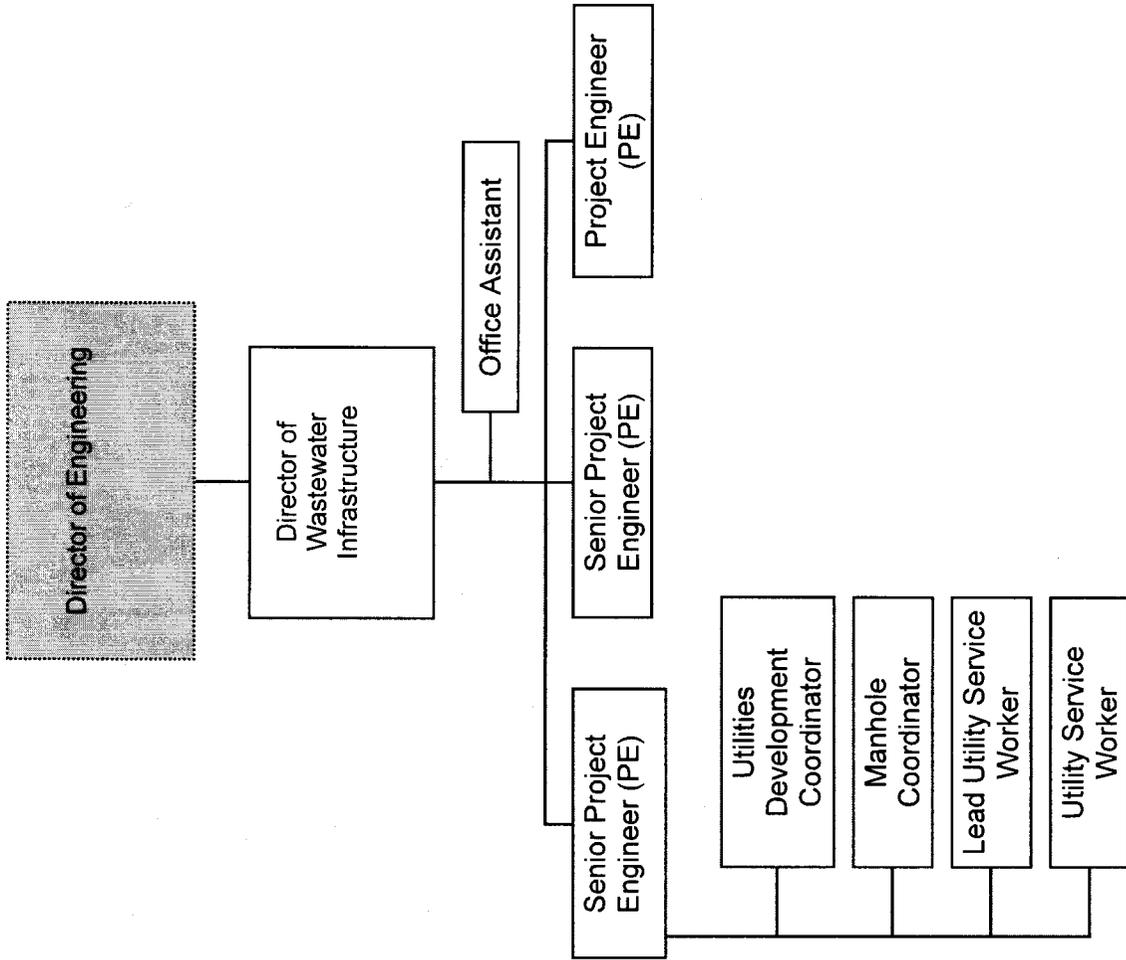
|                              | ACTUAL<br><u>2013</u> | APPROVED<br><u>2014</u> | APPROVED<br><u>2015</u> |
|------------------------------|-----------------------|-------------------------|-------------------------|
| C&GA/PUBLIC INFORMATION      |                       |                         |                         |
| ELEMENT                      |                       |                         |                         |
| 11 EXECUTIVE SALARIES        | -                     | -                       | -                       |
| 12 REGULAR SALARIES          | 119,528               | 64,396                  | 66,973                  |
| 13 OTHER SALARIES            | -                     | -                       | -                       |
| 14 OVERTIME                  | -                     | -                       | -                       |
| 21 FICA MATCHING             | 8,439                 | 4,216                   | 4,574                   |
| 22 RETIREMENT                | 6,776                 | 4,475                   | 4,936                   |
| 23 INSURANCE                 | 26,179                | 17,699                  | 10,153                  |
| 24 WORKERS COMPENSATION      | -                     | -                       | -                       |
| 25 UNEMPLOYMENT COMP         | -                     | -                       | -                       |
| 26 OTHER                     | -                     | -                       | -                       |
| 31 PROFESSIONAL SERVICES     | 14,460                | 25,000                  | 15,000                  |
| 32 ACCOUNTING/AUDITING       | -                     | -                       | -                       |
| 34 OTHER CONTRACTUAL SVC     | -                     | -                       | -                       |
| 40 TRAVEL                    | 416                   | 750                     | 750                     |
| 41 COMMUNICATIONS            | 720                   | 720                     | 720                     |
| 43 UTILITIES                 | -                     | -                       | -                       |
| 44 RENTALS & LEASES          | -                     | -                       | -                       |
| 45 INSURANCE                 | -                     | -                       | -                       |
| 46 REPAIRS & MAINTENANCE     | 16                    | -                       | -                       |
| 48 PROMOTIONAL               | 37,456                | 60,000                  | 130,000                 |
| 49 OTHER CURRENT CHARGES     | -                     | 1,000                   | 500                     |
| 42 TRANSPORTATION (POSTAGE)  | 17,663                | 22,500                  | 22,500                  |
| 47 PRINTING                  | 34,183                | 40,000                  | 40,000                  |
| 51 OFFICE SUPPLIES           | 784                   | 800                     | 800                     |
| 52 OPERATING SUPPLIES        | 187                   | 1,600                   | 1,600                   |
| 53 ROAD MATERIALS & SUPPLIES | -                     | -                       | -                       |
| 54 SUBSCR/MEMBERSHIPS        | 401                   | 500                     | 500                     |
| 63 CAPITAL IMPROVEMENTS      | -                     | -                       | -                       |
| 64 MACHINERY & EQUIPMENT     | -                     | -                       | -                       |
| TOTAL                        | 267,208               | 243,656                 | 299,006                 |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |         |         |         |
|----------------------|---------|---------|---------|
| PERSONAL SERVICES    | 160,922 | 90,786  | 86,636  |
| SUPPORT SERVICES     | 53,068  | 87,470  | 146,970 |
| MATERIALS & SUPPLIES | 53,218  | 65,400  | 65,400  |
| CAPITAL OUTLAY       | -       | -       | -       |
| TOTAL                | 267,208 | 243,656 | 299,006 |



# EMERALD COAST UTILITIES AUTHORITY WASTEWATER INFRASTRUCTURE



EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 401

|   | <u>ACTUAL</u><br><u>2013</u> | <u>APPROVED</u><br><u>2014</u> | <u>APPROVED</u><br><u>2015</u> |
|---|------------------------------|--------------------------------|--------------------------------|
| <b>WASTEWATER INFRASTRUCTURE</b>          |                              |                                |                                |
| <b>ELEMENT</b>                            |                              |                                |                                |
| 11 EXECUTIVE SALARIES                     | -                            | -                              | -                              |
| 12 REGULAR SALARIES                       | -                            | 450,353                        | 536,317                        |
| 13 OTHER SALARIES                         | -                            | -                              | -                              |
| 14 OVERTIME                               | -                            | 3,200                          | 5,000                          |
| 21 FICA MATCHING                          | -                            | 33,932                         | 40,234                         |
| 22 RETIREMENT                             | -                            | 40,993                         | 56,576                         |
| 23 INSURANCE                              | -                            | 88,355                         | 100,278                        |
| 24 WORKERS COMPENSATION                   | -                            | -                              | -                              |
| 25 UNEMPLOYMENT COMP                      | -                            | -                              | -                              |
| 26 OTHER                                  | -                            | -                              | -                              |
|   |                              |                                |                                |
| 31 PROFESSIONAL SERVICES                  | -                            | -                              | -                              |
| 32 ACCOUNTING/AUDITING                    | -                            | -                              | -                              |
| 34 OTHER CONTRACTUAL SVC                  | -                            | -                              | -                              |
| 40 TRAVEL                                 | -                            | 3,000                          | 6,000                          |
| 41 COMMUNICATIONS                         | -                            | -                              | -                              |
| 43 UTILITIES                              | -                            | -                              | -                              |
| 44 RENTALS & LEASES                       | -                            | -                              | -                              |
| 45 INSURANCE                              | -                            | -                              | -                              |
| 46 REPAIRS & MAINTENANCE                  | -                            | 5,950                          | 5,950                          |
| 48 PROMOTIONAL                            | -                            | -                              | -                              |
| 49 OTHER CURRENT CHARGES                  | -                            | 3,700                          | 6,700                          |
|   |                              |                                |                                |
| 42 TRANSPORTATION (POSTAGE)               | -                            | 100                            | 500                            |
| 47 PRINTING                               | -                            | 100                            | 100                            |
| 51 OFFICE SUPPLIES                        | -                            | 6,200                          | 6,200                          |
| 52 OPERATING SUPPLIES                     | -                            | 32,700                         | 32,700                         |
| 53 ROAD MATERIALS & SUPPLIES              | -                            | -                              | -                              |
| 54 SUBSCR/MEMBERSHIPS                     | -                            | 2,300                          | 2,300                          |
|   |                              |                                |                                |
| 63 CAPITAL IMPROVEMENTS                   | -                            | -                              | -                              |
| 64 MACHINERY & EQUIPMENT                  | -                            | 506,000                        | -                              |
|   |                              |                                |                                |
| TOTAL                                     | -                            | 1,176,883                      | 798,855                        |
|   | =====                        | =====                          | =====                          |
| <b>DEPARTMENTAL EXPENDITURE SUMMARIES</b> |                              |                                |                                |
|   |                              |                                |                                |
| PERSONAL SERVICES                         | -                            | 616,833                        | 738,405                        |
| SUPPORT SERVICES                          | -                            | 12,650                         | 18,650                         |
| MATERIALS & SUPPLIES                      | -                            | 41,400                         | 41,800                         |
| CAPITAL OUTLAY                            | -                            | 506,000                        | -                              |
|   |                              |                                |                                |
| TOTAL                                     | -                            | 1,176,883                      | 798,855                        |
|   | =====                        | =====                          | =====                          |

# **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 minimize SSO's. In addition, the department provides support to the Engineering Department in general, and specifically to the construction, operation and maintenance of the 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. To provide the Board with the information necessary to allocate limited resources for rehabilitation activities, while maximizing the reduction in I/I and minimizing the number of SSOs experienced.

### **OBJECTIVES:**

1. Evaluate collection system rehabilitation needs and recommend projects to maintain, improve or achieve adequate levels of service for all collection system customers.
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 and public outreach efforts related to reducing I/I and minimizing SSOs.

### **2015 TARGETED ACCOMPLISHMENTS:**

1. Ensure that all regulatory requirements and deadlines of the SSO Consent Order are met.
2. Fill all remaining personnel positions and obtain the equipment resources approved by the Board.
3. Prepare policies and procedures for the Board's consideration related to rehabilitation and maintenance of customers' portion of the lateral services.
4. Provide familiarization and training of department personnel for the recently developed sewer system computer model, and begin integration into rehabilitation analyses, and analyses of extensions, modifications and upgrades of the collection system.

**EMERALD COAST UTILITIES AUTHORITY  
SANITATION SYSTEM  
FISCAL YEAR 2015  
APPROVED SOURCES & USES**

**SOURCES**

**OPERATING REVENUES :**

|                                 |               |                             |
|---------------------------------|---------------|-----------------------------|
| RESIDENTIAL                     | \$ 17,446,812 |                             |
| COMMERCIAL                      | 1,635,035     |                             |
| RECYCLABLE COMMODITIES          | 869,000       |                             |
| MISCELLANEOUS                   | <u>35,000</u> |                             |
| <b>TOTAL OPERATING REVENUES</b> |               | <b>19,985,847</b>           |
| INTEREST INCOME                 |               | <u>10,000</u>               |
| <b>TOTAL REVENUES</b>           |               | <b>19,995,847</b>           |
| <b>BEGINNING BALANCES :</b>     |               |                             |
| UNRESTRICTED RESERVES           |               | <u>1,514,276</u>            |
| <b>TOTAL SOURCES</b>            |               | <b><u>\$ 21,510,123</u></b> |

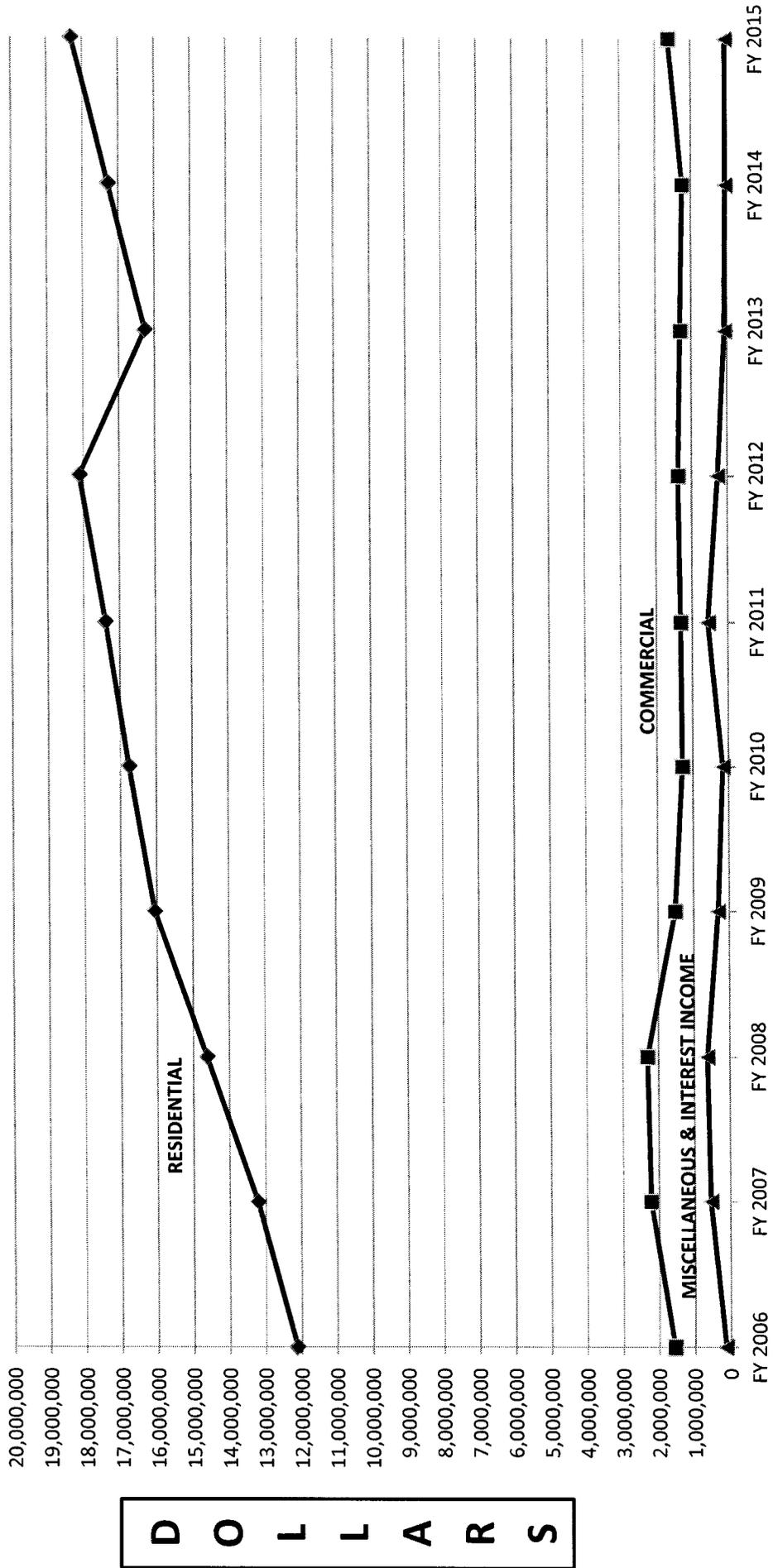
**USES**

|                                 |                |                             |
|---------------------------------|----------------|-----------------------------|
| PERSONAL SERVICES               | \$ 7,294,633   |                             |
| SUPPORT SERVICES                | 7,185,950      |                             |
| MATERIALS & SUPPLIES            | 1,108,000      |                             |
| OPERATING CONTINGENCY           | 82,500         |                             |
| INDIRECT OVERHEAD ALLOCATION    | <u>454,320</u> |                             |
| <b>TOTAL OPERATING EXPENSES</b> |                | <b>16,125,403</b>           |
| DEBT SERVICE                    |                | 986,006                     |
| EQUIPMENT LEASE PAYMENTS        |                | 1,858,627                   |
| CNG FUELING STATION             |                | 210,576                     |
| CIP PROJECTS                    | 115,000        |                             |
| R&R PROJECTS                    | 500,000        |                             |
| EQUIPMENT REPLACEMENT FUND      | <u>200,000</u> |                             |
| <b>TOTAL OTHERS</b>             |                | <b>815,000</b>              |
| <b>ENDING BALANCES :</b>        |                |                             |
| UNRESTRICTED RESERVES           |                | <u>1,514,511</u>            |
| <b>TOTAL USES</b>               |                | <b><u>\$ 21,510,123</u></b> |
| <b>DEBT SERVICE COVERAGE</b>    |                | <b><u>3.92</u></b>          |

**EMERALD COAST UTILITIES AUTHORITY  
SANITATION SYSTEM  
SOURCES AND USES STATEMENTS  
9/30/2011 - 9/30/2015**

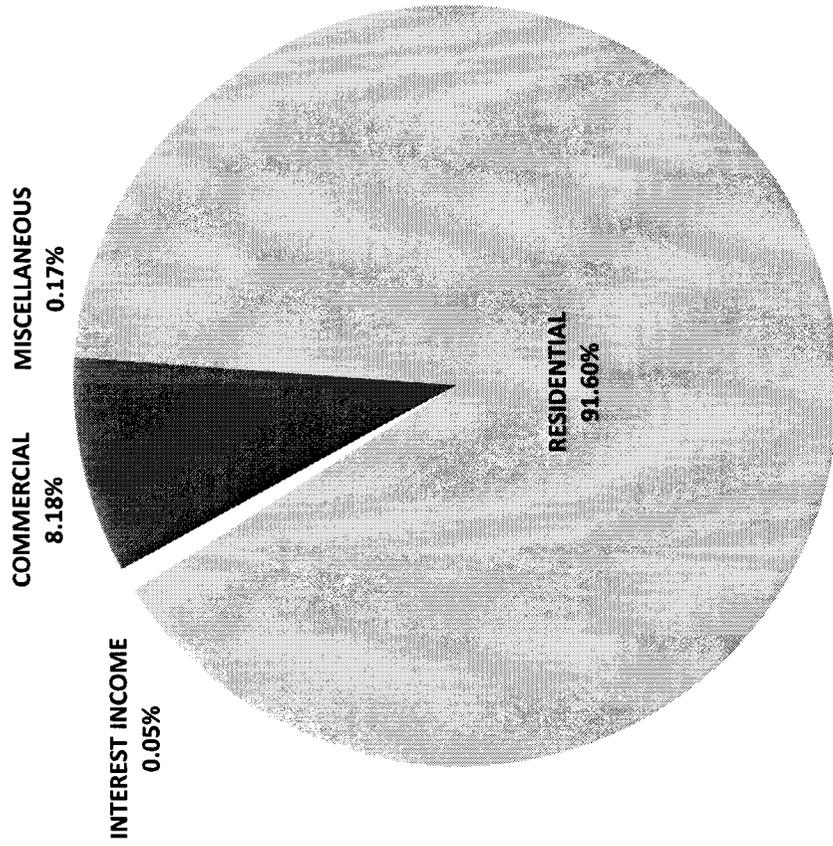
|  | <u>ACTUAL<br/>FY 2011</u> | <u>ACTUAL<br/>FY 2012</u> | <u>ACTUAL<br/>FY 2013</u> | <u>PROJECTED<br/>FY 2014</u> | <u>APPROVED<br/>FY 2015</u> |
|--|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>SOURCES OF FUNDS :</b>                |                           |                           |                           |                              |                             |
| <b><u>BEGINNING BALANCES:</u></b>        |                           |                           |                           |                              |                             |
| Unrestricted Reserves                    | \$ 717,473                | \$ 1,441,062              | \$ 3,307,744              | \$ 2,633,371                 | \$ 1,514,276                |
| <b>Total Beginning Balance</b>           | <b>717,473</b>            | <b>1,441,062</b>          | <b>3,307,744</b>          | <b>2,633,371</b>             | <b>1,514,276</b>            |
| <b><u>OPERATING REVENUES:</u></b>        |                           |                           |                           |                              |                             |
| Sanitation - Residential                 | 17,404,254                | 16,622,836                | 16,675,285                | 16,772,959                   | 17,446,812                  |
| Sanitation - Commercial                  | 1,324,125                 | 1,383,873                 | 1,404,107                 | 1,571,885                    | 1,635,035                   |
| Fuel Recovery Fee                        | 0                         | 1,281,137                 | 0                         | 0                            | 0                           |
| Recyclable Commodities                   | 0                         | 216,256                   | 83,978                    | 750                          | 869,000                     |
| Miscellaneous Revenues                   | 551,430                   | 263,078                   | 53,246                    | 35,000                       | 35,000                      |
| <b>Total Operating Income</b>            | <b>19,279,809</b>         | <b>19,767,180</b>         | <b>18,216,616</b>         | <b>18,380,594</b>            | <b>19,985,847</b>           |
| <b><u>OTHER INCOME/SOURCES:</u></b>      |                           |                           |                           |                              |                             |
| Interest Income                          | 8,327                     | 12,699                    | 11,354                    | 10,000                       | 10,000                      |
| Lease Purchase Funds (CNG Trucks)        | 0                         | 11,973,722                | 0                         | 0                            | 0                           |
| Allied Payment                           | 50,000                    | 50,000                    | 50,000                    | 0                            | 0                           |
| <b>Total Other</b>                       | <b>58,327</b>             | <b>12,036,421</b>         | <b>61,354</b>             | <b>10,000</b>                | <b>10,000</b>               |
| <b>TOTAL SOURCES</b>                     | <b>\$ 20,055,609</b>      | <b>\$ 33,244,663</b>      | <b>\$21,585,714</b>       | <b>\$21,023,965</b>          | <b>\$21,510,123</b>         |
| <b>USES OF FUNDS :</b>                   |                           |                           |                           |                              |                             |
| <b><u>OPERATING EXPENSES:</u></b>        |                           |                           |                           |                              |                             |
| Personal Services                        | \$ 6,988,034              | \$ 7,015,619              | \$ 6,660,548              | \$ 6,838,233                 | \$ 7,294,633                |
| Supporting Services                      | 6,078,041                 | 6,564,509                 | 6,322,603                 | 6,403,914                    | 7,185,950                   |
| Materials & Supplies                     | 1,947,688                 | 2,056,471                 | 1,951,610                 | 1,465,246                    | 1,108,000                   |
| Operating Contingency                    | 221,692                   | 0                         | 0                         | 0                            | 82,500                      |
| Indirect Overhead Allocation             | 273,084                   | 443,253                   | 454,320                   | 454,320                      | 454,320                     |
| <b>Total Operating Expenses</b>          | <b>15,508,539</b>         | <b>16,079,852</b>         | <b>15,389,081</b>         | <b>15,161,714</b>            | <b>16,125,403</b>           |
| <b><u>CAPITAL IMPROVEMENTS/DEBT:</u></b> |                           |                           |                           |                              |                             |
| CIP Projects                             | 415,000                   | 140,075                   | 66,344                    | 115,000                      | 115,000                     |
| R & R Projects                           | 0                         | 104,222                   | 104,207                   | 175,000                      | 500,000                     |
| Equipment Replacement Fund               | 1,655,000                 | 557,809                   | 463,265                   | 1,000,000                    | 200,000                     |
| Equipment Lease Payment                  | (45,234)                  | 0                         | 1,858,627                 | 1,858,627                    | 1,858,627                   |
| Purchase of CNG Trucks                   | 0                         | 11,973,722                | 0                         | 0                            | 0                           |
| CNG Fueling Station Debt Svc             | 0                         | 0                         | 210,576                   | 210,576                      | 210,576                     |
| Debt Service (Bank Loan)                 | 1,081,242                 | 1,081,239                 | 860,243                   | 988,773                      | 986,006                     |
| <b>Total Other</b>                       | <b>3,106,008</b>          | <b>13,857,067</b>         | <b>3,563,262</b>          | <b>4,347,976</b>             | <b>3,870,209</b>            |
| <b>Total Operating and Other</b>         | <b>18,614,547</b>         | <b>29,936,919</b>         | <b>18,952,343</b>         | <b>19,509,689</b>            | <b>19,995,612</b>           |
| <b><u>ENDING BALANCES:</u></b>           |                           |                           |                           |                              |                             |
| Unrestricted Reserves                    | 1,441,062                 | 3,307,744                 | 2,633,371                 | 1,514,276                    | 1,514,511                   |
| <b>TOTAL USES</b>                        | <b>\$ 20,055,609</b>      | <b>\$ 33,244,663</b>      | <b>\$21,585,714</b>       | <b>\$21,023,965</b>          | <b>\$21,510,123</b>         |

**SANITATION SYSTEM  
REVENUE TRENDS  
FY 2006 - 2015**

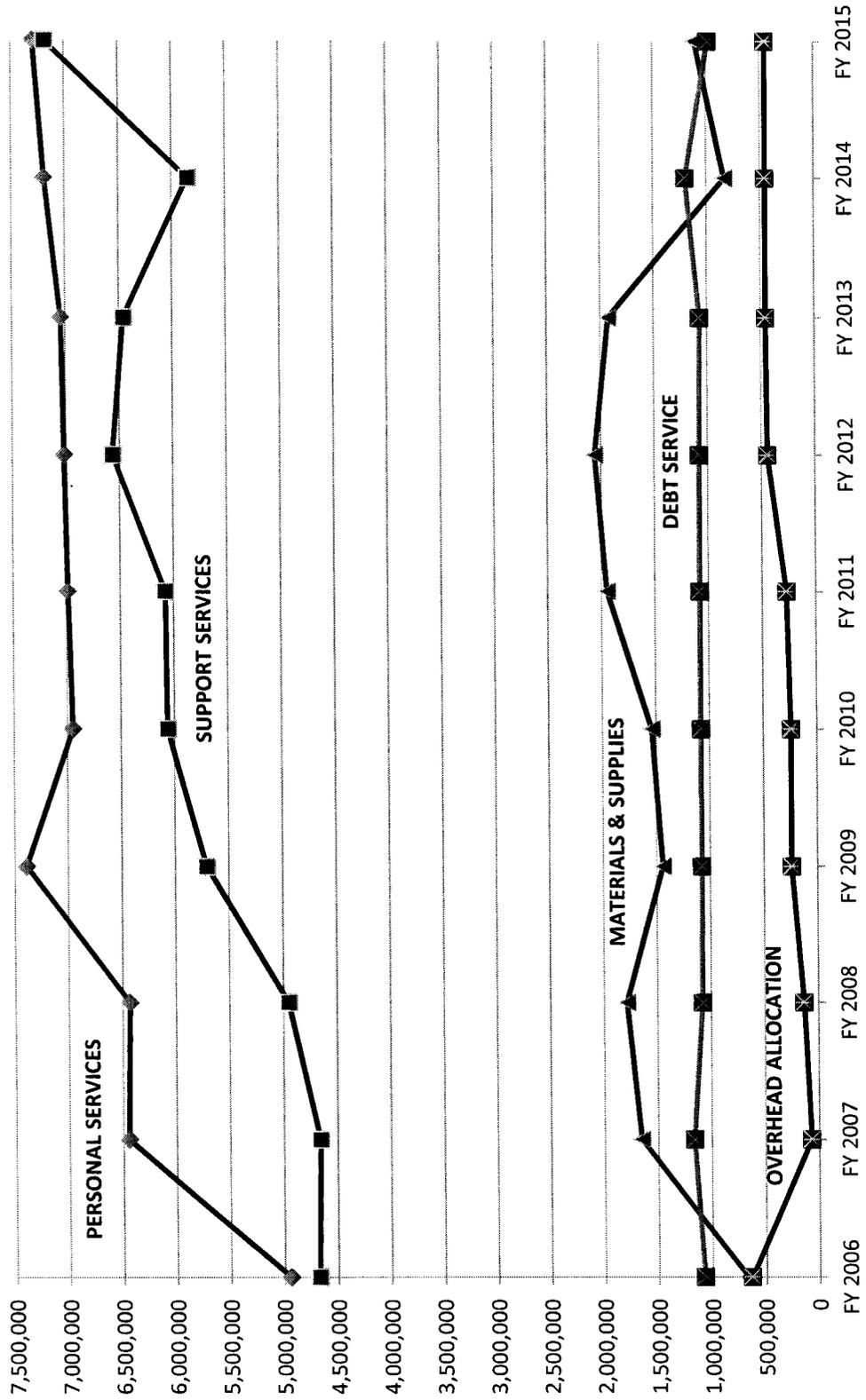


**D O L L A R S**

**SANITATION SYSTEM  
FY 2015 REVENUE PERCENTAGES**

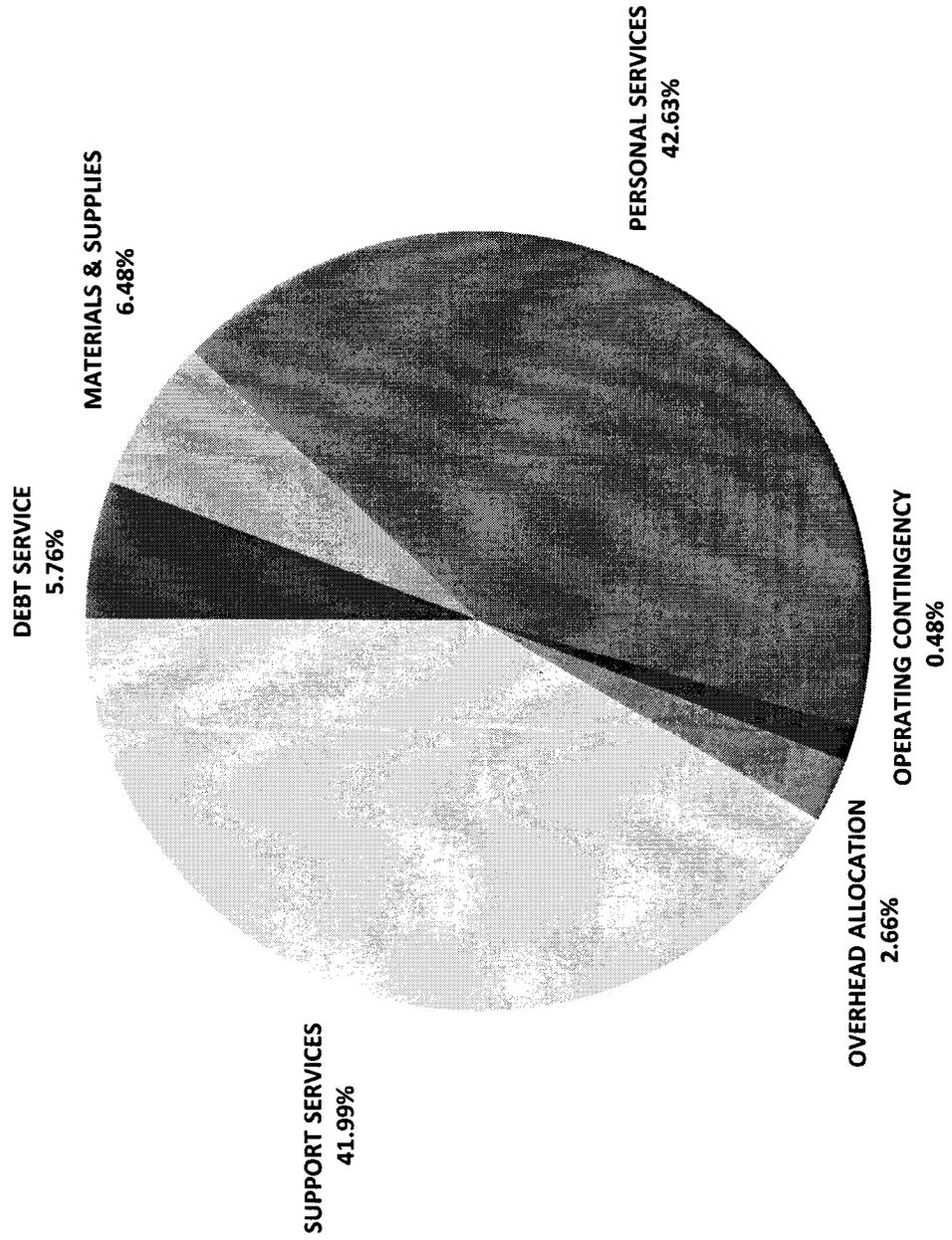


**SANITATION SYSTEM  
OPERATING BUDGET TRENDS  
FY 2006 - 2015**



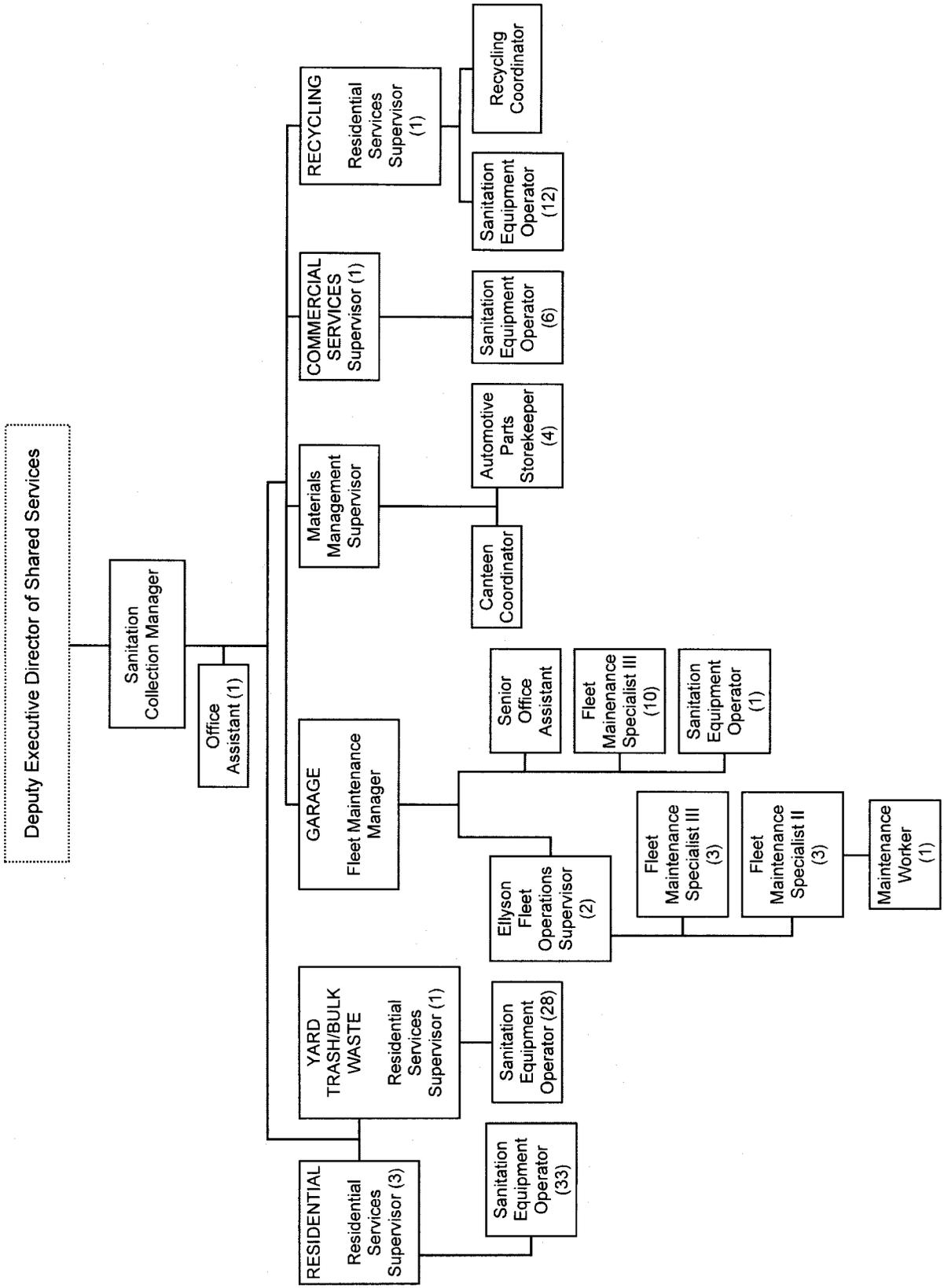
**D O L L A R S**

**SANITATION SYSTEM  
FY 2015 EXPENSE PERCENTAGES**





# EMERALD COAST UTILITIES AUTHORITY SANITATION



EMERALD COAST UTILITIES AUTHORITY BUDGET

FUND 441

|                                    | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2014 |
|------------------------------------|----------------|------------------|------------------|
| SANITATION DEPARTMENT              |                |                  |                  |
| ELEMENT                            |                |                  |                  |
| 11 EXECUTIVE SALARIES              | -              | -                | -                |
| 12 REGULAR SALARIES                | 4,187,723      | 4,171,154        | 4,356,922        |
| 13 OTHER SALARIES                  | -              | -                | -                |
| 14 OVERTIME                        | 413,142        | 631,500          | 631,500          |
| 21 FICA MATCHING                   | 328,432        | 333,398          | 351,499          |
| 22 RETIREMENT                      | 259,662        | 339,462          | 369,839          |
| 23 INSURANCE                       | 1,202,847      | 1,246,754        | 1,128,873        |
| 24 WORKERS COMPENSATION            | 184,120        | 200,000          | 200,000          |
| 25 UNEMPLOYMENT COMP               | -              | -                | -                |
| 26 OTHER                           | 72,624         | 271,000          | 256,000          |
| 31 PROFESSIONAL SERVICES           | 58,100         | 7,500            | 7,500            |
| 32 ACCOUNTING/AUDITING             | 6,000          | 6,000            | 6,000            |
| 34 OTHER CONTRACTUAL SVC           | 803,016        | 570,000          | 1,218,000        |
| 40 TRAVEL                          | 5,743          | 2,200            | 1,200            |
| 41 COMMUNICATIONS                  | 2,591          | 10,600           | 2,600            |
| 43 UTILITIES                       | 71,939         | 76,250           | 72,250           |
| 44 RENTALS & LEASES                | -              | -                | -                |
| 45 INSURANCE                       | 214,646        | 220,000          | 220,000          |
| 46 REPAIRS & MAINTENANCE           | 1,005,326      | 562,000          | 711,500          |
| 48 PROMOTIONAL                     | 42,452         | 50,000           | 50,000           |
| 49 OTHER CURRENT CHARGES           | 4,523,732      | 4,345,935        | 4,896,900        |
| 42 TRANSPORTATION (POSTAGE)        | -              | 1,200            | 200              |
| 47 PRINTING                        | -              | 1,750            | 500              |
| 51 OFFICE SUPPLIES                 | 7,397          | 9,000            | 6,000            |
| 52 OPERATING SUPPLIES              | 1,530,952      | 820,550          | 1,100,050        |
| 53 ROAD MATERIALS & SUPPLIES       | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS              | 2,318          | 1,750            | 1,250            |
| 63 CAPITAL IMPROVEMENTS            | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT           | 22,960         | -                | -                |
| TOTAL                              | 14,945,722     | 13,878,003       | 15,588,583       |
| DEPARTMENTAL EXPENDITURE SUMMARIES |                |                  |                  |
| PERSONAL SERVICES                  | 6,648,550      | 7,193,268        | 7,294,633        |
| SUPPORT SERVICES                   | 6,733,545      | 5,850,485        | 7,185,950        |
| MATERIALS & SUPPLIES               | 1,540,667      | 834,250          | 1,108,000        |
| CAPITAL OUTLAY                     | 22,960         | -                | -                |
| TOTAL                              | 14,945,722     | 13,878,003       | 15,588,583       |

# **EMERALD COAST UTILITIES AUTHORITY**

## **DIVISIONAL GOALS AND WORK PLAN**

### **DEPARTMENT:**

Sanitation

### **ACTIVITY DESCRIPTION:**

The six divisions within the Sanitation Department work together to provide customers with solid waste collection services for various types of waste. The field crews are supported by an internal full service fleet maintenance operation.

### **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.

### **2015 TARGETED ACCOMPLISHMENTS:**

1. To reduce the number of preventable accidents.
2. To reduce the number of missed pick up complaints.
3. To improve the effectiveness of the fleet maintenance operation.
4. To improve knowledge and awareness of the services offered.
5. To expand the curbside recycling program to reduce the amount of waste landfilled.

**D-7**

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441

|                                    | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------------|----------------|------------------|------------------|
| SANITATION ADMINISTRATION          |                |                  |                  |
| ELEMENT                            |                |                  |                  |
| 11 EXECUTIVE SALARIES              | -              | -                | -                |
| 12 REGULAR SALARIES                | 127,606        | 98,569           | 102,769          |
| 13 OTHER SALARIES                  | -              | -                | -                |
| 14 OVERTIME                        | 850            | 1,500            | 1,500            |
| 21 FICA MATCHING                   | 9,574          | 7,507            | 7,831            |
| 22 RETIREMENT                      | 7,321          | 6,955            | 7,684            |
| 23 INSURANCE                       | 20,776         | 8,848            | 7,818            |
| 24 WORKERS COMPENSATION            | -              | -                | -                |
| 25 UNEMPLOYMENT COMP               | -              | -                | -                |
| 26 OTHER                           | -              | -                | -                |
|                                    |                |                  |                  |
| 31 PROFESSIONAL SERVICES           | 58,100         | 7,500            | 7,500            |
| 32 ACCOUNTING/AUDITING             | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC           | 559,733        | 516,000          | 530,000          |
| 40 TRAVEL                          | 4,470          | 1,200            | 1,200            |
| 41 COMMUNICATIONS                  | 2,591          | 10,600           | 2,600            |
| 43 UTILITIES                       | 66,077         | 68,250           | 68,250           |
| 44 RENTALS & LEASES                | -              | -                | -                |
| 45 INSURANCE                       | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE           | 9,095          | 10,000           | 9,500            |
| 48 PROMOTIONAL                     | -              | -                | -                |
| 49 OTHER CURRENT CHARGES           | 4,287          | 12,840           | 10,600           |
|                                    |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)        | -              | 1,000            | 200              |
| 47 PRINTING                        | -              | 1,250            | 500              |
| 51 OFFICE SUPPLIES                 | 1,632          | 4,000            | 2,000            |
| 52 OPERATING SUPPLIES              | 14,202         | 18,000           | 17,500           |
| 53 ROAD MATERIALS & SUPPLIES       | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS              | 1,079          | 1,750            | 1,250            |
|                                    |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS            | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT           | 6,080          | -                | -                |
|                                    |                |                  |                  |
| TOTAL                              | 893,473        | 775,769          | 778,702          |
|                                    |                |                  |                  |
| DEPARTMENTAL EXPENDITURE SUMMARIES |                |                  |                  |
|                                    |                |                  |                  |
| PERSONAL SERVICES                  | 166,127        | 123,379          | 127,602          |
| SUPPORT SERVICES                   | 704,353        | 626,390          | 629,650          |
| MATERIALS & SUPPLIES               | 16,913         | 26,000           | 21,450           |
| CAPITAL OUTLAY                     | 6,080          | -                | -                |
|                                    |                |                  |                  |
| TOTAL                              | 893,473        | 775,769          | 778,702          |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441

|                                    | ACTUAL<br><u>2013</u> | APPROVED<br><u>2014</u> | APPROVED<br><u>2015</u> |
|------------------------------------|-----------------------|-------------------------|-------------------------|
| SANITATION/RESIDENTIAL OPERATIONS  |                       |                         |                         |
| ELEMENT                            |                       |                         |                         |
| 11 EXECUTIVE SALARIES              | -                     | -                       | -                       |
| 12 REGULAR SALARIES                | 1,299,080             | 1,526,655               | 1,486,284               |
| 13 OTHER SALARIES                  | -                     | -                       | -                       |
| 14 OVERTIME                        | 136,493               | 260,000                 | 260,000                 |
| 21 FICA MATCHING                   | 102,137               | 117,504                 | 116,107                 |
| 22 RETIREMENT                      | 84,916                | 130,906                 | 134,089                 |
| 23 INSURANCE                       | 354,137               | 466,679                 | 400,816                 |
| 24 WORKERS COMPENSATION            | -                     | -                       | -                       |
| 25 UNEMPLOYMENT COMP               | -                     | -                       | -                       |
| 26 OTHER                           | -                     | -                       | -                       |
| 31 PROFESSIONAL SERVICES           | -                     | -                       | -                       |
| 32 ACCOUNTING/AUDITING             | -                     | -                       | -                       |
| 34 OTHER CONTRACTUAL SVC           | -                     | 7,500                   | 5,500                   |
| 40 TRAVEL                          | -                     | -                       | -                       |
| 41 COMMUNICATIONS                  | -                     | -                       | -                       |
| 43 UTILITIES                       | -                     | -                       | -                       |
| 44 RENTALS & LEASES                | -                     | -                       | -                       |
| 45 INSURANCE                       | -                     | -                       | -                       |
| 46 REPAIRS & MAINTENANCE           | 656,714               | 350,000                 | 450,000                 |
| 48 PROMOTIONAL                     | -                     | -                       | -                       |
| 49 OTHER CURRENT CHARGES           | 3,871,159             | 3,728,000               | 4,251,000               |
| 42 TRANSPORTATION (POSTAGE)        | -                     | -                       | -                       |
| 47 PRINTING                        | -                     | -                       | -                       |
| 51 OFFICE SUPPLIES                 | -                     | -                       | -                       |
| 52 OPERATING SUPPLIES              | 775,136               | 444,750                 | 532,750                 |
| 53 ROAD MATERIALS & SUPPLIES       | -                     | -                       | -                       |
| 54 SUBSCR/MEMBERSHIPS              | -                     | -                       | -                       |
| 63 CAPITAL IMPROVEMENTS            | -                     | -                       | -                       |
| 64 MACHINERY & EQUIPMENT           | -                     | -                       | -                       |
| TOTAL                              | 7,279,772             | 7,031,994               | 7,636,546               |
|                                    | =====                 | =====                   | =====                   |
| DEPARTMENTAL EXPENDITURE SUMMARIES |                       |                         |                         |
| PERSONAL SERVICES                  | 1,976,763             | 2,501,744               | 2,397,296               |
| SUPPORT SERVICES                   | 4,527,873             | 4,085,500               | 4,706,500               |
| MATERIALS & SUPPLIES               | 775,136               | 444,750                 | 532,750                 |
| CAPITAL OUTLAY                     | -                     | -                       | -                       |
| TOTAL                              | 7,279,772             | 7,031,994               | 7,636,546               |
|                                    | =====                 | =====                   | =====                   |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441

|                              | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|------------------------------|----------------|------------------|------------------|
| SANITATION/GARAGE            |                |                  |                  |
| ELEMENT                      |                |                  |                  |
| 11 EXECUTIVE SALARIES        | -              | -                | -                |
| 12 REGULAR SALARIES          | 1,046,317      | 1,128,486        | 1,186,394        |
| 13 OTHER SALARIES            | -              | -                | -                |
| 14 OVERTIME                  | 91,050         | 135,000          | 135,000          |
| 21 FICA MATCHING             | 81,222         | 90,543           | 96,506           |
| 22 RETIREMENT                | 64,128         | 86,402           | 96,088           |
| 23 INSURANCE                 | 279,336        | 306,458          | 263,044          |
| 24 WORKERS COMPENSATION      | -              | -                | -                |
| 25 UNEMPLOYMENT COMP         | -              | -                | -                |
| 26 OTHER                     | -              | -                | -                |
|                              |                |                  |                  |
| 31 PROFESSIONAL SERVICES     | -              | -                | -                |
| 32 ACCOUNTING/AUDITING       | -              | -                | -                |
| 34 OTHER CONTRACTUAL SVC     | -              | -                | -                |
| 40 TRAVEL                    | 1,273          | 1,000            | -                |
| 41 COMMUNICATIONS            | -              | -                | -                |
| 43 UTILITIES                 | 5,861          | 8,000            | 4,000            |
| 44 RENTALS & LEASES          | -              | -                | -                |
| 45 INSURANCE                 | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE     | 96,328         | 72,000           | 77,000           |
| 48 PROMOTIONAL               | -              | -                | -                |
| 49 OTHER CURRENT CHARGES     | 1,740          | 3,600            | 2,100            |
|                              |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)  | -              | 200              | -                |
| 47 PRINTING                  | -              | -                | -                |
| 51 OFFICE SUPPLIES           | 5,765          | 5,000            | 4,000            |
| 52 OPERATING SUPPLIES        | 583,769        | 136,000          | 338,500          |
| 53 ROAD MATERIALS & SUPPLIES | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS        | 1,239          | -                | -                |
|                              |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS      | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT     | 16,880         | -                | -                |
|                              |                |                  |                  |
| TOTAL                        | 2,274,908      | 1,972,689        | 2,202,632        |
|                              | =====          | =====            | =====            |

DEPARTMENTAL EXPENDITURE SUMMARIES

|                      |           |           |           |
|----------------------|-----------|-----------|-----------|
| PERSONAL SERVICES    | 1,562,053 | 1,746,889 | 1,777,032 |
| SUPPORT SERVICES     | 105,202   | 84,600    | 83,100    |
| MATERIALS & SUPPLIES | 590,773   | 141,200   | 342,500   |
| CAPITAL OUTLAY       | 16,880    | -         | -         |
|                      |           |           |           |
| TOTAL                | 2,274,908 | 1,972,689 | 2,202,632 |
|                      | =====     | =====     | =====     |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441

|   | ACTUAL<br>2013 | APPROVED<br>2014 | APPROVED<br>2015 |
|---|----------------|------------------|------------------|
| <b>SANITATION/COMMERCIAL OPERATIONS</b>   |                |                  |                  |
| <b>ELEMENT</b>                            |                |                  |                  |
| 11 EXECUTIVE SALARIES                     | -              | -                | -                |
| 12 REGULAR SALARIES                       | 187,057        | 249,578          | 256,424          |
| 13 OTHER SALARIES                         | -              | -                | -                |
| 14 OVERTIME                               | 30,260         | 50,000           | 50,000           |
| 21 FICA MATCHING                          | 15,333         | 21,341           | 21,870           |
| 22 RETIREMENT                             | 12,460         | 20,821           | 22,583           |
| 23 INSURANCE                              | 61,720         | 86,152           | 77,703           |
| 24 WORKERS COMPENSATION                   | -              | -                | -                |
| 25 UNEMPLOYMENT COMP                      | -              | -                | -                |
| 26 OTHER                                  | -              | -                | -                |
|   |                |                  |                  |
| 31 PROFESSIONAL SERVICES                  | -              | -                | -                |
| 32 ACCOUNTING/AUDITING                    | 6,000          | 6,000            | 6,000            |
| 34 OTHER CONTRACTUAL SVC                  | -              | 1,500            | 1,500            |
| 40 TRAVEL                                 | -              | -                | -                |
| 41 COMMUNICATIONS                         | -              | -                | -                |
| 43 UTILITIES                              | -              | -                | -                |
| 44 RENTALS & LEASES                       | -              | -                | -                |
| 45 INSURANCE                              | -              | -                | -                |
| 46 REPAIRS & MAINTENANCE                  | 64,966         | 25,000           | 50,000           |
| 48 PROMOTIONAL                            | -              | -                | -                |
| 49 OTHER CURRENT CHARGES                  | 509,188        | 460,495          | 491,200          |
|   |                |                  |                  |
| 42 TRANSPORTATION (POSTAGE)               | -              | -                | -                |
| 47 PRINTING                               | -              | 500              | -                |
| 51 OFFICE SUPPLIES                        | -              | -                | -                |
| 52 OPERATING SUPPLIES                     | 32,000         | 49,000           | 51,000           |
| 53 ROAD MATERIALS & SUPPLIES              | -              | -                | -                |
| 54 SUBSCR/MEMBERSHIPS                     | -              | -                | -                |
|   |                |                  |                  |
| 63 CAPITAL IMPROVEMENTS                   | -              | -                | -                |
| 64 MACHINERY & EQUIPMENT                  | -              | -                | -                |
|   |                |                  |                  |
| <b>TOTAL</b>                              | <b>918,984</b> | <b>970,387</b>   | <b>1,028,280</b> |
|   | =====          | =====            | =====            |
| <b>DEPARTMENTAL EXPENDITURE SUMMARIES</b> |                |                  |                  |
|   |                |                  |                  |
| PERSONAL SERVICES                         | 306,830        | 427,892          | 428,580          |
| SUPPORT SERVICES                          | 580,154        | 492,995          | 548,700          |
| MATERIALS & SUPPLIES                      | 32,000         | 49,500           | 51,000           |
| CAPITAL OUTLAY                            | -              | -                | -                |
|   |                |                  |                  |
| <b>TOTAL</b>                              | <b>918,984</b> | <b>970,387</b>   | <b>1,028,280</b> |
|   | =====          | =====            | =====            |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441

|                                    | <u>ACTUAL</u><br><u>2013</u> | <u>APPROVED</u><br><u>2014</u> | <u>APPROVED</u><br><u>2015</u> |
|------------------------------------|------------------------------|--------------------------------|--------------------------------|
| SANITATION/YARD TRASH              |                              |                                |                                |
| ELEMENT                            |                              |                                |                                |
| 11 EXECUTIVE SALARIES              | -                            | -                              | -                              |
| 12 REGULAR SALARIES                | 1,105,789                    | 708,531                        | 878,520                        |
| 13 OTHER SALARIES                  | -                            | -                              | -                              |
| 14 OVERTIME                        | 107,394                      | 135,000                        | 135,000                        |
| 21 FICA MATCHING                   | 86,378                       | 60,338                         | 73,475                         |
| 22 RETIREMENT                      | 64,932                       | 58,980                         | 72,801                         |
| 23 INSURANCE                       | 365,290                      | 236,756                        | 254,305                        |
| 24 WORKERS COMPENSATION            | -                            | -                              | -                              |
| 25 UNEMPLOYMENT COMP               | -                            | -                              | -                              |
| 26 OTHER                           | -                            | -                              | -                              |
|                                    |                              |                                |                                |
| 31 PROFESSIONAL SERVICES           | -                            | -                              | -                              |
| 32 ACCOUNTING/AUDITING             | -                            | -                              | -                              |
| 34 OTHER CONTRACTUAL SVC           | 243,283                      | 40,000                         | 40,000                         |
| 40 TRAVEL                          | -                            | -                              | -                              |
| 41 COMMUNICATIONS                  | -                            | -                              | -                              |
| 43 UTILITIES                       | -                            | -                              | -                              |
| 44 RENTALS & LEASES                | -                            | -                              | -                              |
| 45 INSURANCE                       | -                            | -                              | -                              |
| 46 REPAIRS & MAINTENANCE           | 84,787                       | 45,000                         | 55,000                         |
| 48 PROMOTIONAL                     | -                            | -                              | -                              |
| 49 OTHER CURRENT CHARGES           | 1,326                        | 500                            | 500                            |
|                                    |                              |                                |                                |
| 42 TRANSPORTATION (POSTAGE)        | -                            | -                              | -                              |
| 47 PRINTING                        | -                            | -                              | -                              |
| 51 OFFICE SUPPLIES                 | -                            | -                              | -                              |
| 52 OPERATING SUPPLIES              | 89,778                       | 104,800                        | 93,800                         |
| 53 ROAD MATERIALS & SUPPLIES       | -                            | -                              | -                              |
| 54 SUBSCR/MEMBERSHIPS              | -                            | -                              | -                              |
|                                    |                              |                                |                                |
| 63 CAPITAL IMPROVEMENTS            | -                            | -                              | -                              |
| 64 MACHINERY & EQUIPMENT           | -                            | -                              | -                              |
|                                    |                              |                                |                                |
| TOTAL                              | 2,148,957                    | 1,389,905                      | 1,603,401                      |
|                                    | =====                        | =====                          | =====                          |
| DEPARTMENTAL EXPENDITURE SUMMARIES |                              |                                |                                |
|                                    |                              |                                |                                |
| PERSONAL SERVICES                  | 1,729,783                    | 1,199,605                      | 1,414,101                      |
| SUPPORT SERVICES                   | 329,396                      | 85,500                         | 95,500                         |
| MATERIALS & SUPPLIES               | 89,778                       | 104,800                        | 93,800                         |
| CAPITAL OUTLAY                     | -                            | -                              | -                              |
|                                    |                              |                                |                                |
| TOTAL                              | 2,148,957                    | 1,389,905                      | 1,603,401                      |
|                                    | =====                        | =====                          | =====                          |

EMERALD COAST UTILITIES AUTHORITY BUDGET  
FUND 441

|                                    | <u>ACTUAL</u> | <u>APPROVED</u> | <u>APPROVED</u> |
|------------------------------------|---------------|-----------------|-----------------|
|                                    | <u>2013</u>   | <u>2014</u>     | <u>2015</u>     |
| SANITATION/RECYCLING               |               |                 |                 |
| ELEMENT                            |               |                 |                 |
| 11 EXECUTIVE SALARIES              | -             | -               | -               |
| 12 REGULAR SALARIES                | 421,875       | 459,335         | 446,531         |
| 13 OTHER SALARIES                  | -             | -               | -               |
| 14 OVERTIME                        | 47,095        | 50,000          | 50,000          |
| 21 FICA MATCHING                   | 33,788        | 36,165          | 35,710          |
| 22 RETIREMENT                      | 25,906        | 35,398          | 36,594          |
| 23 INSURANCE                       | 121,587       | 141,861         | 125,187         |
| 24 WORKERS COMPENSATION            | -             | -               | -               |
| 25 UNEMPLOYMENT COMP               | -             | -               | -               |
| 26 OTHER                           | -             | -               | -               |
|                                    |               |                 |                 |
| 31 PROFESSIONAL SERVICES           | -             | -               | -               |
| 32 ACCOUNTING/AUDITING             | -             | -               | -               |
| 34 OTHER CONTRACTUAL SVC           | -             | 5,000           | 641,000         |
| 40 TRAVEL                          | -             | -               | -               |
| 41 COMMUNICATIONS                  | -             | -               | -               |
| 43 UTILITIES                       | -             | -               | -               |
| 44 RENTALS & LEASES                | -             | -               | -               |
| 45 INSURANCE                       | -             | -               | -               |
| 46 REPAIRS & MAINTENANCE           | 93,436        | 60,000          | 70,000          |
| 48 PROMOTIONAL                     | 42,452        | 50,000          | 50,000          |
| 49 OTHER CURRENT CHARGES           | 425           | 500             | 1,500           |
|                                    |               |                 |                 |
| 42 TRANSPORTATION (POSTAGE)        | -             | -               | -               |
| 47 PRINTING                        | -             | -               | -               |
| 51 OFFICE SUPPLIES                 | -             | -               | -               |
| 52 OPERATING SUPPLIES              | 36,068        | 68,000          | 66,500          |
| 53 ROAD MATERIALS & SUPPLIES       | -             | -               | -               |
| 54 SUBSCR/MEMBERSHIPS              | -             | -               | -               |
|                                    |               |                 |                 |
| 63 CAPITAL IMPROVEMENTS            | -             | -               | -               |
| 64 MACHINERY & EQUIPMENT           | -             | -               | -               |
|                                    |               |                 |                 |
| TOTAL                              | 822,632       | 906,259         | 1,523,022       |
|                                    | =====         | =====           | =====           |
| DEPARTMENTAL EXPENDITURE SUMMARIES |               |                 |                 |
|                                    |               |                 |                 |
| PERSONAL SERVICES                  | 650,251       | 722,759         | 694,022         |
| SUPPORT SERVICES                   | 136,313       | 115,500         | 762,500         |
| MATERIALS & SUPPLIES               | 36,068        | 68,000          | 66,500          |
| CAPITAL OUTLAY                     | -             | -               | -               |
|                                    |               |                 |                 |
| TOTAL                              | 822,632       | 906,259         | 1,523,022       |
|                                    | =====         | =====           | =====           |