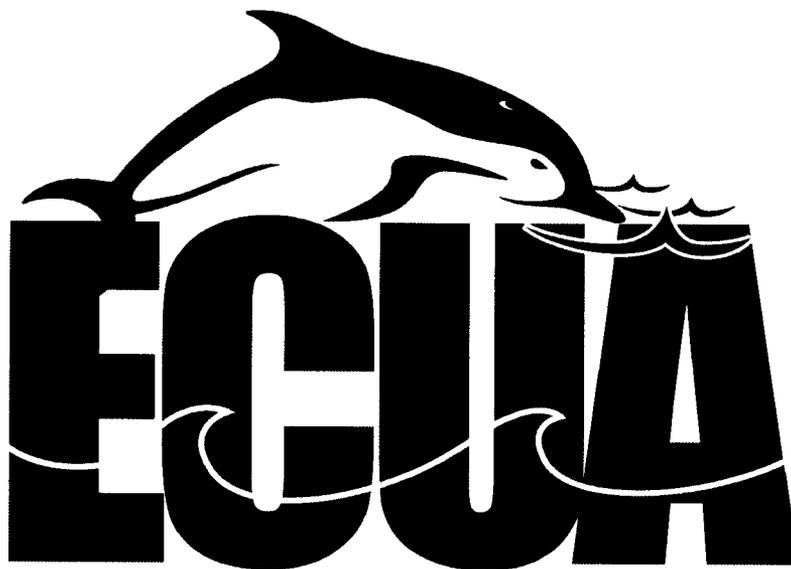


EMERALD COAST UTILITIES AUTHORITY



FISCAL YEAR
2011

OPERATING BUDGET

APPROVED BY THE ECUA BOARD
SEPTEMBER 1, 2010



Board of Directors

Ms. Elizabeth S. Campbell
District 1

Lois Benson
District 2

Elvin McCorvey
Chairman
District 3

Dale Perkins
Vice Chairman
District 4

Dr. Larry Walker
District 5



**Executive Director
Stephen E. Sorrell**

DEPUTY EXECUTIVE DIRECTORS

**Field & Customer Services
Steve A. Burgess**

**Utility Operations
Patrick L. Byrne**

DEPARTMENT DIRECTORS

**Finance Department
Debra Buckley**

**Information Technology Department
David W. Roberts**

**Human Resources/Administrative Services Department
Rick Anderson**

**Engineering Department
Bill Johnson**

**Sanitation Department
Randy Rudd**

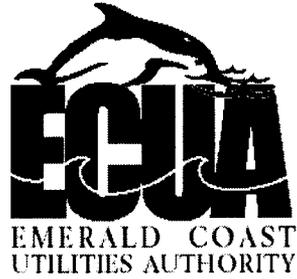
**Regional Services Department
Ernest Dawson**

**Maintenance/Construction Utility Operations
Gerry Piscopo**

**Water Production/Lift Stations Department
Danny Majors**

**Water Reclamation Department
Donald C. Palmer**

**Utility Services & Planning Department
Tim Haag**



**2011 APPROVED
CIP BUDGET**

Budget Office Staff

**Debra Buckley
Director of Finance**

**Ronda Branton
Confidential Assistant**

**Patti Johnson
Financial Services Analyst**

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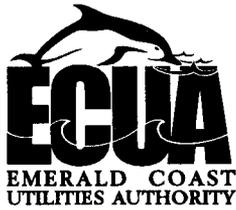
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INTRODUCTION



P. O. Box 15311 • 9255 Sturdevant Street
 Pensacola, Florida 32514-0311
 ph: 850 476-5110 • fax: 850 494-7346

October 1, 2010

Dear Chairman and Board Members:

Submitted, herewith, is the Approved Operating Budget of the Emerald Coast Utilities Authority for Fiscal Year 2011, 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 2011, combined for all funds is \$142,956,097. The Operating Budget section consists of \$96,836,369, which includes funds for operating expenses and debt service. The difference, \$46,119,728, 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 2010 Amended Budget, compared to the FY 2011 Approved Budget.

ALL FUNDS COMBINED

SOURCES:

	<u>FY2010 AMENDED BUDGET</u>	<u>FY2011 APPROVED BUDGET</u>
Water	\$30,199,110	\$33,474,832
Wastewater	39,211,688	41,834,316
Sewer Improvement Fee	5,917,988	6,387,413
Sanitation-Residential	16,649,840	16,533,695
Sanitation-Commercial	1,298,143	1,089,320
Connection Charges	243,000	759,394
Miscellaneous	2,929,023	1,430,656
Interest Income	<u>756,116</u>	<u>535,000</u>
Subtotal	97,204,908	102,044,626
Impact Fees	2,435,007	2,500,000
Bond Funds	11,889,000	30,476,064
State - FEMA Match	7,458,284	
Unrestricted Reserves	3,875,899	5,082,556
Project Contingencies	<u>2,057,172</u>	<u>2,852,851</u>
Subtotal	<u>27,715,362</u>	<u>40,911,471</u>
Total Sources	\$124,920,270	\$142,956,097

USES:

	<u>ALL FUNDS COMBINED</u>	
	FY2010 AMENDED <u>BUDGET</u>	FY2011 APPROVED <u>BUDGET</u>
Personal Services	\$34,192,348	\$36,378,601
Support Services	20,871,730	22,977,743
Materials & Supplies	7,515,478	8,057,586
Septic Tank Abatement Program	230,000	130,000
Operating Contingency	<u>232,500</u>	<u>246,500</u>
Subtotal	63,042,056	67,790,430
Debt Service	24,994,768	25,403,834
New Debt Service		3,642,105
CIP Projects	1,250,000	715,000
R & R Projects	7,266,000	3,814,936
Annual Lease/Purchase Payments	1,761,150	1,163,355
Equipment Replacement Fund	1,155,000	1,655,000
Bond Fund Projects	11,889,000	30,476,064
CWRF Project	7,458,284	
Unrestricted Reserves	4,418,302	5,498,729
Project Contingencies	<u>1,685,710</u>	<u>2,796,644</u>
Subtotal	<u>61,878,214</u>	<u>75,165,667</u>
Total Uses	\$124,920,270	\$142,956,097

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 2010 Amended Budget as compared to the FY 2011 Approved Budget for the Water & Wastewater Systems.

SOURCES:

	<u>FY2010 AMENDED BUDGET</u>	<u>FY2011 APPROVED BUDGET</u>
Water	\$30,199,110	\$33,474,832
Wastewater	39,211,688	41,834,316
Sewer Improvement Fee	5,917,988	6,387,413
Connection Fees	243,000	759,394
Miscellaneous Revenues	2,506,795	1,265,656
Interest Income	<u>747,825</u>	<u>500,000</u>
Subtotal	78,826,406	84,221,611
Impact Fees	2,435,007	2,500,000
Bond Funds	11,889,000	30,476,064
State - FEMA Match	7,458,284	
Unrestricted Reserves	3,500,000	3,500,000
Project Contingencies	<u>2,057,172</u>	<u>2,852,851</u>
Subtotal	<u>27,339,463</u>	<u>39,328,915</u>
Total Sources	\$106,165,869	\$123,550,526

WATER AND WASTEWATER SYSTEMS

USES:

	FY2010 AMENDED <u>BUDGET</u>	FY2011 APPROVED <u>BUDGET</u>
Personal Services	\$27,277,311	\$29,360,275
Support Services	14,994,535	17,486,803
Materials & Supplies	5,776,829	6,666,836
Septic Tank Abatement Program	230,000	130,000
Net Overhead Allocations	(240,595)	(273,084)
Operating Contingency	150,000	164,000
	<hr/>	<hr/>
Subtotal	48,188,080	53,534,830
Debt Service	23,915,440	24,322,592
New Debt Service		3,642,105
CIP Projects	1,250,000	300,000
R & R Projects	7,116,000	3,814,936
Annual Lease/Purchase Payments	1,163,355	1,163,355
Bond Fund Projects	11,889,000	30,476,064
CWRF Project	7,458,284	
Unrestricted Reserves	3,500,000	3,500,000
Project Contingencies	1,685,710	2,796,644
	<hr/>	<hr/>
Subtotal	57,977,789	70,015,696
	<hr/>	<hr/>
Total Uses	\$106,165,869	\$123,550,526

REVENUES:

Total revenues for FY 2011 are projected to reflect current experience, a small growth in customers, and a rate increase of 8 percent for the Water and Wastewater Systems.

EXPENSES:

The Operating Budget expenses, when compared to the FY 2010 basic budget, reflect an increase of 4.58 percent. The increase includes funding to operate the Main Street Plant for a portion of 2011 and, without this funding; the increase is only 1.21 percent.

The increase provides additional funding for the increase in the Florida Retirement System rate, the cost of operating three (3) major lift stations and other minor cost increases. Also, the rate increase provides funding for a bond issue to fund \$30,476,064 in capital projects.

WATER & WASTEWATER SYSTEMS SUMMARY

The graphics section of this document shows various revenue and expenditure trends since 2002. The graph 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 70 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 2011.

SANITATION SYSTEM

The following table summarizes the total Approved Sources and Uses of Funds for the FY 2010 Amended Budget as compared to the FY 2011 Approved Budget for the Sanitation System. The revenue projections for FY 2011 were based on trends developed through actual experience in operating this system for the past 16 years.

SOURCES:

	FY2010 AMENDED <u>BUDGET</u>	FY2011 APPROVED <u>BUDGET</u>
Sanitation-Residential	\$16,649,840	\$16,533,695
Sanitation-Commercial	1,298,143	1,089,320
Miscellaneous	422,228	165,000
Interest Income	8,291	35,000
	<hr/>	<hr/>
Subtotal	18,378,502	17,823,015
Unrestricted Reserves	375,899	1,582,556
	<hr/>	<hr/>
Subtotal	375,899	1,582,556
Total Sources	\$18,754,401	\$19,405,571

USES:

Personal Services	\$6,915,037	\$7,018,326
Support Services	5,877,195	5,490,940
Materials & Supplies	1,738,649	1,390,750
Net Overhead Allocations	240,595	273,084
Operating Contingency	82,500	82,500
	<hr/>	<hr/>
Subtotal	14,853,976	14,255,600
Debt Service	1,079,328	1,081,242
CIP Operating		415,000
R & R Projects	150,000	
Annual Lease/Purchase Payments	597,795	
Equipment Replacement Fund	1,155,000	1,655,000
Unrestricted Reserves	918,302	1,998,729
	<hr/>	<hr/>
Subtotal	3,900,425	5,149,971
Total Uses	\$18,754,401	\$19,405,571

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 FY 2010 basic budget, reflects an increase of 8.25%. This increase provides funding for the expanded recycling program and the household hazardous waste pickup program, both of which were implemented during the end of last fiscal year.

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 worked so very hard to produce this plan.

The Fiscal Year 2011 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/rb

**EMERALD COAST UTILITIES AUTHORITY
ALL FUNDS
APPROVED SOURCES & USES
FISCAL YEAR 2011**

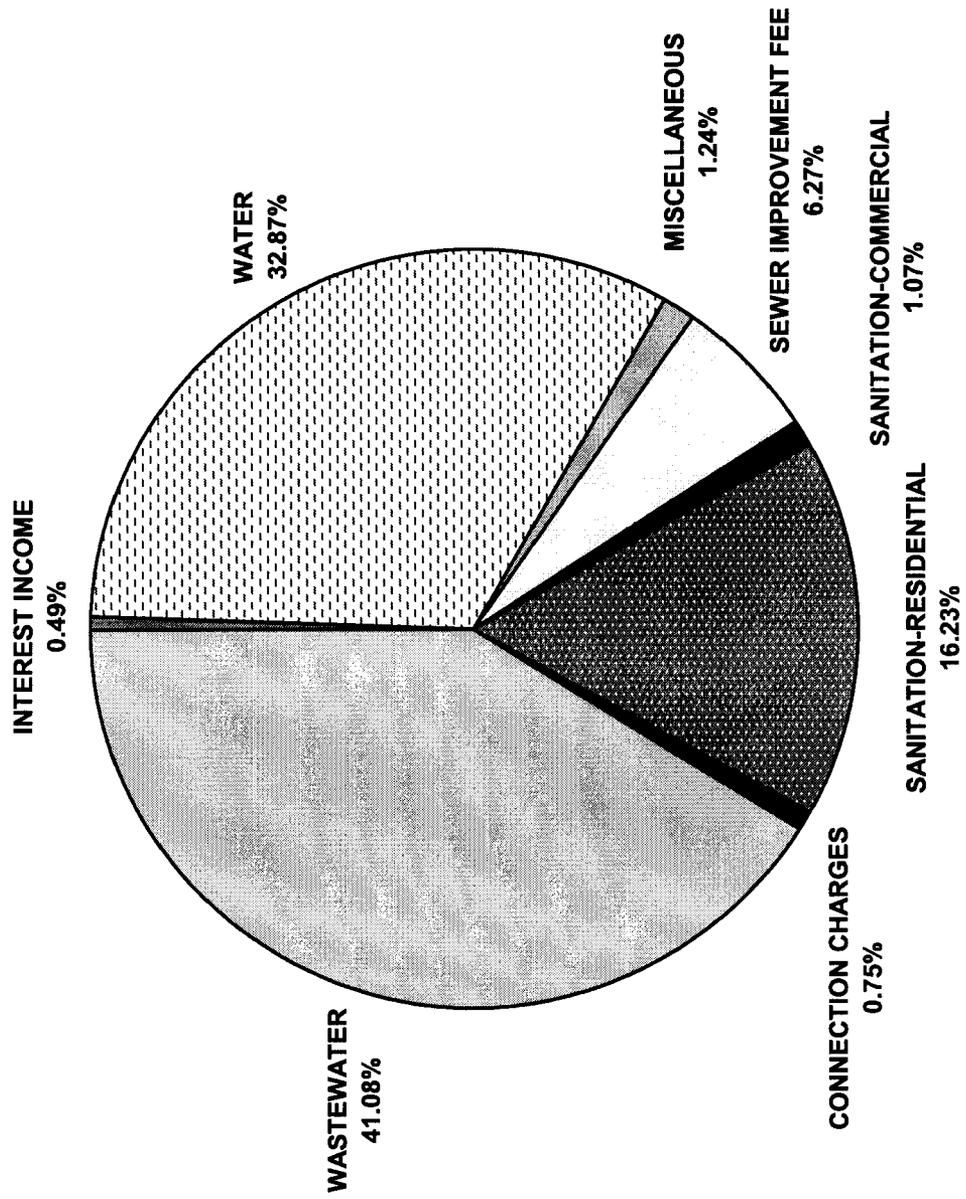
SOURCES

MONTHLY SERVICE CHARGES :		
WATER	\$33,474,832	
WASTEWATER	41,834,316	
SANITATION	17,623,015	
TOTAL MONTHLY SERVICE CHARGES	92,932,163	
CONNECTION CHARGES	759,394	
MISCELLANEOUS	1,380,656	
SEWER IMPROVEMENT FEE	6,387,413	
TOTAL OPERATING REVENUES	8,527,473	101,459,626
ALLIED ANNUAL PAYMENT		50,000
INTEREST INCOME		535,000
IMPACT FEES		2,500,000
		3,035,000
TOTAL REVENUES		104,544,626
BEGINNING BALANCES :		
UNRESTRICTED RESERVES		5,082,556
BOND FUNDS		30,476,064
PROJECT CONTINGENCIES (WORKING CAPITAL)		2,852,851
		38,411,471
TOTAL SOURCES		142,956,097

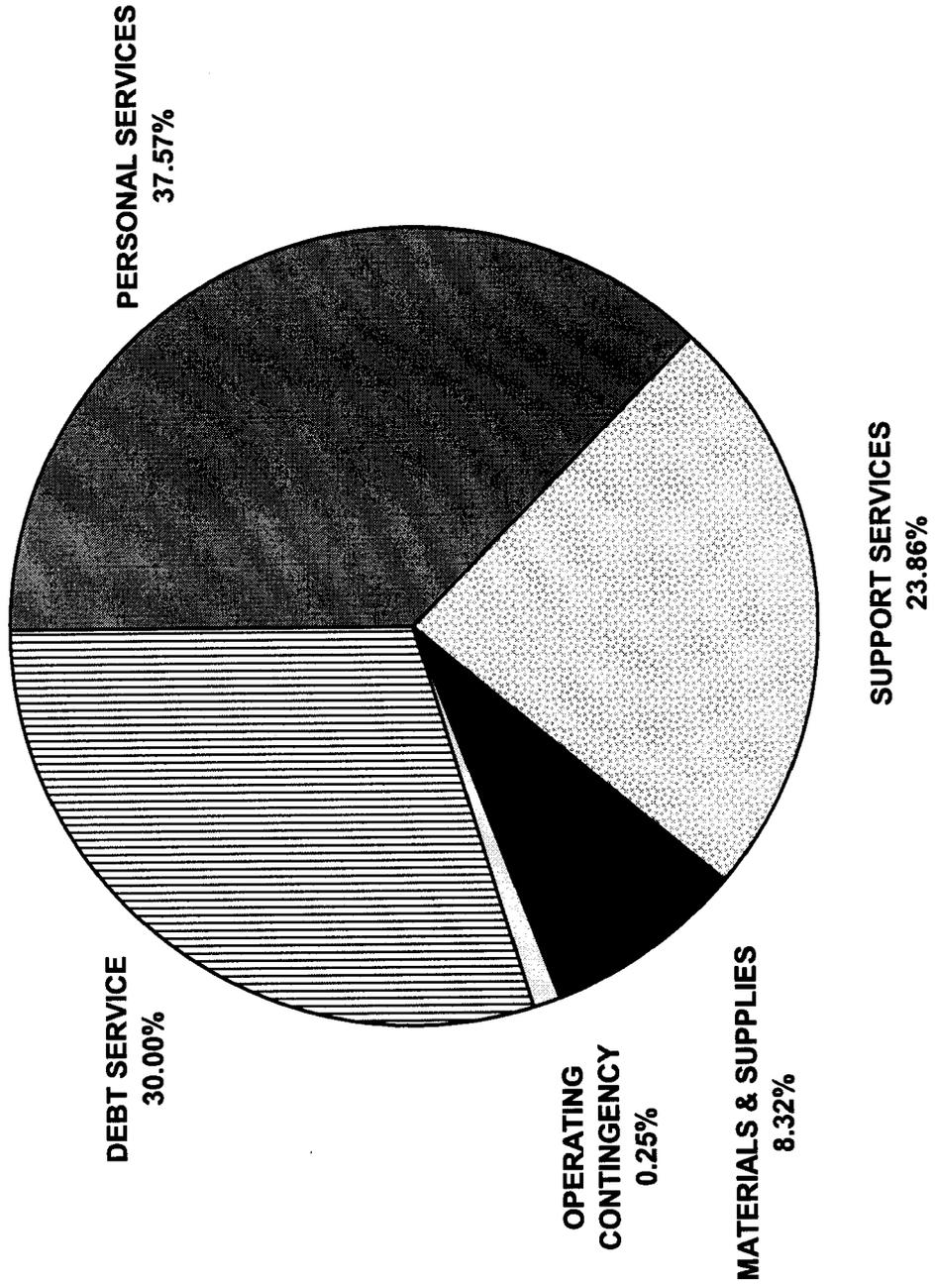
USES

PERSONAL SERVICES	36,378,601	
SUPPORT SERVICES	22,977,743	
MATERIALS & SUPPLIES	8,057,586	
SEPTIC TANK ABATEMENT PROGRAM	130,000	
OPERATING CONTINGENCY	246,500	
TOTAL OPERATING EXPENSES	67,790,430	
DEBT SERVICE (PARITY DEBT)		23,294,629
DEBT SERVICE FOR NEW PROJECTS		3,642,105
DEBT SERVICE FOR SRF LOANS		2,109,205
CIP PROJECTS	715,000	
R & R PROJECTS	3,814,936	
BOND FUND PROJECTS	30,476,064	
EQUIPMENT REPLACEMENT FUND	1,655,000	
ANNUAL LOAN PAYMENTS (EQUIPMENT LEASES PROGRAMS)	1,163,355	
	37,824,355	
TOTAL OTHERS		37,824,355
ENDING BALANCES :		
UNRESTRICTED RESERVES		5,498,729
PROJECT CONTINGENCIES (WORKING CAPITAL)		2,796,644
		8,295,373
TOTAL USES		\$142,956,097

**ALL FUNDS
FY 2011 REVENUE PERCENTAGES**



**ALL FUNDS
FY 2011 EXPENSE PERCENTAGES**



**EMERALD COAST UTILITIES AUTHORITY
PERSONNEL COMPARISON**

	<u>2009 POSITIONS</u>	<u>FY 2010 FUNDED POSITIONS</u>	<u>FY 2011 FUNDED POSITIONS</u>
ADMINISTRATION DEPARTMENT			
OFFICE OF THE EXECUTIVE DIRECTOR	<u>3</u>	<u>3</u>	<u>3</u>
FINANCE DEPARTMENT			
ADMINISTRATION	3	3	3
GENERAL ACCOUNTING	6	6	6
ACCOUNTS RECEIVABLE	10	13	13
PURCHASING & STORES	8	8	8
FINANCE TOTAL	<u>27</u>	<u>30</u>	<u>30</u>
INFORMATION TECHNOLOGY DEPARTMENT TOTAL	<u>9</u>	<u>11</u>	<u>11</u>
HUMAN RESOURCES/ADMIN SERVICES DEPARTMENT			
ADMINISTRATIVE SERVICES	4	4	4
PUBLIC INFORMATION	1	1	1
HUMAN RESOURCES	3	3	3
COMPENSATION/CLASSIFICATION	4	4	4
HUMAN RESOURCES/ADMIN SERVICES TOTAL	<u>12</u>	<u>12</u>	<u>12</u>
ENGINEERING DEPARTMENT			
ADMINISTRATION	22	22	22
INSPECTIONS	6	6	6
ENGINEERING TOTAL	<u>28</u>	<u>28</u>	<u>28</u>
FIELD & CUSTOMER SERVICES			
FIELD SERVICES			
ADMINISTRATION	2	2	2
RISK MANAGEMENT	1	1	1
ENVIRONMENTAL PROGRAMS	7	10	7
METER READING	12		
FATS, OIL AND GREASE			3
FIELD SERVICES TOTAL	<u>22</u>	<u>13</u>	<u>13</u>
CUSTOMER SERVICES			
ADMINISTRATION	4	4	4
OPERATIONS	27	27	27
CUSTOMER SERVICES TOTAL	<u>31</u>	<u>31</u>	<u>31</u>

**EMERALD COAST UTILITIES AUTHORITY
PERSONNEL COMPARISON**

	<u>2009 POSITIONS</u>	<u>FY 2010 FUNDED POSITIONS</u>	<u>FY 2011 FUNDED POSITIONS</u>
REGIONAL SERVICES DEPARTMENT			
ADMINISTRATION	4	4	4
REGION 2 (WEST REGION)	18	19	19
REGION 3 (EAST REGION)	25	26	26
REGION 4 (SOUTH REGION)	21	21	21
SEWER MAINTENANCE SERVICES	22	22	22
FIRE HYDRANT INSTALL/MAINT.	7	7	7
PATCH SERVICES	7	7	7
REGIONAL SERVICES TOTAL	<u>104</u>	<u>106</u>	<u>106</u>
FIELD & CUSTOMER SERVICES GROUP TOTAL	<u>157</u>	<u>150</u>	<u>150</u>
UTILITY OPERATIONS			
ADMINISTRATION	3	3	3
QUALITY ASSURANCE & QUALITY CONTROL	9	9	9
MAINTENANCE	1	1	1
OPERATION & MAINT INFO SYSTEMS	2	2	2
I/E PLANTS	7	7	7
PLANT MAINTENANCE	13	13	13
ODOR CONTROL			2
UTILITY OPERATIONS TOTAL	<u>35</u>	<u>35</u>	<u>37</u>
WATER PRODUCTION/LIFT STATIONS			
WATER OPERATIONS	20	20	19
WELL MECHANICAL MAINTENANCE	9	14	13
COMMUNICATIONS CENTER	10	10	10
LIFT STATIONS	20	25	26
I/E LIFT STATIONS & WELLS	9		
WATER PRODUCTION TOTAL	<u>68</u>	<u>69</u>	<u>68</u>
WATER RECLAMATION			
ADMINISTRATION	1	1	1
DRYER OPERATIONS - MAIN STREET	18	18	
WET PROCESS - MAIN STREET	21	21	
BAYOU MARCUS WRF	14	14	14
PENSACOLA BEACH WWTP	11	11	11
CENTRAL WRF			37
WATER RECLAMATION TOTAL	<u>65</u>	<u>65</u>	<u>63</u>
UTILITY OPERATIONS GROUP TOTAL	<u>168</u>	<u>169</u>	<u>168</u>
UTILITY SERVICES & PLANNING DEPARTMENT			
ADMINISTRATION	2	2	2
FACILITIES MAINTENANCE	10	10	10
UTILITY SERVICES & PLANNING TOTAL	<u>12</u>	<u>12</u>	<u>12</u>
WATER & WASTEWATER TOTAL	<u>416</u>	<u>415</u>	<u>414</u>

**EMERALD COAST UTILITIES AUTHORITY
PERSONNEL COMPARISON**

	<u>2009 POSITIONS</u>	<u>FY 2010 FUNDED POSITIONS</u>	<u>FY 2011 FUNDED POSITIONS</u>
SANITATION DEPARTMENT			
ADMINISTRATION	3	4	4
RESIDENTIAL OPERATIONS	50	42	41
GARAGE	25	26	25
COMMERCIAL OPERATIONS	11	8	8
YARD TRASH COLLECTION	22	24	27
RECYCLING	4	11	12
SANITATION TOTAL	<u>115</u>	<u>115</u>	<u>117</u>
GRAND TOTAL	<u><u>531</u></u>	<u><u>530</u></u>	<u><u>531</u></u>

WATER & WASTEWATER

**EMERALD COAST UTILITIES AUTHORITY
WATER & WASTEWATER SYSTEMS
APPROVED SOURCES & USES
FISCAL YEAR 2011**

SOURCES

MONTHLY SERVICE CHARGES :		
WATER	\$33,474,832	
WASTEWATER	41,834,316	
TOTAL MONTHLY SERVICE CHARGES	75,309,148	
CONNECTION CHARGES	759,394	
MISCELLANEOUS	1,265,656	
SEWER IMPROVEMENT FEE	6,387,413	
TOTAL OPERATING REVENUES	83,721,611	
INTEREST INCOME		500,000
IMPACT FEES		2,500,000
		3,000,000
TOTAL REVENUES		86,721,611
BEGINNING BALANCES :		
UNRESTRICTED RESERVES		3,500,000
BOND FUNDS		30,476,064
PROJECT CONTINGENCIES (WORKING CAPITAL)		2,852,851
		36,828,915
TOTAL SOURCES		123,550,526

USES

PERSONAL SERVICES	29,360,275	
SUPPORT SERVICES	17,486,803	
MATERIALS & SUPPLIES	6,666,836	
SEPTIC TANK ABATEMENT PROGRAM	130,000	
OPERATING CONTINGENCY	164,000	
INDIRECT OVERHEAD ALLOCATION	(273,084)	
TOTAL OPERATING EXPENSES	53,534,830	
DEBT SERVICE (PARITY DEBT)		22,213,387
DEBT SERVICE FOR NEW BORROWING		3,642,105
DEBT SERVICE FOR SRF LOANS		2,109,205
CIP PROJECTS	300,000	
R & R PROJECTS	3,814,936	
BOND FUND PROJECTS	30,476,064	
AMR PROGRAM ANNUAL LOAN PAYMENT	1,163,355	
	35,754,355	
TOTAL OTHERS		35,754,355
ENDING BALANCES :		
UNRESTRICTED RESERVES		3,500,000
PROJECT CONTINGENCIES (WORKING CAPITAL)		2,796,644
		6,296,644
TOTAL USES		\$123,550,526
DEBT SERVICE COVERAGE WITH INTEREST INCOME		1.25
(Excluding cost of operating two plants for a portion of 2011)		1.25

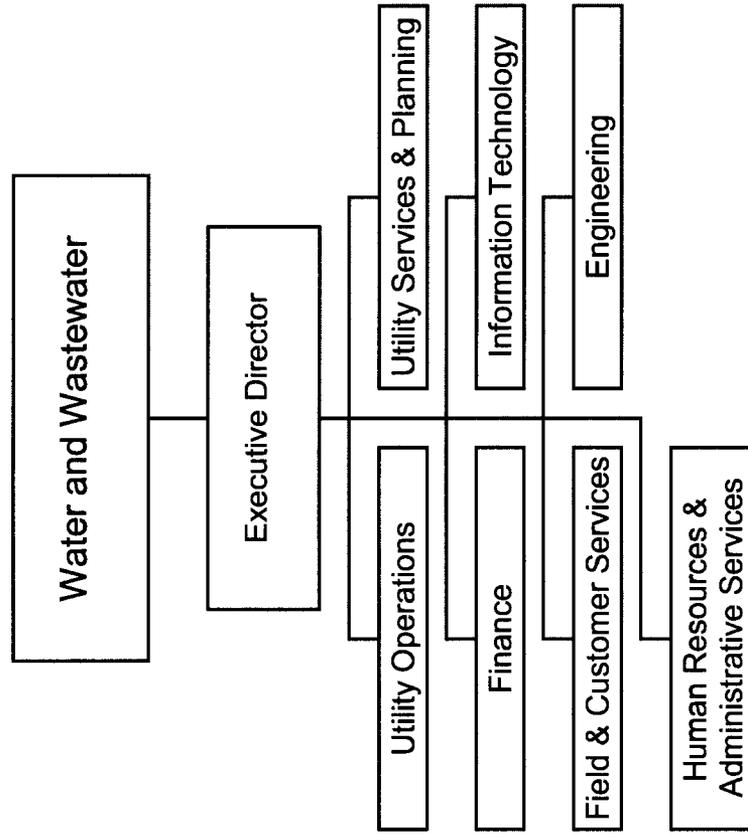
**EMERALD COAST UTILITIES AUTHORITY
WATER AND WASTEWATER SYSTEMS
SOURCES AND USES STATEMENTS
9/30/2006 - 9/30/2011**

SOURCES OF FUNDS :	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	APPROVED
<u>BEGINNING BALANCES:</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
Unrestricted Reserves	2,000,000	2,000,000	3,500,000	3,500,000	3,500,000	3,500,000
Project Contingencies	1,928,000	3,803,633	6,517,645	6,277,267	3,040,329	2,852,851
Total Beginning Balance	3,928,000	5,803,633	10,017,645	9,777,267	6,540,329	6,352,851
<u>OPERATING REVENUES:</u>						
Water	29,046,764	29,003,426	28,166,047	29,463,410	30,917,920	33,474,832
Wastewater	33,147,731	35,721,600	35,719,850	36,416,004	38,638,880	41,834,316
Connection Charges	754,746	704,678	467,000	246,312	750,000	759,394
Miscellaneous Revenues	1,796,309	1,144,885	2,342,054	2,302,500	1,250,000	1,265,656
Sewer Improvement Fee		2,020,198	6,096,632	5,923,779	6,308,400	6,387,413
Total Operating Income	64,745,550	68,594,787	72,791,583	74,352,005	77,865,200	83,721,611
<u>OTHER INCOME/SOURCES:</u>						
Interest Income	3,847,417	5,181,586	5,028,804	4,014,169	1,500,000	500,000
Impact Fees	3,505,130	5,511,725	3,311,907	2,435,008	2,300,000	2,500,000
MTBE Settlement Funds				10,047,361		
Bond Funds	17,044,000	11,300,000	22,475,000		11,889,000	30,476,064
Bank Loan for New WWTP			130,000,000			
Grant Funds			135,249,106			
Total Other	24,396,547	21,993,311	296,064,817	16,496,538	15,689,000	33,476,064
TOTAL SOURCES	93,070,097	96,391,731	378,874,045	100,625,810	100,094,529	123,550,526
USES OF FUNDS :						
<u>OPERATING EXPENSES:</u>						
Personal Services	22,649,253	24,662,162	26,608,147	27,389,489	27,951,547	29,360,275
Support Services	17,361,306	13,075,755	14,133,311	13,456,363	14,638,237	17,486,803
Materials & Supplies		5,560,617	5,558,990	5,811,743	6,028,891	6,666,836
Improvement Package (AMR)	1,000,000	1,000,000				
Septic Tank Abatement Program	230,000	230,000	260,000	260,000	260,000	130,000
Capital Outlay	183,217	200,000	242,690	239,937		
Operating Contingency						164,000
Indirect Overhead Allocation	(102,923)	(142,227)	(133,900)	(240,595)	(240,595)	(273,084)
Total Operating Expenses	41,320,853	44,586,307	46,669,238	46,916,937	48,638,080	53,534,830
<u>CAPITAL IMPROVEMENTS/DEBT:</u>						
CIP Projects	5,392,000	3,710,373	2,695,000	1,400,113	1,250,000	300,000
R & R Projects	6,621,519	6,977,570	7,220,954	10,063,000	7,116,000	3,814,936
AMR Annual Loan Payment			1,163,355	1,163,355	1,163,355	1,163,355
Bond Fund Projects	17,044,000	11,300,000	22,475,000		11,889,000	30,476,064
Funding for Capital Project-New WWTP			265,249,106			
Debt Service Payments	16,888,092	19,799,836	23,624,125	24,494,716	22,229,100	22,213,387
SRF Loan Payments					1,456,143	2,109,205
New Debt Service						3,642,105
Total Other	45,945,611	41,787,779	322,427,540	37,121,184	45,103,598	63,719,052
Total Operating and Other	87,266,464	86,374,086	369,096,778	84,038,121	93,741,678	117,253,882
<u>ENDING BALANCES:</u>						
Unrestricted Reserves	2,000,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
MTBE Settlement Funds				10,047,360		
Project Contingencies	3,803,633	6,517,645	6,277,267	3,040,329	2,852,851	2,796,644
TOTAL USES	93,070,097	96,391,731	378,874,045	100,625,810	100,094,529	123,550,526



EMERALD COAST UTILITIES AUTHORITY

Water and Wastewater



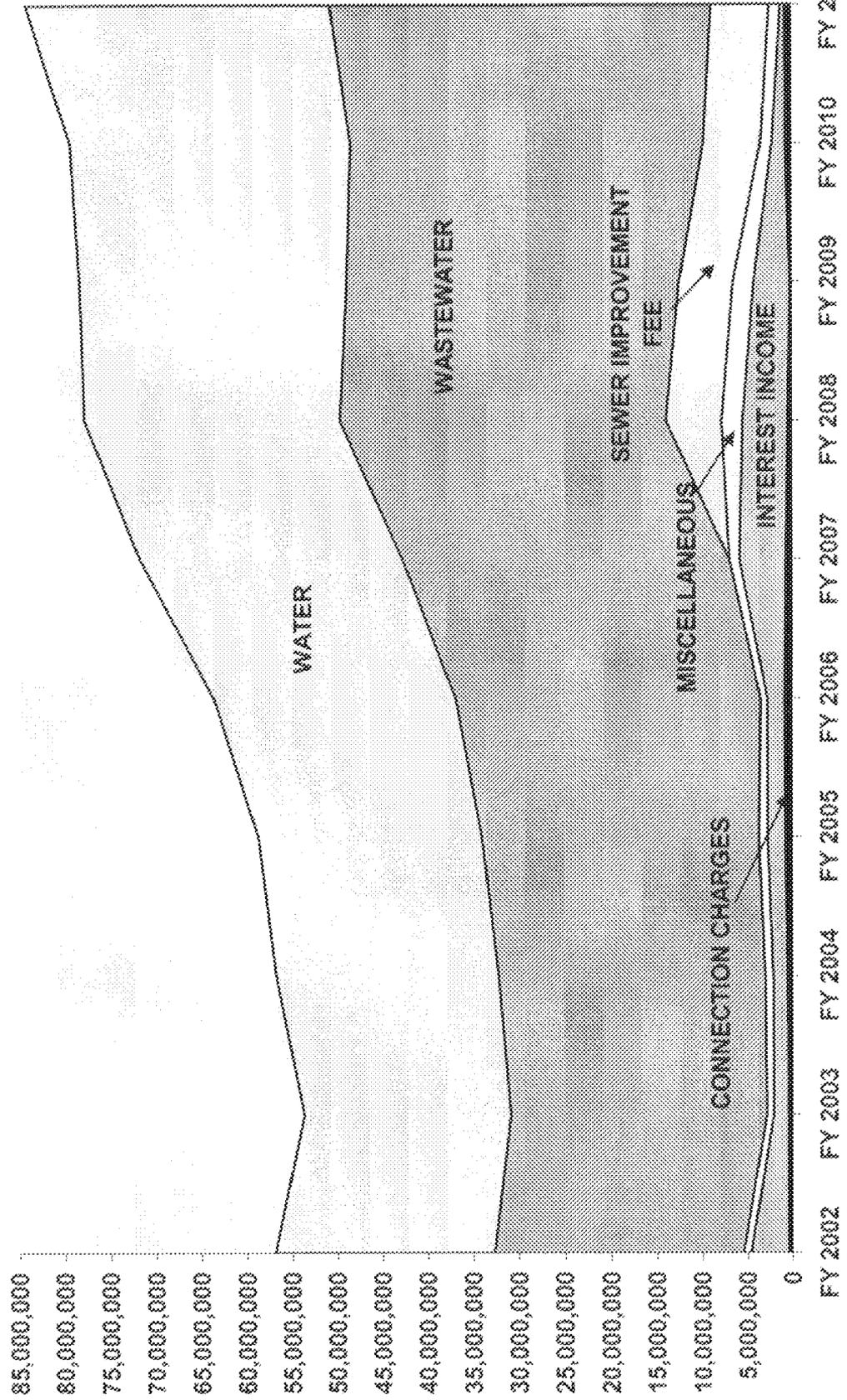
EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
WATER AND WASTEWATER			
ELEMENT			
11 EXECUTIVE SALARIES	207,223	180,071	160,000
12 REGULAR SALARIES	18,137,472	18,550,698	18,402,056
13 OTHER SALARIES	17,638	23,619	23,660
14 OVERTIME	1,044,261	1,305,455	1,424,037
21 FICA MATCHING	1,425,222	1,447,894	1,522,173
22 RETIREMENT	1,969,877	2,040,458	2,215,521
23 INSURANCE	3,685,300	4,171,218	4,658,828
24 WORKERS COMPENSATION	551,022	762,500	762,500
25 UNEMPLOYMENT COMP	15,187	6,000	50,000
26 OTHER	304,076	104,505	141,500
31 PROFESSIONAL SERVICES	625,820	503,500	458,000
32 ACCOUNTING/AUDITING	78,400	75,000	78,000
34 OTHER CONTRACTUAL SVC	1,912,151	2,054,706	1,593,040
40 TRAVEL	31,938	69,372	74,225
41 COMMUNICATIONS	119,392	133,530	143,130
43 UTILITIES	6,309,589	7,056,945	9,369,774
44 RENTALS & LEASES	563,521	547,102	312,402
45 INSURANCE	1,037,503	1,156,127	1,169,739
46 REPAIRS & MAINTENANCE	2,629,206	3,408,707	3,353,423
48 PROMOTIONAL	93,953	86,000	86,000
49 OTHER CURRENT CHARGES	887,048	918,439	979,070
42 TRANSPORTATION (POSTAGE)	533,913	588,600	624,600
47 PRINTING	130,113	162,966	160,260
51 OFFICE SUPPLIES	85,185	83,697	81,897
52 OPERATING SUPPLIES	4,928,834	5,491,333	5,658,666
53 ROAD MATERIALS & SUPPLIES	84,042	81,000	80,500
54 SUBSCR/MEMBERSHIPS	49,656	69,233	60,913
63 CAPITAL IMPROVEMENTS	9,793	-	-
64 MACHINERY & EQUIPMENT	230,143	-	-
TOTAL	47,697,478	51,078,675	53,643,914
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	27,357,278	28,592,418	29,360,275
SUPPORT SERVICES	14,288,521	16,009,428	17,616,803
MATERIALS & SUPPLIES	5,811,743	6,476,829	6,666,836
CAPITAL OUTLAY	239,936	-	-
TOTAL	47,697,478	51,078,675	53,643,914
	=====	=====	=====

GRAPHICS

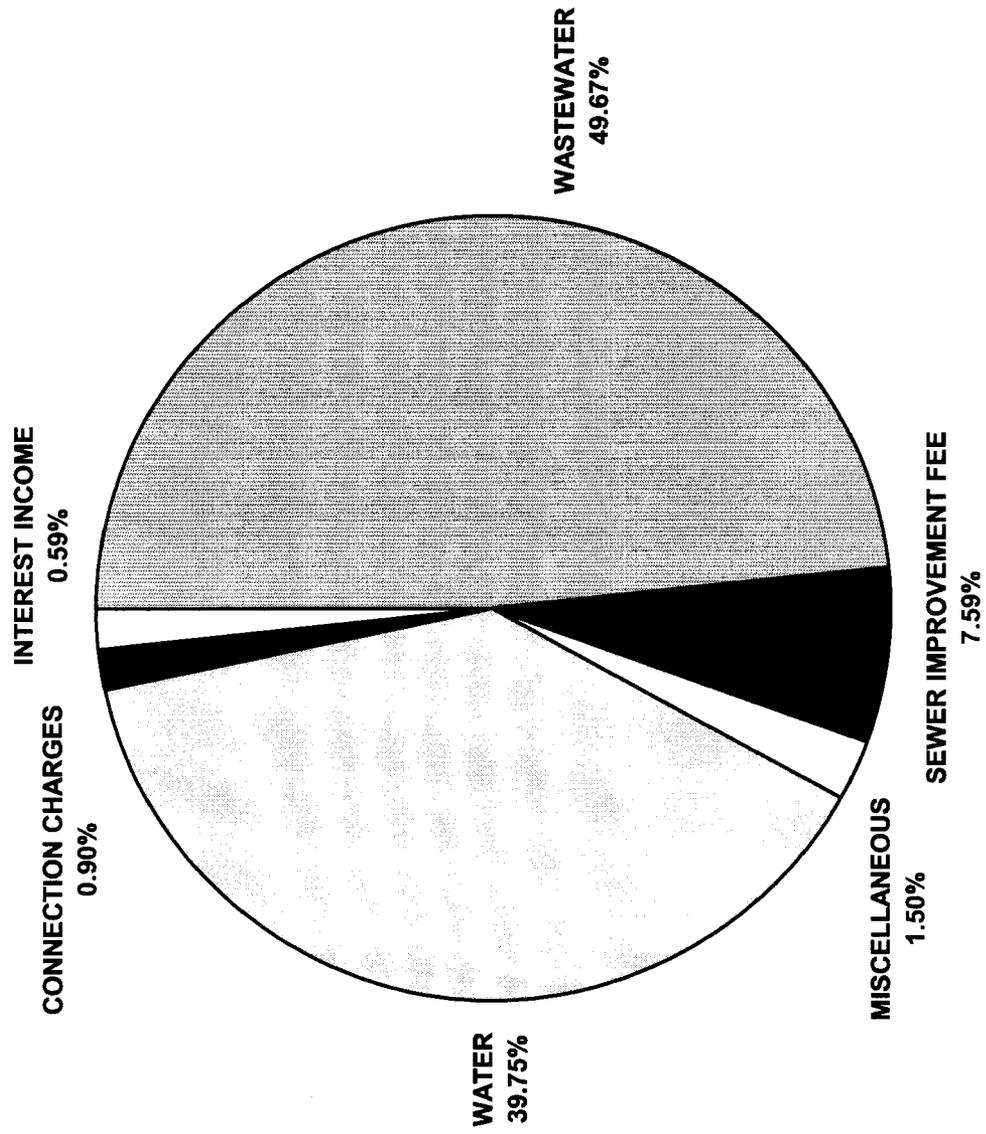
REVENUES

WATER & WASTEWATER SYSTEMS REVENUE TRENDS FY 2002 - 2011



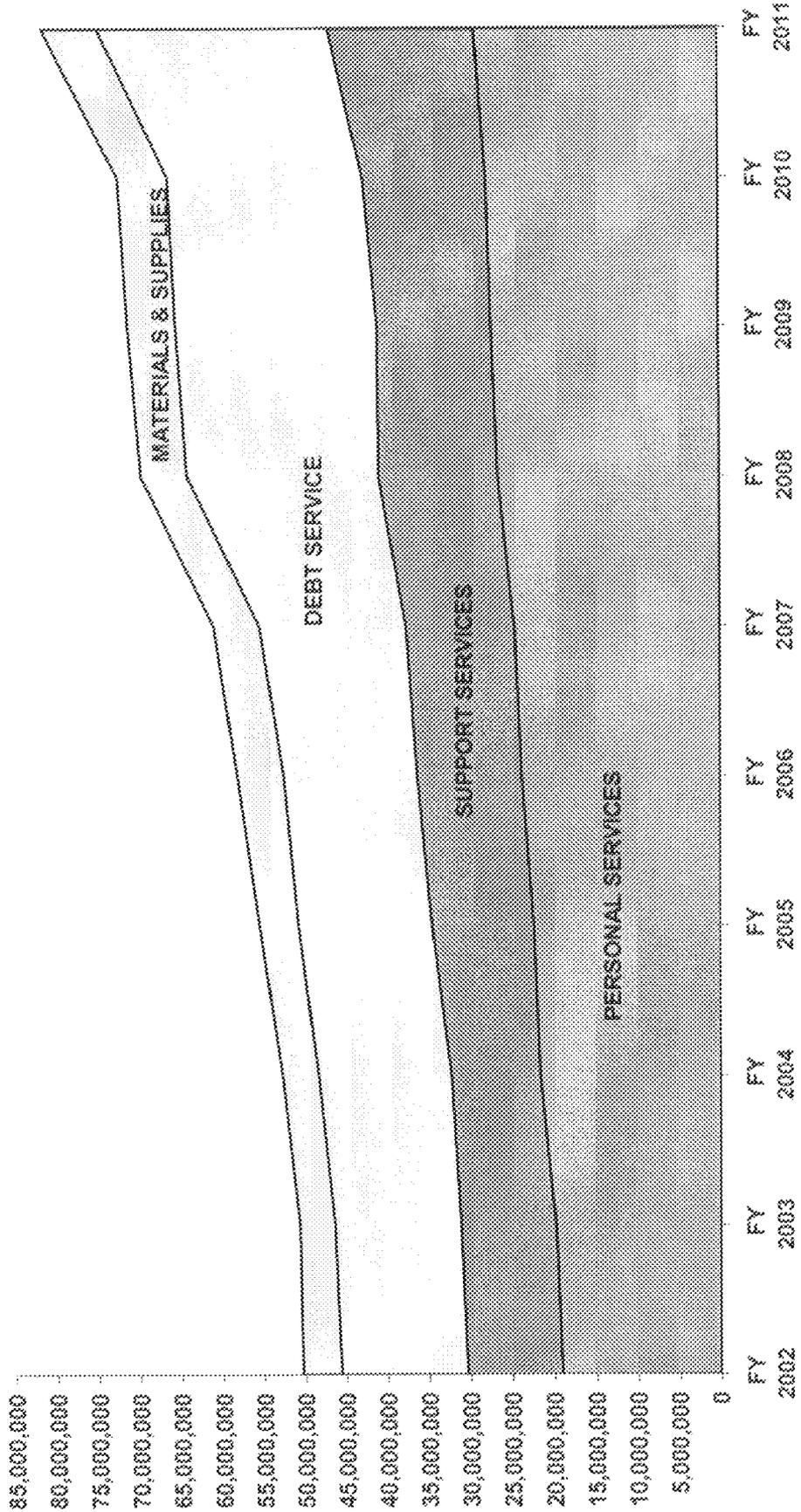
D O L L A R S

**WATER & WASTEWATER SYSTEMS
FY 2011 REVENUE PERCENTAGES**



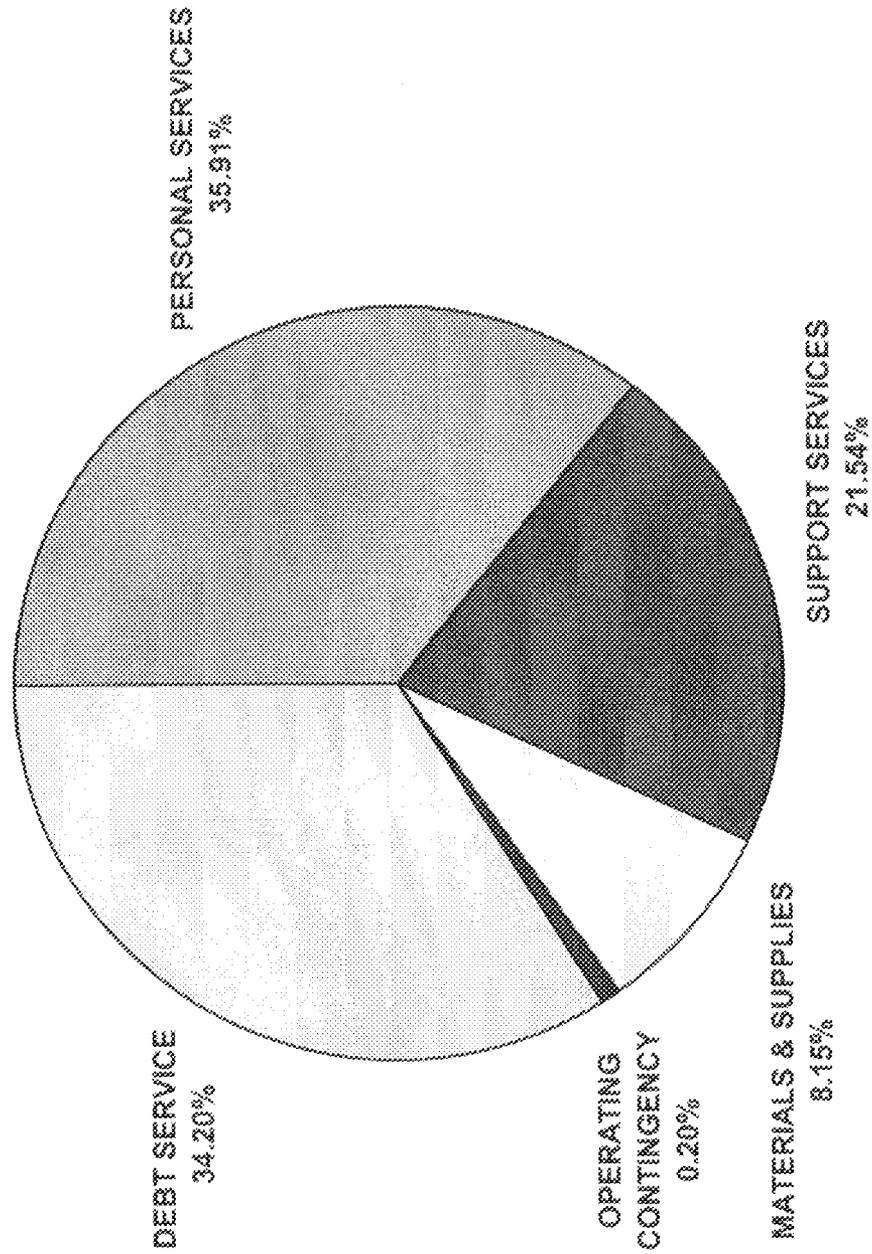
EXPENSES

**WATER & WASTEWATER SYSTEMS
OPERATING BUDGET TRENDS
FY 2002 - FY 2011**

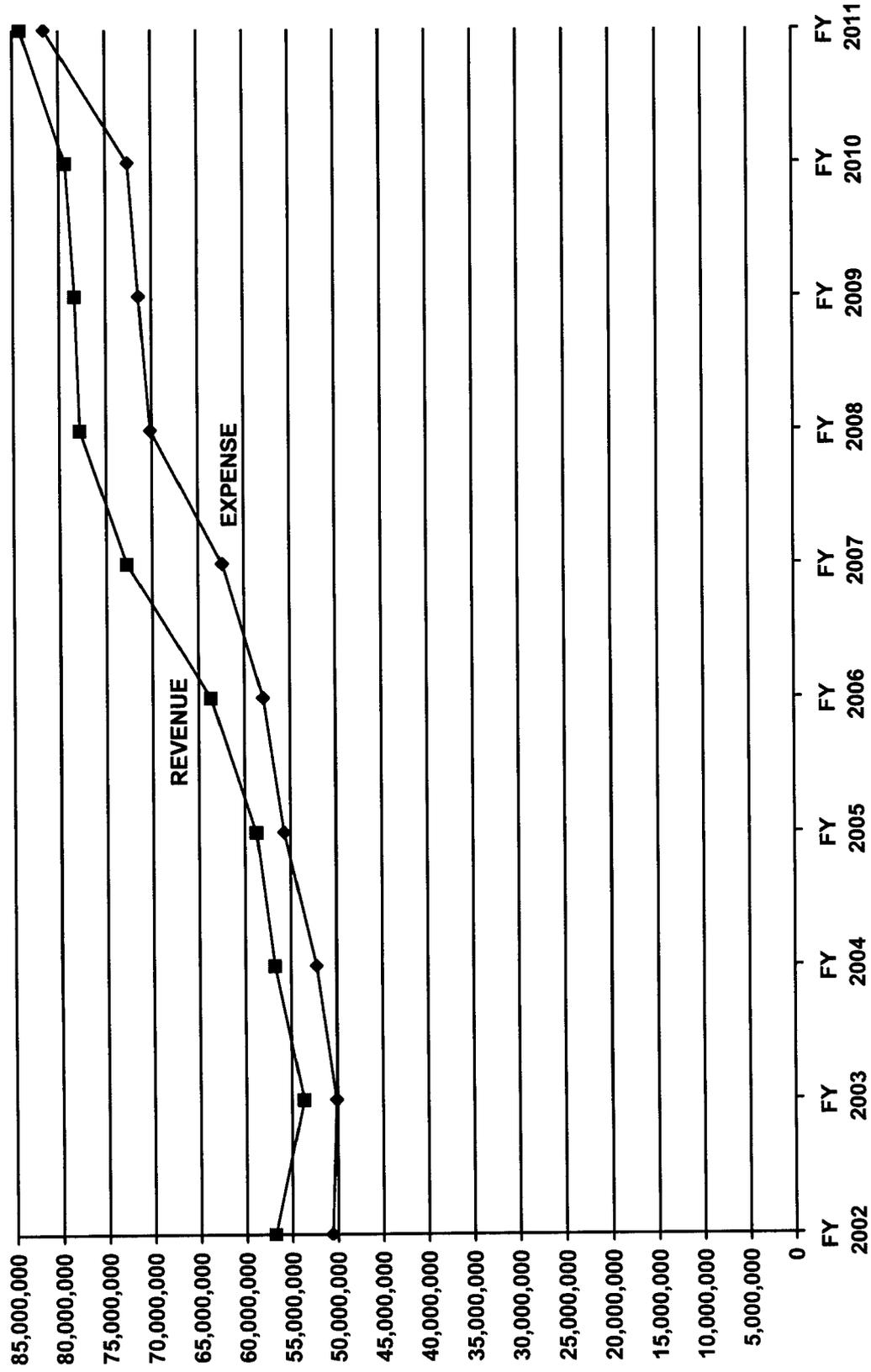


D O L L A R S

**WATER & WASTEWATER SYSTEMS
FY 2011 EXPENSE PERCENTAGES**



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



D O L L A R S

BOARD MEMBERS

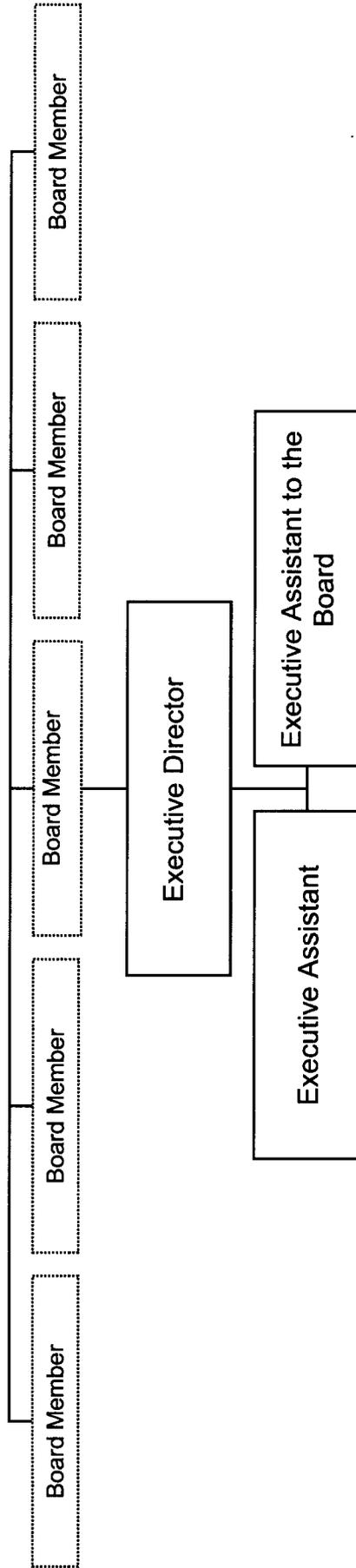
EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
BOARD MEMBERS			
ELEMENT			
11 EXECUTIVE SALARIES	207,223	180,071	160,000
12 REGULAR SALARIES	-	-	-
13 OTHER SALARIES	-	-	-
14 OVERTIME	-	-	-
21 FICA MATCHING	15,526	13,658	12,240
22 RETIREMENT	26,440	23,622	23,015
23 INSURANCE	40,058	38,965	49,456
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	15,375	18,000	18,000
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	-	-	-
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	294	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	----- 304,916 =====	----- 277,516 =====	----- 265,911 =====
 DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	289,247	256,316	244,711
SUPPORT SERVICES	15,669	21,000	21,000
MATERIALS & SUPPLIES	-	200	200
CAPITAL OUTLAY	-	-	-
TOTAL	----- 304,916 =====	----- 277,516 =====	----- 265,911 =====

ADMINISTRATION



EMERALD COAST UTILITIES AUTHORITY ADMINISTRATION



EMERALD COAST UTILITIES AUTHORITY BUDGET

FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
ADMINISTRATION DEPARTMENT			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	272,618	272,216	277,155
13 OTHER SALARIES	-	-	-
14 OVERTIME	-	1,000	-
21 FICA MATCHING	17,374	17,390	17,880
22 RETIREMENT	30,994	31,230	35,150
23 INSURANCE	13,928	11,932	16,593
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	355,823	245,000	245,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	-	-
40 TRAVEL	1,496	2,125	2,125
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	14,970	15,000	15,000
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	1,197	5,000	3,000
48 PROMOTIONAL	7,542	7,000	7,000
49 OTHER CURRENT CHARGES	6,170	6,050	6,050
42 TRANSPORTATION (POSTAGE)	-	100	150
47 PRINTING	-	300	300
51 OFFICE SUPPLIES	3,355	3,000	3,000
52 OPERATING SUPPLIES	1,406	1,800	1,800
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	15,016	22,300	20,500
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	741,889	641,443	650,703
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	334,914	333,768	346,778
SUPPORT SERVICES	387,198	280,175	278,175
MATERIALS & SUPPLIES	19,777	27,500	25,750
CAPITAL OUTLAY	-	-	-
TOTAL	741,889	641,443	650,703

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT:

Administration

ACTIVITY DESCRIPTION:

This department is responsible for recommending policy and programs, 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 day-to-day activities of the organization.

GOAL:

The goals of the department include providing information, data, and support to the Board 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 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, and other governmental units and the general public.

2011 TARGETED ACCOMPLISHMENTS:

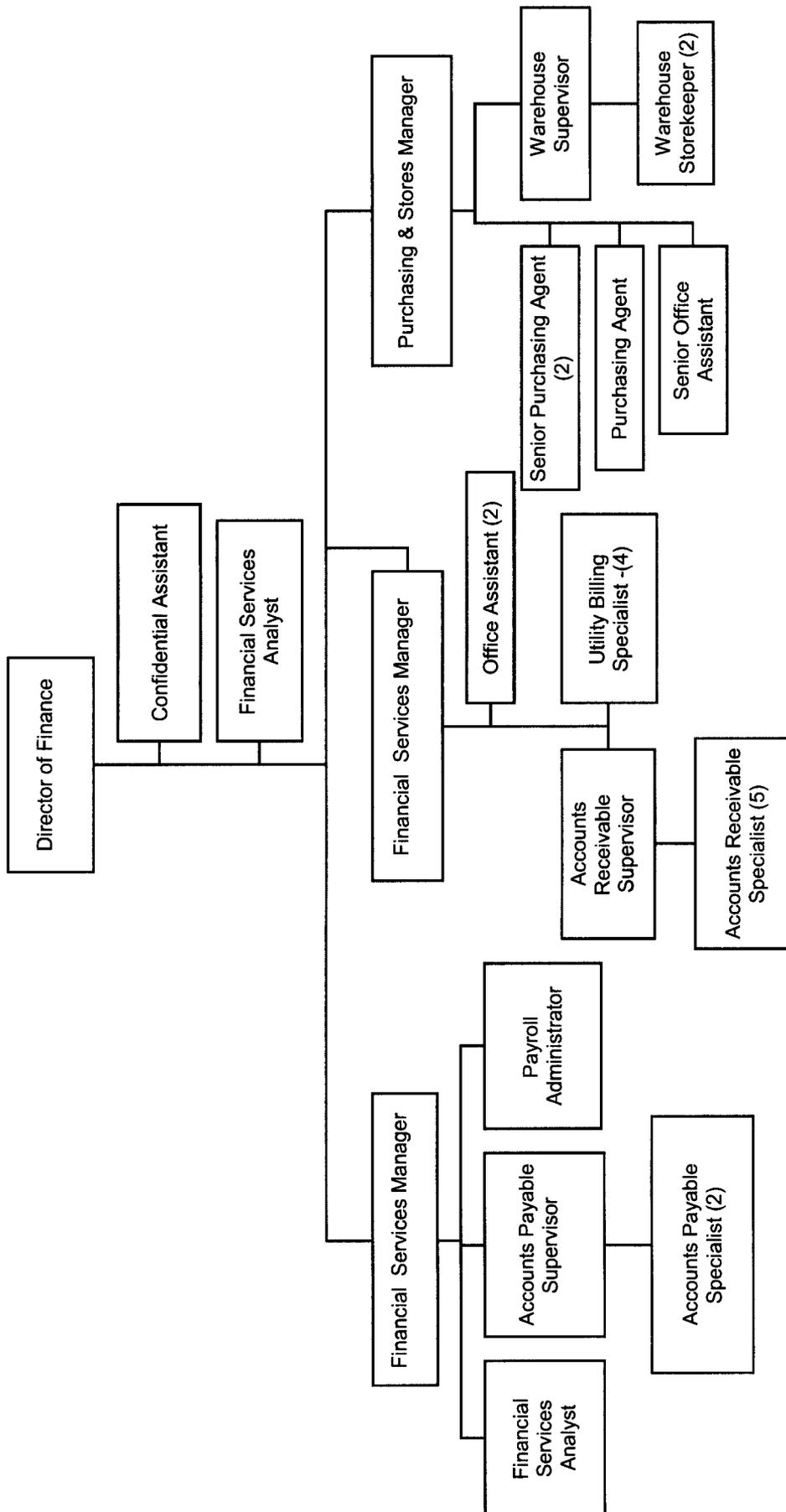
1. Monitor the efficient provision of utility services to customers.
2. Effectively administer the ECUA's Capital Improvements Program and Operating Budget.
3. Monitor and assess the status of prior year goals and objectives.

D-7

FINANCE



EMERALD COAST UTILITIES AUTHORITY FINANCE



Positions: 30

10-1-2010

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
FINANCE DEPARTMENT			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	1,172,620	1,263,167	1,243,169
13 OTHER SALARIES	12,676	15,746	16,120
14 OVERTIME	4,290	4,550	4,410
21 FICA MATCHING	87,916	91,941	97,361
22 RETIREMENT	120,257	128,591	139,400
23 INSURANCE	231,558	242,500	303,502
24 WORKERS COMPENSATION	-	-	-
24 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	78,400	75,000	78,000
34 OTHER CONTRACTUAL SVC	161,771	163,986	79,620
40 TRAVEL	1,324	3,810	4,270
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	17,318	45,024	64,020
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	17,734	15,550	15,550
42 TRANSPORTATION (POSTAGE)	514,492	560,000	593,000
47 PRINTING	61,570	72,816	70,610
51 OFFICE SUPPLIES	10,532	12,415	11,665
52 OPERATING SUPPLIES	2,465	3,200	2,900
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	1,029	1,585	1,585
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	2,495,952	2,699,881	2,725,182
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	1,629,317	1,746,495	1,803,962
SUPPORT SERVICES	276,547	303,370	241,460
MATERIALS & SUPPLIES	590,088	650,016	679,760
CAPITAL OUTLAY	-	-	-
TOTAL	2,495,952	2,699,881	2,725,182
	=====	=====	=====

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. These divisions direct the activities of budgeting, payables, payroll, billing, processing payments, developing policies and procedures relating to the departments' areas of responsibilities, and procuring all materials and services required for the effective operation of ECUA.

GOAL:

Provide accurate detailed records of revenue and expenditures. To bill all customers accurately and post payments daily. To obtain materials and services for the operation of ECUA in accordance with the ECUA code and state regulations at the lowest and best price. To pay employees and vendors accurately and timely. Provide support to employee in payroll matters.

OBJECTIVES:

1. Perform budget publishing task in-house.
2. Develop Internal Audit Procedures; use Questys to image vouchers and invoices.
3. Promote the Purchasing Card and direct deposit; produce a listing of fixed assets by department and location.
4. Ensure all aspects of bids and contracts are scheduled on a timely basis. Expedite processing of purchase orders. Provide support and assistance to the other departments of ECUA.

2011 TARGETED ACCOMPLISHMENTS:

1. Continue to improve the CIP Project reporting.
2. Develop Internal Audit procedures.
3. Expand a Purchasing website to include posting of formal bid solicitations, bid documents, and award of bid.
4. Continue to notify vendors to utilize the electronic funds transfer system for their payments.
5. To work with our IT Department to implement the outsourcing of the printing and mailing of our utility bills as a more cost effective process.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
FINANCE/ADMINISTRATION			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	199,065	199,138	199,137
13 OTHER SALARIES	-	-	-
14 OVERTIME	143	400	250
21 FICA MATCHING	15,093	14,812	15,327
22 RETIREMENT	22,940	22,991	25,352
23 INSURANCE	20,123	18,230	24,513
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	78,400	75,000	78,000
34 OTHER CONTRACTUAL SVC	24,585	30,000	26,000
40 TRAVEL	77	1,200	1,200
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	-	300	100
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	730	1,750	1,750
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	27	1,800	2,750
51 OFFICE SUPPLIES	1,932	2,000	3,765
52 OPERATING SUPPLIES	-	-	-
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	625	650	650
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	363,740	368,271	378,794
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	257,364	255,571	264,579
SUPPORT SERVICES	103,792	108,250	107,050
MATERIALS & SUPPLIES	2,584	4,450	7,165
CAPITAL OUTLAY	-	-	-
TOTAL	363,740	368,271	378,794
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
FINANCE/GENERAL ACCOUNTING			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	280,748	280,658	281,443
13 OTHER SALARIES	6,584	7,873	8,060
14 OVERTIME	1,923	1,900	1,900
21 FICA MATCHING	21,324	19,191	22,385
22 RETIREMENT	28,608	27,832	31,138
23 INSURANCE	71,917	69,801	91,636
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	-	-
40 TRAVEL	53	1,360	1,470
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	35	520	520
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	329	655	655
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	3,662	2,775	2,800
51 OFFICE SUPPLIES	2,093	1,765	-
52 OPERATING SUPPLIES	-	-	-
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	55	435	435
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	417,331	414,765	442,442
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	411,104	407,255	436,562
SUPPORT SERVICES	417	2,535	2,645
MATERIALS & SUPPLIES	5,810	4,975	3,235
CAPITAL OUTLAY	-	-	-
TOTAL	417,331	414,765	442,442
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
FINANCE/ACCOUNTS RECEIVABLE			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	353,519	443,435	426,167
13 OTHER SALARIES	-	-	-
14 OVERTIME	1,420	1,250	1,260
21 FICA MATCHING	25,864	32,231	32,879
22 RETIREMENT	34,956	43,802	46,034
23 INSURANCE	79,512	97,299	119,155
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	137,186	133,986	53,620
40 TRAVEL	1,194	1,250	1,600
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	14,566	41,204	60,400
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	395	435	435
42 TRANSPORTATION (POSTAGE)	514,492	560,000	593,000
47 PRINTING	57,738	67,841	64,660
51 OFFICE SUPPLIES	3,009	4,950	4,200
52 OPERATING SUPPLIES	741	800	800
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	1,224,592	1,428,483	1,404,210
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	495,271	618,017	625,495
SUPPORT SERVICES	153,341	176,875	116,055
MATERIALS & SUPPLIES	575,980	633,591	662,660
CAPITAL OUTLAY	-	-	-
TOTAL	1,224,592	1,428,483	1,404,210
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
FINANCE/PURCHASING & STORES			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	339,289	339,936	336,422
13 OTHER SALARIES	6,092	7,873	8,060
14 OVERTIME	803	1,000	1,000
21 FICA MATCHING	25,634	25,707	26,770
22 RETIREMENT	33,754	33,966	36,876
23 INSURANCE	60,006	57,170	68,198
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	2,717	3,000	3,000
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	16,280	12,710	12,710
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	142	400	400
51 OFFICE SUPPLIES	3,499	3,700	3,700
52 OPERATING SUPPLIES	1,724	2,400	2,100
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	349	500	500
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	490,289	488,362	499,736
	=====	=====	=====

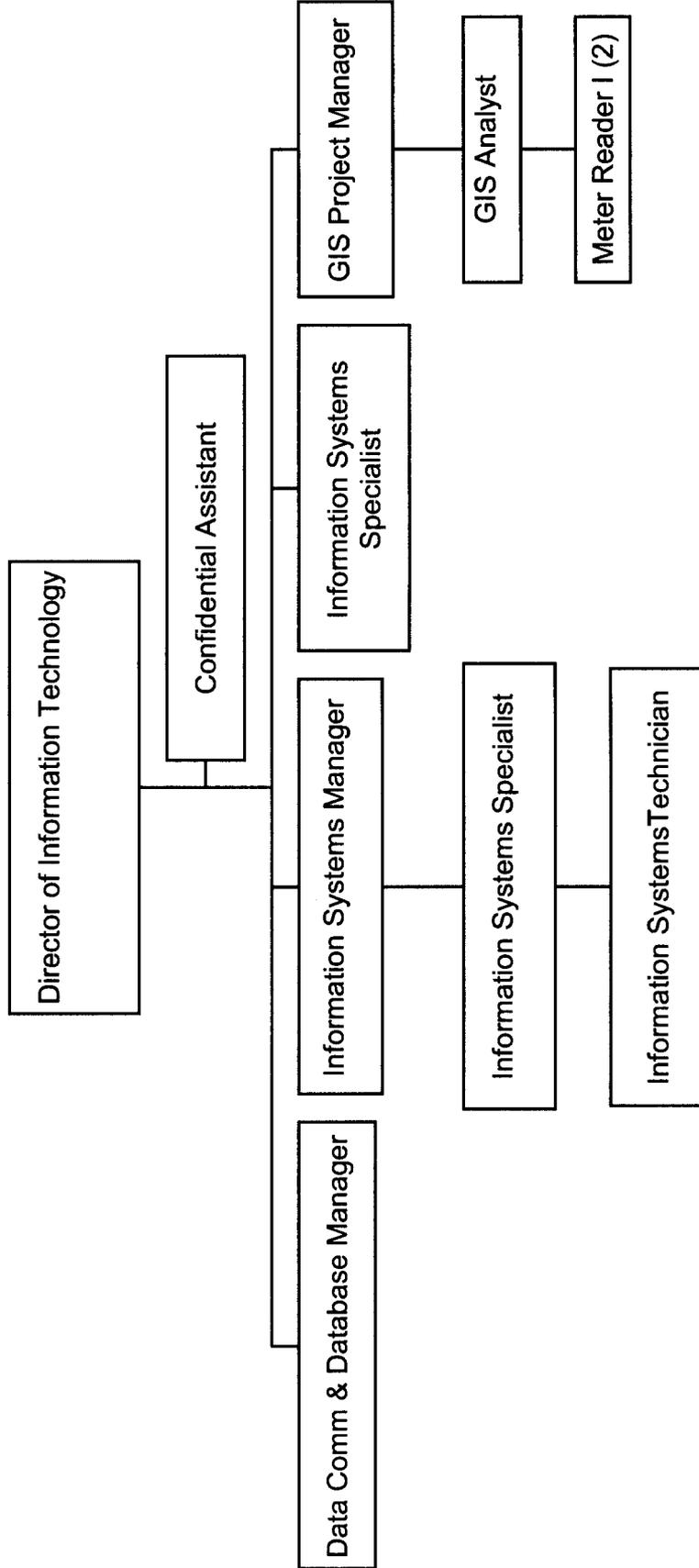
DEPARTMENTAL EXPENDITURE SUMMARIES

PERSONAL SERVICES	465,578	465,652	477,326
SUPPORT SERVICES	18,997	15,710	15,710
MATERIALS & SUPPLIES	5,714	7,000	6,700
CAPITAL OUTLAY	-	-	-
TOTAL	490,289	488,362	499,736
	=====	=====	=====

INFORMATION TECHNOLOGY



EMERALD COAST UTILITIES AUTHORITY INFORMATION TECHNOLOGY



Positions: 11

10-1-2010

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL 2010	APPROVED 2010	APPROVED 2011
INFORMATION TECHNOLOGY DEPARTMENT			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	515,989	580,308	583,670
13 OTHER SALARIES	-	-	-
14 OVERTIME	894	2,000	3,192
21 FICA MATCHING	37,160	41,155	45,432
22 RETIREMENT	53,550	60,003	67,083
23 INSURANCE	91,882	105,153	125,173
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	1,264	2,500	2,500
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	12,160	14,400	15,600
40 TRAVEL	3,672	7,710	7,710
41 COMMUNICATIONS	26,383	37,880	47,330
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	210,330	227,400	227,400
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	7,626	8,000	8,000
42 TRANSPORTATION (POSTAGE)	118	150	150
47 PRINTING	13,606	15,500	15,500
51 OFFICE SUPPLIES	1,501	1,800	1,800
52 OPERATING SUPPLIES	34,905	31,700	33,700
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	602	2,700	2,700
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	9,782	-	-
TOTAL	1,021,424	1,138,359	1,186,940
	=====	=====	=====

DEPARTMENTAL EXPENDITURE SUMMARIES

PERSONAL SERVICES	699,475	788,619	824,550
SUPPORT SERVICES	261,435	297,890	308,540
MATERIALS & SUPPLIES	50,732	51,850	53,850
CAPITAL OUTLAY	9,782	-	-
TOTAL	1,021,424	1,138,359	1,186,940
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT:

Information Technology

ACTIVITY DESCRIPTION:

The Information Technology Department is responsible for the overall operation and support of the Emerald Coast Utilities Authority's IBM AS/400 computer. In addition, the department also provides administrative and technical assistance to all of the ECUA's computer users. The department manages and maintains ECUA's Geographic Information System.

GOAL:

The Information Services Department's goal is to support the ECUA's requirements for information and facilitate the collection, maintenance, and reporting of such information.

OBJECTIVES:

1. To provide staff with training necessary to support ECUA's present and future needs.
2. To provide fast and effective solutions that meet our users needs.
3. To coordinate with our software vendor to attain high quality and functional software for our users.
4. To provide uninterrupted service to our users.

2011 TARGETED ACCOMPLISHMENTS:

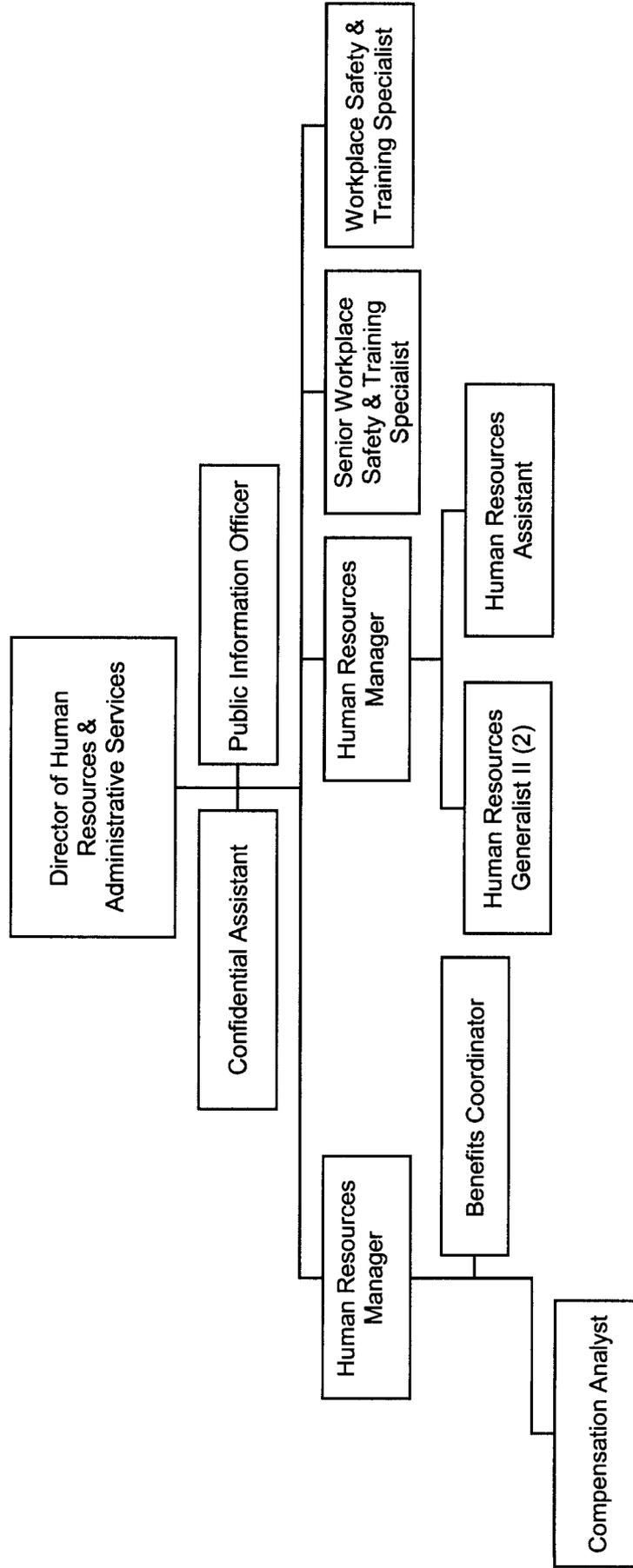
1. Begin testing virtual desktop computers for Customer Service Division.
2. Develop plan and associated cost to bring email in-house.
3. Develop plan and associated cost to bring ECUA.ORG web server in-house.
4. Complete a redesign of ECUA's network to improve reliability, performance, and security.
5. Develop GPS unsafe prodedures and implement in one area at ECUA.
6. Update GIS user needs assessment.

D-7

**HUMAN RESOURCES/
ADMIN. SERVICES**



EMERALD COAST UTILITIES AUTHORITY HUMAN RESOURCES & ADMINISTRATIVE SERVICES



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
HUMAN RESOURCES & ADMIN SERVICES			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	627,230	664,466	643,533
13 OTHER SALARIES	-	-	-
14 OVERTIME	-	1,500	1,500
21 FICA MATCHING	45,520	48,203	49,864
22 RETIREMENT	64,688	68,500	72,842
23 INSURANCE	218,608	210,920	259,935
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	15,187	6,000	50,000
26 OTHER	4,029	4,505	5,500
31 PROFESSIONAL SERVICES	44,257	77,000	71,500
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	95,774	110,000	130,000
40 TRAVEL	5,591	10,927	7,400
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	5,739	2,300	3,075
48 PROMOTIONAL	86,410	79,000	79,000
49 OTHER CURRENT CHARGES	15,742	10,724	22,650
42 TRANSPORTATION (POSTAGE)	15,327	22,700	22,650
47 PRINTING	35,696	53,000	49,500
51 OFFICE SUPPLIES	9,807	6,900	6,400
52 OPERATING SUPPLIES	8,581	9,950	7,850
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	16,954	19,073	11,353
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	1,216	-	-
TOTAL	1,316,356	1,405,668	1,494,552
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	975,262	1,004,094	1,083,174
SUPPORT SERVICES	253,513	289,951	313,625
MATERIALS & SUPPLIES	86,365	111,623	97,753
CAPITAL OUTLAY	1,216	-	-
TOTAL	1,316,356	1,405,668	1,494,552
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT:

Human Resources & Administrative Services

ACTIVITY DESCRIPTION:

This department supports the total operation in meeting its goals through its most valuable resources – it's PEOPLE, and is responsible for organizational development, policies and programs covering employment, recruiting & retention, training, employee relations, employee communications, benefits, compensation, public information, safety, and security while maintaining compliance with all applicable federal, state and local laws.

GOAL:

To be a strategic business partner who is a compassionate and collaborative advocate, dedicated to fostering individual and organizational success.

OBJECTIVES:

- Maximize performance & efficiency of the workforce.
- Increase employee engagement toward organizational success
- Establish, administer, and effectively communicating sound policies, rules and practices that treat employees with dignity and equality while maintaining company compliance with employment laws and corporate directives.
- Provide a competitive and comprehensive benefits package
- Recruit, select and retain high caliber talent.
- Provide a work atmosphere that is safe, healthy, secure, and conscious of long-term family and community goals.

2011 TARGETED ACCOMPLISHMENTS:

1. Develop a compensation strategy and structure that meets market demand.
2. Continue implementation of succession planning strategy and career development programs.
3. Ensure efficient and effective in-house full service HR programs and services.
4. Continue an ongoing public information program to inform the community about the ECUA and enhance our public image.
5. Ensure compliance with EEO, Drug Free Workplace Program and all federal, state and local regulatory requirements.
6. Implement HR process improvements to ensure increased efficiency and effectiveness.
7. Continue to implement a corporate communications plan which enhances communication with employees regarding policies, procedures, benefits, recruitment, training, career development and compensation.
8. Continue to implement Worksite Committees to enhance employee relations in specific work areas.
9. Continue to provide wellness through implementing activities, developing programs and enacting policy

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL <u>2009</u>	APPROVED <u>2010</u>	APPROVED <u>2011</u>
ADMINISTRATIVE SERVICES			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	242,903	253,959	233,028
13 OTHER SALARIES	-	-	-
14 OVERTIME	-	500	500
21 FICA MATCHING	18,067	18,873	17,966
22 RETIREMENT	26,832	27,966	28,523
23 INSURANCE	31,093	31,175	43,726
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	15,187	6,000	50,000
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	23,831	34,000	28,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	77,358	80,000	85,000
40 TRAVEL	3,369	7,027	3,500
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	5,739	1,800	2,575
48 PROMOTIONAL	3,245	-	-
49 OTHER CURRENT CHARGES	2,275	5,340	3,500
42 TRANSPORTATION (POSTAGE)	77	200	150
47 PRINTING	-	500	1,000
51 OFFICE SUPPLIES	2,224	3,000	2,500
52 OPERATING SUPPLIES	4,882	7,300	5,200
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	1,309	2,000	1,500
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	458,391	479,640	506,668
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	334,082	338,473	373,743
SUPPORT SERVICES	115,817	128,167	122,575
MATERIALS & SUPPLIES	8,492	13,000	10,350
CAPITAL OUTLAY	-	-	-
TOTAL	458,391	479,640	506,668

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
PUBLIC INFORMATION			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	59,849	59,826	59,826
13 OTHER SALARIES	-	-	-
14 OVERTIME	-	-	-
21 FICA MATCHING	4,052	4,015	4,581
22 RETIREMENT	5,895	5,893	6,443
23 INSURANCE	13,285	13,462	16,774
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	18,416	30,000	45,000
40 TRAVEL	55	500	500
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	-	-	-
48 PROMOTIONAL	53,548	60,000	55,000
49 OTHER CURRENT CHARGES	85	100	100
42 TRANSPORTATION (POSTAGE)	15,000	22,000	22,000
47 PRINTING	35,696	51,000	48,000
51 OFFICE SUPPLIES	540	500	500
52 OPERATING SUPPLIES	-	400	400
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	231	400	400
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	1,216	-	-
TOTAL	207,868	248,096	259,524
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	83,081	83,196	87,624
SUPPORT SERVICES	72,104	90,600	100,600
MATERIALS & SUPPLIES	51,467	74,300	71,300
CAPITAL OUTLAY	1,216	-	-
TOTAL	207,868	248,096	259,524
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL <u>2009</u>	APPROVED <u>2010</u>	APPROVED <u>2011</u>
HUMAN RESOURCES			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	157,460	159,834	159,833
13 OTHER SALARIES	-	-	-
14 OVERTIME	-	500	500
21 FICA MATCHING	11,312	11,452	12,505
22 RETIREMENT	15,510	15,793	17,268
23 INSURANCE	144,233	134,779	166,732
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	4,029	4,505	5,500
31 PROFESSIONAL SERVICES	3,006	8,000	11,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	-	-
40 TRAVEL	736	1,400	1,400
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	-	-	-
48 PROMOTIONAL	-	5,000	2,000
49 OTHER CURRENT CHARGES	12,015	1,550	16,550
42 TRANSPORTATION (POSTAGE)	250	500	500
47 PRINTING	-	1,500	500
51 OFFICE SUPPLIES	2,993	1,800	1,800
52 OPERATING SUPPLIES	-	-	-
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	8,784	9,320	2,100
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	360,328	355,933	398,188
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	332,544	326,863	362,338
SUPPORT SERVICES	15,757	15,950	30,950
MATERIALS & SUPPLIES	12,027	13,120	4,900
CAPITAL OUTLAY	-	-	-
TOTAL	360,328	355,933	398,188

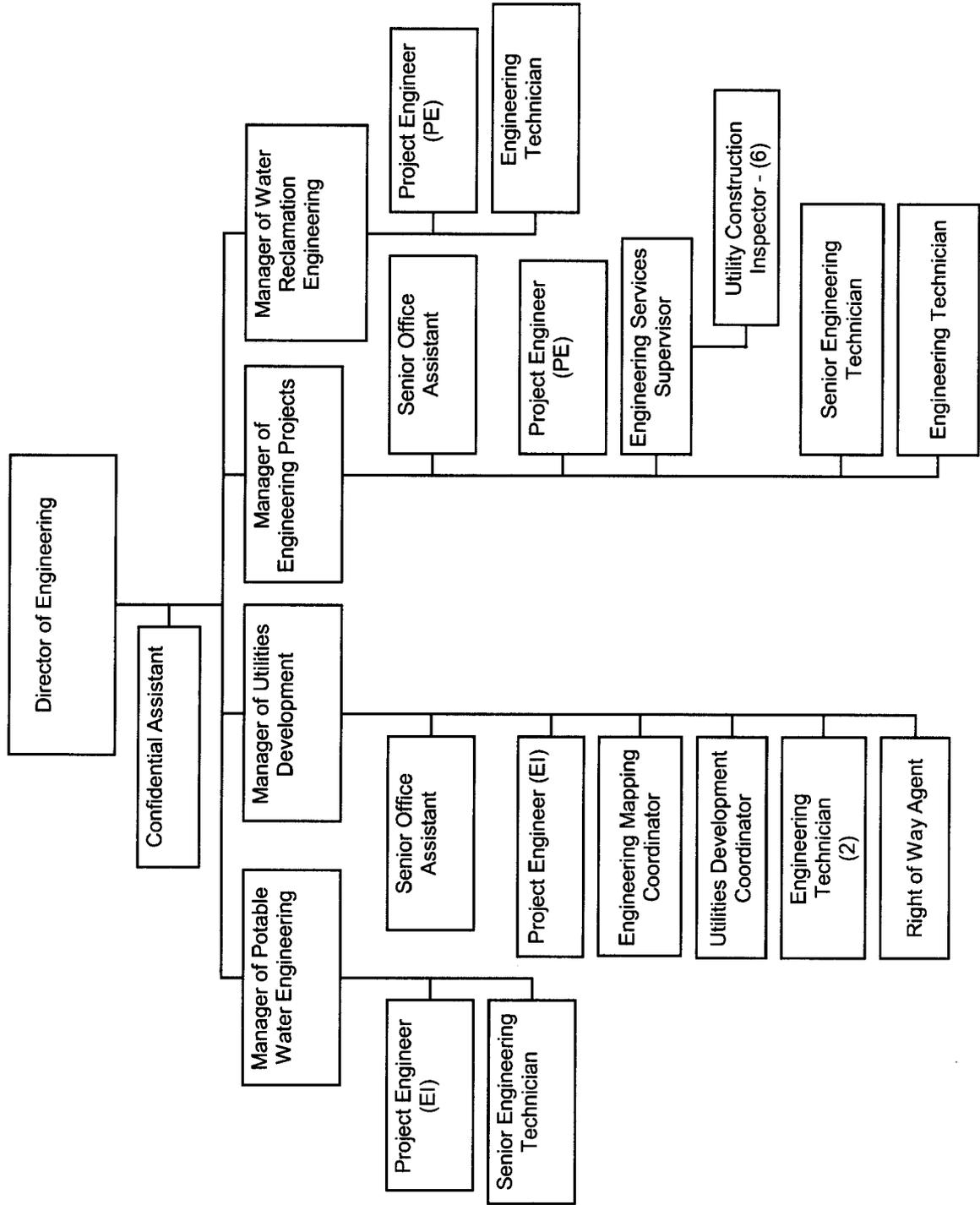
EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL <u>2009</u>	APPROVED <u>2010</u>	APPROVED <u>2011</u>
EMPLOYMENT			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	167,018	190,847	190,846
13 OTHER SALARIES	-	-	-
14 OVERTIME	-	500	500
21 FICA MATCHING	12,090	13,863	14,812
22 RETIREMENT	16,451	18,848	20,608
23 INSURANCE	29,997	31,504	32,703
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	17,421	35,000	32,500
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	-	-
40 TRAVEL	1,431	2,000	2,000
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	-	500	500
48 PROMOTIONAL	29,617	14,000	22,000
49 OTHER CURRENT CHARGES	1,367	3,734	2,500
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	4,050	1,600	1,600
52 OPERATING SUPPLIES	3,699	2,250	2,250
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	6,629	7,353	7,353
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	----- 289,770	----- 321,999	----- 330,172
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	225,556	255,562	259,469
SUPPORT SERVICES	49,836	55,234	59,500
MATERIALS & SUPPLIES	14,378	11,203	11,203
CAPITAL OUTLAY	-	-	-
TOTAL	----- 289,770	----- 321,999	----- 330,172
	=====	=====	=====

ENGINEERING



EMERALD COAST UTILITIES AUTHORITY ENGINEERING



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL <u>2009</u>	APPROVED <u>2010</u>	APPROVED <u>2011</u>
ENGINEERING DEPARTMENT			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	1,584,379	1,608,843	1,569,594
13 OTHER SALARIES	-	-	-
14 OVERTIME	51,692	21,000	21,000
21 FICA MATCHING	117,202	115,491	121,841
22 RETIREMENT	165,210	164,592	175,944
23 INSURANCE	289,032	275,260	369,876
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	9,062	5,000	5,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	43,666	2,000	2,000
40 TRAVEL	7,716	6,700	6,700
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	48,275	32,414	46,900
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	26,598	28,125	28,125
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	6,640	7,800	7,800
42 TRANSPORTATION (POSTAGE)	233	300	300
47 PRINTING	(184)	300	300
51 OFFICE SUPPLIES	5,688	10,300	10,300
52 OPERATING SUPPLIES	40,535	36,600	36,600
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	4,264	4,600	4,600
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	18,643	-	-
TOTAL	2,418,651	2,319,325	2,406,880
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	2,207,515	2,185,186	2,258,255
SUPPORT SERVICES	141,957	82,039	96,525
MATERIALS & SUPPLIES	50,536	52,100	52,100
CAPITAL OUTLAY	18,643	-	-
TOTAL	2,418,651	2,319,325	2,406,880

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. Improve 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.

2011 TARGETED ACCOMPLISHMENTS:

1. Review and update ECUA's Master Sewer Plan to incorporate major changes in facilities and growth patterns since the 1987 Master Plan Update.
2. Re-evaluate and re-prioritize ECUA's water distribution and sewage collection system needs.
3. Review, revise, and update the ECUA Engineering Manual to incorporate improvements in water and sewer system design standards and technical specifications.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL <u>2009</u>	APPROVED <u>2010</u>	APPROVED <u>2011</u>
ENGINEERING/ADMINISTRATION			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	1,297,439	1,306,340	1,297,306
13 OTHER SALARIES	-	-	-
14 OVERTIME	268	1,000	1,000
21 FICA MATCHING	92,696	92,285	99,161
22 RETIREMENT	131,881	132,826	144,464
23 INSURANCE	223,992	211,223	292,956
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	9,062	5,000	5,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	43,666	2,000	2,000
40 TRAVEL	7,716	6,700	6,700
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	48,275	32,414	46,900
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	20,581	23,625	23,625
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	6,640	7,800	7,800
42 TRANSPORTATION (POSTAGE)	233	300	300
47 PRINTING	(184)	300	300
51 OFFICE SUPPLIES	5,649	10,000	10,000
52 OPERATING SUPPLIES	13,455	10,700	10,700
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	4,264	4,600	4,600
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	18,643	-	-
TOTAL	1,924,276	1,847,113	1,952,812
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	1,746,276	1,743,674	1,834,887
SUPPORT SERVICES	135,940	77,539	92,025
MATERIALS & SUPPLIES	23,417	25,900	25,900
CAPITAL OUTLAY	18,643	-	-
TOTAL	1,924,276	1,847,113	1,952,812

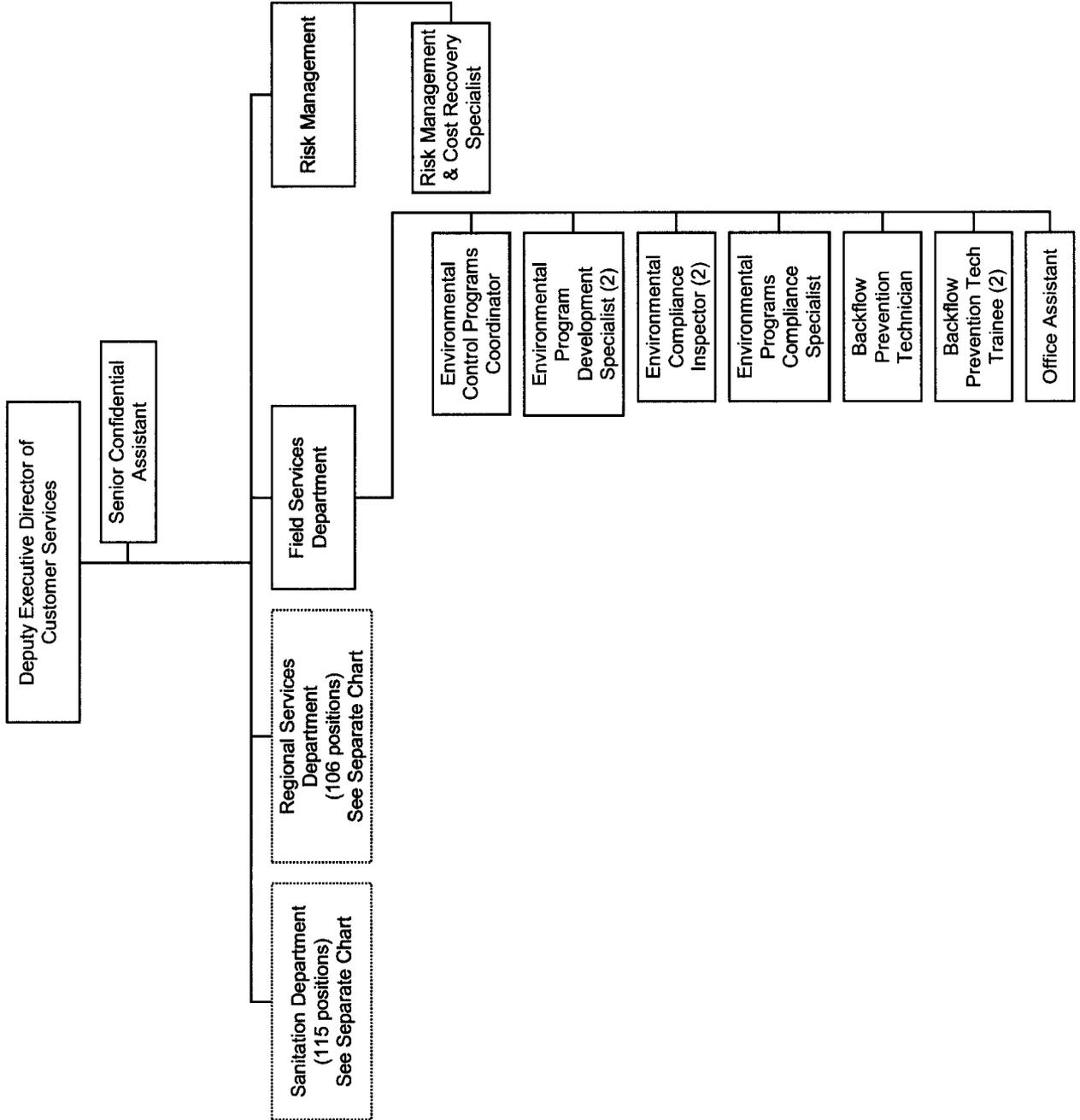
EMERALD COAST UTILITIES AUTHORITY BUDGET

FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
ENGINEERING/INSPECTIONS			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	286,940	302,503	272,288
13 OTHER SALARIES	-	-	-
14 OVERTIME	51,423	20,000	20,000
21 FICA MATCHING	24,506	23,206	22,680
22 RETIREMENT	33,329	31,766	31,480
23 INSURANCE	65,040	64,037	76,920
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	6,017	4,500	4,500
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	-	-	-
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	38	300	300
52 OPERATING SUPPLIES	27,080	25,900	25,900
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	494,373	472,212	454,068
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	461,238	441,512	423,368
SUPPORT SERVICES	6,017	4,500	4,500
MATERIALS & SUPPLIES	27,118	26,200	26,200
CAPITAL OUTLAY	-	-	-
TOTAL	494,373	472,212	454,068



EMERALD COAST UTILITIES AUTHORITY FIELD AND CUSTOMER SERVICES



FIELD & CUSTOMER SERVICES

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
FIELD SERVICES DEPT.			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	890,832	650,034	590,128
13 OTHER SALARIES	-	-	-
14 OVERTIME	11,066	9,000	4,500
21 FICA MATCHING	66,209	48,208	45,512
22 RETIREMENT	94,022	70,157	67,381
23 INSURANCE	162,367	107,391	118,755
24 WORKERS COMPENSATION	551,022	762,500	762,500
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	16,785	10,000	5,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	51,022	3,000	3,000
40 TRAVEL	3,060	8,450	8,820
41 COMMUNICATIONS	40,268	42,000	42,000
43 UTILITIES	-	-	-
44 RENTALS & LEASES	6,772	4,500	4,500
45 INSURANCE	1,037,503	1,156,127	1,169,739
46 REPAIRS & MAINTENANCE	39,538	16,480	15,480
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	2,592	4,350	6,325
42 TRANSPORTATION (POSTAGE)	-	550	550
47 PRINTING	3,459	3,100	4,600
51 OFFICE SUPPLIES	9,039	8,000	8,000
52 OPERATING SUPPLIES	53,352	37,808	39,308
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	1,053	3,900	3,700
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	6,242	-	-
TOTAL	3,046,203	2,945,555	2,899,798
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	1,775,518	1,647,290	1,588,776
SUPPORT SERVICES	1,197,540	1,244,907	1,254,864
MATERIALS & SUPPLIES	66,903	53,358	56,158
CAPITAL OUTLAY	6,242	-	-
TOTAL	3,046,203	2,945,555	2,899,798
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT:

Field Services

ACTIVITY DESCRIPTION:

The Field Services activity is responsible for overseeing and coordinating the operations of the Regional Services Department, Sanitation Department, Customer Service, Environmental Programs 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 Field Services Group effectively communicate among ourselves and other areas of the ECUA organization.

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.

2011 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 Field Service's activities applicability.
3. To continue our program of backflow prevention for all appropriate customer accounts.
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.

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EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
FS/ADMINISTRATION			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	159,184	158,961	158,961
13 OTHER SALARIES	-	-	-
14 OVERTIME	-	-	-
21 FICA MATCHING	11,781	11,669	11,811
22 RETIREMENT	18,585	19,365	18,798
23 INSURANCE	13,368	13,530	16,760
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	-	-
40 TRAVEL	-	450	450
41 COMMUNICATIONS	40,268	42,000	42,000
43 UTILITIES	-	-	-
44 RENTALS & LEASES	6,772	4,500	4,500
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	282	500	500
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	-	200	200
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	100	100
51 OFFICE SUPPLIES	817	800	800
52 OPERATING SUPPLIES	1,119	1,950	1,950
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	100	100
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	----- 252,176 =====	----- 254,125 =====	----- 256,930 =====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	202,918	203,525	206,330
SUPPORT SERVICES	47,322	47,650	47,650
MATERIALS & SUPPLIES	1,936	2,950	2,950
CAPITAL OUTLAY	-	-	-
TOTAL	----- 252,176 =====	----- 254,125 =====	----- 256,930 =====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
FS/RISK MANAGEMENT			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	98,004	66,606	66,606
13 OTHER SALARIES	-	-	-
14 OVERTIME	7	-	-
21 FICA MATCHING	7,025	4,645	5,206
22 RETIREMENT	9,654	6,561	7,173
23 INSURANCE	15,847	12,553	16,038
24 WORKERS COMPENSATION	551,022	762,500	762,500
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	16,785	10,000	5,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	3,000	3,000
40 TRAVEL	929	1,500	2,500
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	1,037,503	1,156,127	1,169,739
46 REPAIRS & MAINTENANCE	609	900	900
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	677	1,650	1,650
42 TRANSPORTATION (POSTAGE)	-	50	50
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	1,409	1,200	1,200
52 OPERATING SUPPLIES	1,515	3,500	3,500
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	355	1,500	1,500
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	1,741,341	2,032,292	2,046,562
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	681,559	852,865	857,523
SUPPORT SERVICES	1,056,503	1,173,177	1,182,789
MATERIALS & SUPPLIES	3,279	6,250	6,250
CAPITAL OUTLAY	-	-	-
TOTAL	1,741,341	2,032,292	2,046,562
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
FS/ENVIRONMENTAL PROGRAMS			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	331,919	424,467	289,264
13 OTHER SALARIES	-	-	-
14 OVERTIME	4,786	9,000	2,250
21 FICA MATCHING	24,811	31,894	22,474
22 RETIREMENT	34,449	44,231	33,058
23 INSURANCE	62,874	81,308	59,311
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	-	-
40 TRAVEL	2,131	6,500	2,620
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	6,137	15,080	5,660
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	1,915	2,500	3,725
42 TRANSPORTATION (POSTAGE)	-	500	250
47 PRINTING	2,776	3,000	1,000
51 OFFICE SUPPLIES	5,756	6,000	4,500
52 OPERATING SUPPLIES	29,416	32,358	13,458
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	698	2,300	1,150
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	6,242	-	-
TOTAL	----- 513,910 =====	----- 659,138 =====	----- 438,720 =====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	458,839	590,900	406,357
SUPPORT SERVICES	10,183	24,080	12,005
MATERIALS & SUPPLIES	38,646	44,158	20,358
CAPITAL OUTLAY	6,242	-	-
TOTAL	----- 513,910 =====	----- 659,138 =====	----- 438,720 =====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

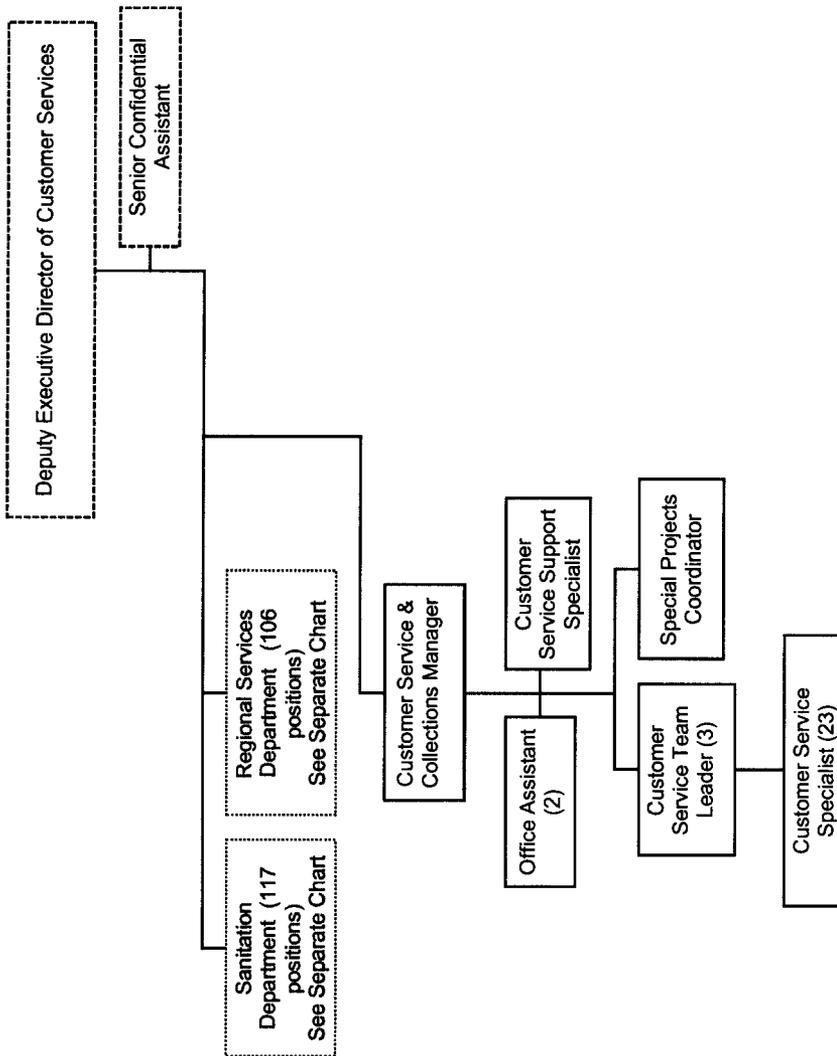
	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
FS/METER READING			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	301,726	-	-
13 OTHER SALARIES	-	-	-
14 OVERTIME	6,273	-	-
21 FICA MATCHING	22,592	-	-
22 RETIREMENT	31,334	-	-
23 INSURANCE	70,278	-	-
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	51,022	-	-
40 TRAVEL	-	-	-
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	32,508	-	-
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	-	-	-
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	683	-	-
51 OFFICE SUPPLIES	1,057	-	-
52 OPERATING SUPPLIES	21,302	-	-
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	538,775	-	-
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	432,203	-	-
SUPPORT SERVICES	83,530	-	-
MATERIALS & SUPPLIES	23,042	-	-
CAPITAL OUTLAY	-	-	-
TOTAL	538,775	-	-
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
FS/FATS, OIL & GREASE			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	-	-	75,297
13 OTHER SALARIES	-	-	-
14 OVERTIME	-	-	2,250
21 FICA MATCHING	-	-	6,021
22 RETIREMENT	-	-	8,352
23 INSURANCE	-	-	26,646
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	-	-
40 TRAVEL	-	-	3,250
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	-	-	8,420
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	-	-	750
42 TRANSPORTATION (POSTAGE)	-	-	250
47 PRINTING	-	-	3,500
51 OFFICE SUPPLIES,	-	-	1,500
52 OPERATING SUPPLIES	-	-	20,400
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	950
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	-	-	157,586
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	-	-	118,566
SUPPORT SERVICES	-	-	12,420
MATERIALS & SUPPLIES	-	-	26,600
CAPITAL OUTLAY	-	-	-
TOTAL	-	-	157,586
	=====	=====	=====



EMERALD COAST UTILITIES AUTHORITY CUSTOMER SERVICES



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
CUSTOMER SERVICES DIVISION			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	1,112,370	1,150,310	1,177,873
13 OTHER SALARIES	4,963	7,873	7,540
14 OVERTIME	5,917	12,800	12,800
21 FICA MATCHING	81,908	84,601	92,946
22 RETIREMENT	111,594	115,452	128,536
23 INSURANCE	235,410	258,275	342,995
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	24,572	28,320	28,320
40 TRAVEL	1,175	1,800	1,800
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	2,282	3,500	3,500
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	786	7,070	4,000
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	13,473	14,500	14,500
51 OFFICE SUPPLIES	19,426	16,000	13,500
52 OPERATING SUPPLIES	731	1,450	1,050
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	445	350	200
63 CAPITAL IMPROVEMENTS	2,593	-	-
64 MACHINERY & EQUIPMENT	2,054	-	-
TOTAL	----- 1,619,699 =====	----- 1,702,301 =====	----- 1,829,560 =====
 DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	1,552,162	1,629,311	1,762,690
SUPPORT SERVICES	28,815	40,690	37,620
MATERIALS & SUPPLIES	34,075	32,300	29,250
CAPITAL OUTLAY	4,647	-	-
TOTAL	----- 1,619,699 =====	----- 1,702,301 =====	----- 1,829,560 =====

EMERALD COAST UTILITIES AUTHORITY

DIVISIONAL GOALS AND WORK PLAN

DIVISION:

Customer Services

ACTIVITY DESCRIPTION:

This division is responsible for providing customer assistance in every facet of water, wastewater, and sanitation service. We assist customers in setting up and terminating services, through written, phone, internet, and face to face communications, resolving billing related problems, and many other customer related situations. In addition, this division is responsible to act as a support function for other divisions within the department.

GOAL:

The goal of this division is to provide customers with professional efficient service in a friendly and helpful manner. Our ultimate goal is to be recognized as the best utility customer service operation in the State of Florida.

OBJECTIVES:

1. Fairly apply ECUA resolutions, policies, and procedures to all our valued customers.
2. Provide adequate staffing levels to minimize waiting time for our customers to satisfy their problems and concerns.
3. Create a pleasant and productive atmosphere for employees.
4. Provide the employees with appropriate training and motivation that will allow for excellence in working with our valued customers.

2011 TARGETED ACCOMPLISHMENTS:

1. Continue to focus on ways to create more team spirit among employees.
2. Continue to provide the appropriate training to empower employees to take proper actions to resolve customer issues.
3. Continue to review policies and rate structures to ensure procedures are clear and easily applied.
4. Continue to update the Customer Service Manual.
5. Focus on training issues and enhance areas that require improvement.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL <u>2009</u>	APPROVED <u>2010</u>	APPROVED <u>2011</u>
CS/ADMINISTRATION			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	168,482	183,581	184,084
13 OTHER SALARIES	4,963	7,873	7,540
14 OVERTIME	86	800	800
21 FICA MATCHING	12,534	13,899	14,796
22 RETIREMENT	17,475	19,036	21,134
23 INSURANCE	31,551	35,803	42,474
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	24,572	28,320	28,320
40 TRAVEL	1,175	1,600	1,600
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	2,282	3,000	3,000
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	544	1,570	500
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	249	1,000	1,000
51 OFFICE SUPPLIES	5,266	5,000	5,000
52 OPERATING SUPPLIES	42	750	450
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	445	250	100
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	----- 269,666 =====	----- 302,482 =====	----- 310,798 =====

DEPARTMENTAL EXPENDITURE SUMMARIES

PERSONAL SERVICES	235,091	260,992	270,828
SUPPORT SERVICES	28,573	34,490	33,420
MATERIALS & SUPPLIES	6,002	7,000	6,550
CAPITAL OUTLAY	-	-	-
TOTAL	----- 269,666 =====	----- 302,482 =====	----- 310,798 =====

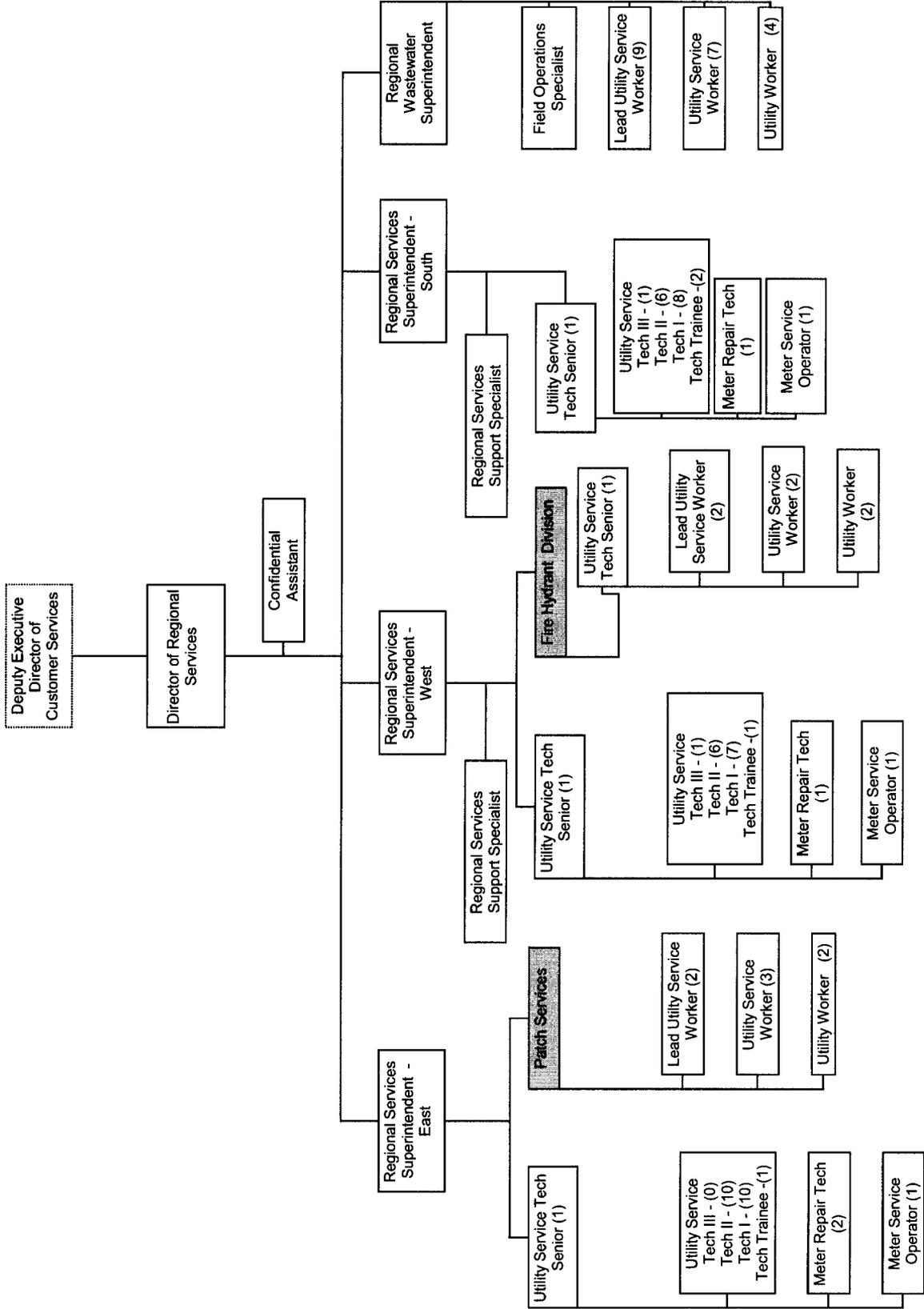
EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL <u>2009</u>	APPROVED <u>2010</u>	APPROVED <u>2011</u>
CS/CUSTOMER SVC OPERATIONS			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	943,888	966,729	993,789
13 OTHER SALARIES	-	-	-
14 OVERTIME	5,831	12,000	12,000
21 FICA MATCHING	69,374	70,702	78,150
22 RETIREMENT	94,119	96,416	107,402
23 INSURANCE	203,859	222,472	300,521
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	-	-
40 TRAVEL	-	200	200
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	-	500	500
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	242	5,500	3,500
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	13,224	13,500	13,500
51 OFFICE SUPPLIES	14,161	11,000	8,500
52 OPERATING SUPPLIES	690	700	600
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	100	100
63 CAPITAL IMPROVEMENTS	2,593	-	-
64 MACHINERY & EQUIPMENT	2,054	-	-
TOTAL	1,350,035	1,399,819	1,518,762
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	1,317,071	1,368,319	1,491,862
SUPPORT SERVICES	242	6,200	4,200
MATERIALS & SUPPLIES	28,075	25,300	22,700
CAPITAL OUTLAY	4,647	-	-
TOTAL	1,350,035	1,399,819	1,518,762

REGIONAL SERVICES



EMERALD COAST UTILITIES AUTHORITY
Regional Services



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL <u>2009</u>	APPROVED <u>2010</u>	APPROVED <u>2011</u>
REGIONAL SERVICES DEPARTMENT			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	4,185,647	4,303,522	4,421,371
13 OTHER SALARIES	-	-	-
14 OVERTIME	296,772	267,710	267,710
21 FICA MATCHING	332,523	332,737	362,600
22 RETIREMENT	449,302	456,058	517,566
23 INSURANCE	867,224	869,354	1,089,212
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	145,750	233,000	233,000
40 TRAVEL	-	2,000	2,000
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	13,367	16,700	13,900
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	204,268	199,150	199,150
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	65,414	61,900	61,900
42 TRANSPORTATION (POSTAGE)	210	100	100
47 PRINTING	1,787	2,000	2,000
51 OFFICE SUPPLIES	5,839	4,500	4,500
52 OPERATING SUPPLIES	1,134,164	1,086,895	1,062,895
53 ROAD MATERIALS & SUPPLIES	83,998	80,000	80,000
54 SUBSCR/MEMBERSHIPS	348	600	600
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	60,971	-	-
TOTAL	7,847,584	7,916,226	8,318,504
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	6,131,468	6,229,381	6,658,459
SUPPORT SERVICES	428,799	512,750	509,950
MATERIALS & SUPPLIES	1,226,346	1,174,095	1,150,095
CAPITAL OUTLAY	60,971	-	-
TOTAL	7,847,584	7,916,226	8,318,504

EMERALD COAST UTILITIES AUTHORITY

**DIVISIONAL
GOALS AND WORK PLAN**

DEPARTMENT:

Regional Services

ACTIVITY DESCRIPTION:

Manage maintenance and repair teams to address those issues in the distribution and collection systems of Escambia County.

GOAL:

To provide safe and effective transmission of water and wastewater.

OBJECTIVES:

1. Stress safe working procedures to all employees.
2. Emphasize immediate response to system failures.
3. Improve communication up and down the chain-of-command.
4. Increase the frequency of job skills training.
5. Maintain an emphasis on good customer relations.
6. Meet all CMOM requirements.
7. Meet DEP guidelines for licensing all employees.

2011 TARGETED ACCOMPLISHMENTS:

1. Each division will have regular safety meetings.
2. Hold frequent formal communications meetings that are designed to discuss and address employee questions and concerns.
3. Coordinate task-specific training through both internal and external resources.
4. Reduce sanitary sewer overflows.
5. Upgrade water and wastewater preventative maintenance programs.
6. Perform more safety inspections.
7. Obtain the balance of employee licenses.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL <u>2009</u>	APPROVED <u>2010</u>	APPROVED <u>2011</u>
RS/ADMINISTRATION			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	231,194	231,620	231,620
13 OTHER SALARIES	-	-	-
14 OVERTIME	-	-	-
21 FICA MATCHING	17,282	17,216	18,034
22 RETIREMENT	26,554	26,603	29,468
23 INSURANCE	26,569	23,886	32,587
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	41,182	53,000	53,000
40 TRAVEL	-	2,000	2,000
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	370	1,000	1,000
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	1,878	15,500	15,500
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	50,932	43,000	43,000
42 TRANSPORTATION (POSTAGE)	210	100	100
47 PRINTING	1,787	2,000	2,000
51 OFFICE SUPPLIES	5,839	4,500	4,500
52 OPERATING SUPPLIES	100,718	112,600	112,600
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	348	600	600
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	504,863	533,625	546,009
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	301,599	299,325	311,709
SUPPORT SERVICES	94,362	114,500	114,500
MATERIALS & SUPPLIES	108,902	119,800	119,800
CAPITAL OUTLAY	-	-	-
TOTAL	504,863	533,625	546,009

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
RS/WEST REGION (REGION 2)			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	737,625	773,711	821,062
13 OTHER SALARIES	-	-	-
14 OVERTIME	57,513	48,226	48,226
21 FICA MATCHING	58,244	59,959	67,195
22 RETIREMENT	79,019	81,627	94,600
23 INSURANCE	144,287	144,138	173,999
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	1,737	12,000	12,000
40 TRAVEL	-	-	-
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	2,880	5,000	3,000
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	35,138	26,900	26,900
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	363	200	200
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	-	-
52 OPERATING SUPPLIES	172,183	177,700	165,700
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	28,331	-	-
TOTAL	----- 1,317,320 =====	----- 1,329,461 =====	----- 1,412,882 =====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	1,076,688	1,107,661	1,205,082
SUPPORT SERVICES	40,118	44,100	42,100
MATERIALS & SUPPLIES	172,183	177,700	165,700
CAPITAL OUTLAY	28,331	-	-
TOTAL	----- 1,317,320 =====	----- 1,329,461 =====	----- 1,412,882 =====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
RS/EAST REGION (REGION 3)			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	1,024,255	1,066,080	1,095,624
13 OTHER SALARIES	-	-	-
14 OVERTIME	73,128	68,815	68,815
21 FICA MATCHING	82,561	83,013	90,051
22 RETIREMENT	108,595	112,472	126,259
23 INSURANCE	213,724	218,664	263,711
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	9,500	9,500
40 TRAVEL	-	-	-
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	2,185	5,000	3,000
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	41,970	35,500	35,500
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	3,116	3,040	3,040
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	-	-
52 OPERATING SUPPLIES	283,060	263,095	263,095
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	1,832,594	1,865,179	1,958,595
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	1,502,263	1,549,044	1,644,460
SUPPORT SERVICES	47,271	53,040	51,040
MATERIALS & SUPPLIES	283,060	263,095	263,095
CAPITAL OUTLAY	-	-	-
TOTAL	1,832,594	1,865,179	1,958,595

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
RS/SOUTH REGION (REGION 4)			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	821,277	839,528	864,007
13 OTHER SALARIES	-	-	-
14 OVERTIME	99,548	46,169	46,169
21 FICA MATCHING	65,645	62,451	70,429
22 RETIREMENT	90,945	87,241	100,667
23 INSURANCE	204,694	207,059	274,274
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	10,018	19,500	19,500
40 TRAVEL	-	-	-
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	7,933	5,000	5,000
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	42,469	34,500	34,500
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	199	220	220
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	-	-
52 OPERATING SUPPLIES	255,380	205,000	195,000
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	32,640	-	-
TOTAL	1,630,748	1,506,668	1,609,766
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	1,282,109	1,242,448	1,355,546
SUPPORT SERVICES	60,619	59,220	59,220
MATERIALS & SUPPLIES	255,380	205,000	195,000
CAPITAL OUTLAY	32,640	-	-
TOTAL	1,630,748	1,506,668	1,609,766
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL <u>2009</u>	APPROVED <u>2010</u>	APPROVED <u>2011</u>
RS/SEWER MAINTENANCE SERVICE			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	824,114	843,790	854,406
13 OTHER SALARIES	-	-	-
14 OVERTIME	59,628	87,500	87,500
21 FICA MATCHING	67,455	67,933	72,458
22 RETIREMENT	88,627	91,418	103,655
23 INSURANCE	166,783	169,042	204,885
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	43,557	30,000	30,000
40 TRAVEL	-	-	-
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	500	500
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	47,099	46,250	46,250
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	177	200	200
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	-	-
52 OPERATING SUPPLIES	136,102	139,000	139,000
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	1,433,542	1,475,633	1,538,854
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	1,206,607	1,259,683	1,322,904
SUPPORT SERVICES	90,833	76,950	76,950
MATERIALS & SUPPLIES	136,102	139,000	139,000
CAPITAL OUTLAY	-	-	-
TOTAL	1,433,542	1,475,633	1,538,854

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
RS/FIRE HYDRANT INSTALL/MAINT.			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	299,409	299,295	305,154
13 OTHER SALARIES	-	-	-
14 OVERTIME	282	7,000	7,000
21 FICA MATCHING	22,895	23,384	24,321
22 RETIREMENT	30,063	30,711	34,375
23 INSURANCE	59,367	59,138	74,417
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	-	-	1,200
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	10,676	10,500	10,500
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	-	140	140
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	-	-
52 OPERATING SUPPLIES	123,325	118,500	116,500
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	546,017	548,668	573,607
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	412,016	419,528	445,267
SUPPORT SERVICES	10,676	10,640	11,840
MATERIALS & SUPPLIES	123,325	118,500	116,500
CAPITAL OUTLAY	-	-	-
TOTAL	546,017	548,668	573,607
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

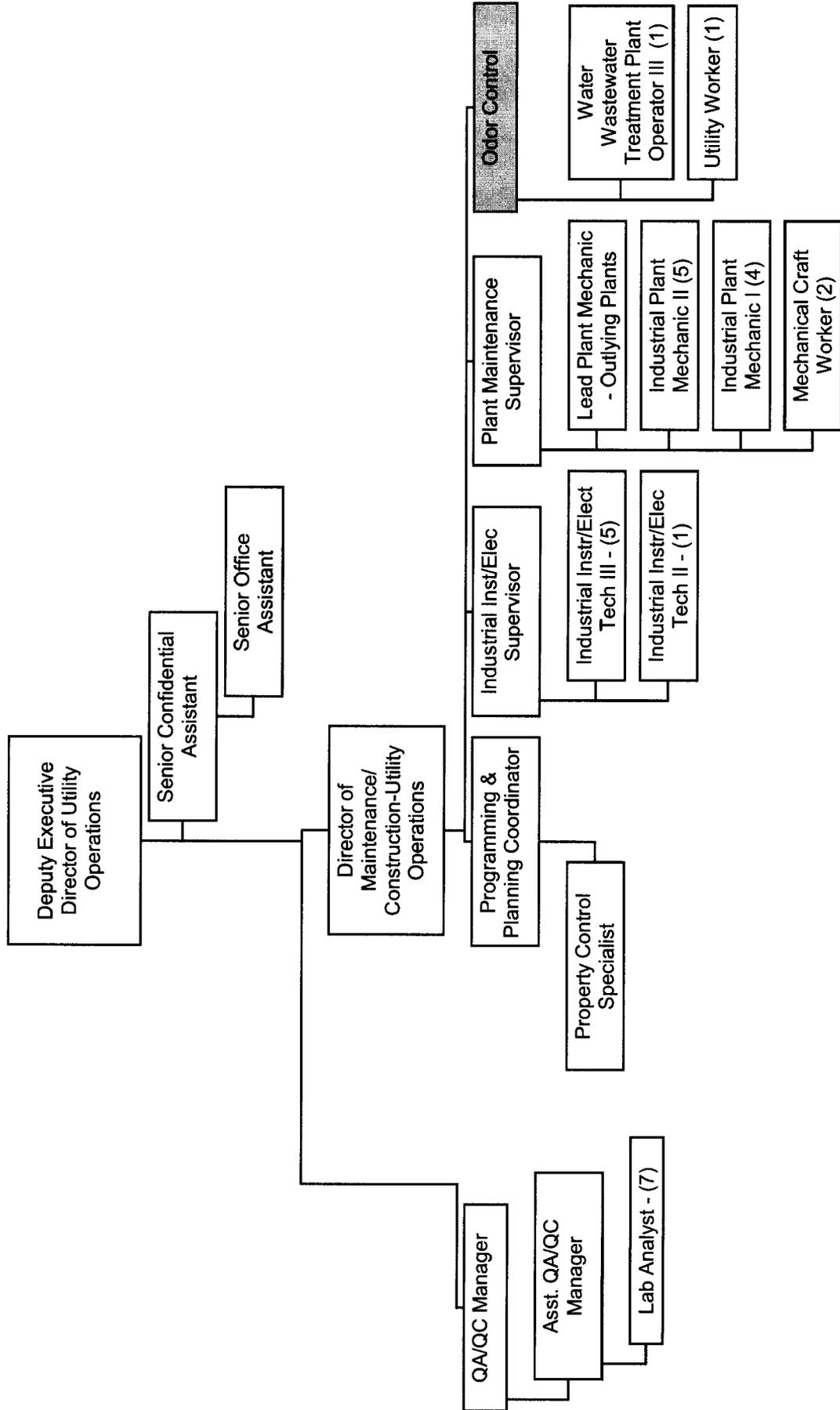
	ACTUAL <u>2009</u>	APPROVED <u>2010</u>	APPROVED <u>2011</u>
RS/PATCH SERVICES			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	247,774	249,498	249,498
13 OTHER SALARIES	-	-	-
14 OVERTIME	6,674	10,000	10,000
21 FICA MATCHING	18,441	18,781	20,112
22 RETIREMENT	25,498	25,986	28,542
23 INSURANCE	51,802	47,427	65,339
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	49,257	109,000	109,000
40 TRAVEL	-	-	-
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	200	200
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	25,039	30,000	30,000
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	10,627	15,100	15,100
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	-	-
52 OPERATING SUPPLIES	63,396	71,000	71,000
53 ROAD MATERIALS & SUPPLIES	83,998	80,000	80,000
54 SUBSCR/MEMBERSHIPS	-	-	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	582,506	656,992	678,791
=====			
DEPARTMENTAL EXPENDITURE SUMMARIES			

PERSONAL SERVICES	350,189	351,692	373,491
SUPPORT SERVICES	84,923	154,300	154,300
MATERIALS & SUPPLIES	147,394	151,000	151,000
CAPITAL OUTLAY	-	-	-
TOTAL	582,506	656,992	678,791
=====			

UTILITY OPERATIONS



EMERALD COAST UTILITIES AUTHORITY UTILITY OPERATIONS



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
UTILITY OPERATIONS DEPARTMENT			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	1,787,319	1,845,651	1,912,669
13 OTHER SALARIES	-	-	-
14 OVERTIME	79,377	123,135	143,060
21 FICA MATCHING	137,283	142,063	157,612
22 RETIREMENT	192,002	199,620	230,869
23 INSURANCE	297,935	302,771	396,084
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	7,997	21,000	26,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	110,548	92,500	77,000
40 TRAVEL	3,907	6,500	10,450
41 COMMUNICATIONS	502	750	750
43 UTILITIES	-	-	30,000
44 RENTALS & LEASES	38,135	39,500	46,400
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	857,678	1,287,950	1,624,330
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	29,983	36,550	40,050
42 TRANSPORTATION (POSTAGE)	2,922	4,500	7,500
47 PRINTING	514	1,250	2,750
51 OFFICE SUPPLIES	11,724	12,100	13,550
52 OPERATING SUPPLIES	194,278	218,490	692,025
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	4,341	7,000	7,150
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	38,915	-	-
TOTAL	3,795,360	4,341,330	5,418,249
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	2,493,916	2,613,240	2,840,294
SUPPORT SERVICES	1,048,750	1,484,750	1,854,980
MATERIALS & SUPPLIES	213,779	243,340	722,975
CAPITAL OUTLAY	38,915	-	-
TOTAL	3,795,360	4,341,330	5,418,249

EMERALD COAST UTILITIES AUTHORITY
GOALS AND WORK PLAN

DEPARTMENT:

Utility Operations

ACTIVITY DESCRIPTION:

The UO Administration activity is responsible for directing the operating groups for Water Production and Water Reclamation. All contacts with FDEP and EPA relative to water and wastewater are handled through this office. The department staff tracks compliance with State and Federal regulatory agencies and keeps abreast of changes in both State and Federal regulations for water and wastewater. The department analyzes potable water, surface and wastewater samples, in accordance with State and Federal regulations. Additionally, the department provides maintenance services for water wells, water reclamation facilities, and sewage pumping stations, including mechanical, electrical and instrumentation.

GOAL:

The goal of the UO department is to ensure that ECUA customers receive the highest quality potable water supply possible and that wastewater is efficiently collected and treated to the highest standards. The department is dedicated to reducing operating costs through improved efficiency in operations.

OBJECTIVES:

1. Compliance with State and Federal regulations.
2. Cost reduction through improved operational efficiency.
3. Safe drinking water.
4. Improve aging infrastructure.

2011 TARGETED ACCOMPLISHMENTS:

1. Complete the transition of all Main Street operations to the new CWRF.
2. Complete demolition and capital recovery at the existing Main Street site.
3. Monitor and develop Bayou Marcus expanded wetlands data for future demands.
4. Evaluate the expansion of reuse at Pensacola Beach.
5. Procure suitable sites for the northern well field.
6. Complete integration of the planned maintenance program for all facilities.

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EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
UO/ ADMINISTRATION			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	193,982	194,767	195,613
13 OTHER SALARIES	-	-	-
14 OVERTIME	-	250	250
21 FICA MATCHING	13,819	13,760	13,917
22 RETIREMENT	23,181	23,290	25,837
23 INSURANCE	27,501	25,902	33,585
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	-	-
40 TRAVEL	343	1,000	1,000
41 COMMUNICATIONS	502	750	750
43 UTILITIES	-	-	-
44 RENTALS & LEASES	5,101	5,100	9,400
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	2,687	3,700	1,350
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	247	2,000	2,000
42 TRANSPORTATION (POSTAGE)	2,922	4,500	3,500
47 PRINTING	225	500	2,000
51 OFFICE SUPPLIES	8,865	9,500	9,500
52 OPERATING SUPPLIES	28,322	34,500	31,875
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	157	550	550
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	307,854	320,069	331,127
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	258,483	257,969	269,202
SUPPORT SERVICES	8,880	12,550	14,500
MATERIALS & SUPPLIES	40,491	49,550	47,425
CAPITAL OUTLAY	-	-	-
TOTAL	307,854	320,069	331,127

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

UO/QAQC ELEMENT	ACTUAL 2009	APPROVED 2010	APPROVED 2011
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	432,064	467,638	468,505
13 OTHER SALARIES	-	-	-
14 OVERTIME	4,331	11,000	11,000
21 FICA MATCHING	31,071	34,082	36,843
22 RETIREMENT	43,075	47,146	51,643
23 INSURANCE	75,355	81,501	103,278
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	7,997	20,000	25,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	69,331	30,500	14,500
40 TRAVEL	2,893	2,000	2,000
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	30,000
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	3,181	6,500	8,380
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	5,615	8,900	8,900
42 TRANSPORTATION (POSTAGE)	-	-	4,000
47 PRINTING	110	250	250
51 OFFICE SUPPLIES	-	-	-
52 OPERATING SUPPLIES	77,207	86,800	86,800
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	1,085	1,150	1,150
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	34,421	-	-
TOTAL	787,736	797,467	852,249
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	585,896	641,367	671,269
SUPPORT SERVICES	89,017	67,900	88,780
MATERIALS & SUPPLIES	78,402	88,200	92,200
CAPITAL OUTLAY	34,421	-	-
TOTAL	787,736	797,467	852,249

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
UO/MAINTENANCE			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	93,434	93,600	98,280
13 OTHER SALARIES	-	-	-
14 OVERTIME	-	-	-
21 FICA MATCHING	7,154	7,113	7,587
22 RETIREMENT	9,203	9,220	14,320
23 INSURANCE	6,708	6,805	603
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	1,000	1,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	-	-
40 TRAVEL	-	-	1,500
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	87	250	1,300
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	-	150	1,650
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	100	100
51 OFFICE SUPPLIES	-	100	100
52 OPERATING SUPPLIES	1,495	1,440	1,600
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	----- 118,081 =====	----- 119,778 =====	----- 128,040 =====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	116,499	116,738	120,790
SUPPORT SERVICES	87	1,400	5,450
MATERIALS & SUPPLIES	1,495	1,640	1,800
CAPITAL OUTLAY	-	-	-
TOTAL	----- 118,081 =====	----- 119,778 =====	----- 128,040 =====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL <u>2009</u>	APPROVED <u>2010</u>	APPROVED <u>2011</u>
UO/OPERATION & MAINTENANCE INFO SYS			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	104,208	105,579	105,579
13 OTHER SALARIES	-	-	-
14 OVERTIME	-	-	-
21 FICA MATCHING	7,932	8,028	8,301
22 RETIREMENT	10,264	10,400	11,371
23 INSURANCE	13,218	13,396	16,626
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	419	600	600
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	-	-	-
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	200	200
51 OFFICE SUPPLIES	1,340	800	2,000
52 OPERATING SUPPLIES	894	3,150	3,150
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	100	400	400
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	----- 138,375 =====	----- 142,553 =====	----- 148,227 =====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	135,622	137,403	141,877
SUPPORT SERVICES	419	600	600
MATERIALS & SUPPLIES	2,334	4,550	5,750
CAPITAL OUTLAY	-	-	-
TOTAL	----- 138,375 =====	----- 142,553 =====	----- 148,227 =====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
UO/I/E-PLANTS			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	364,027	368,259	367,163
13 OTHER SALARIES	-	-	-
14 OVERTIME	23,870	24,985	28,535
21 FICA MATCHING	30,107	29,953	30,478
22 RETIREMENT	39,283	39,202	42,301
23 INSURANCE	39,946	39,599	50,723
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	32,628	43,000	43,000
40 TRAVEL	-	2,000	2,000
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	1,000	1,000
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	171,122	293,300	337,300
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	21,358	20,250	20,250
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	180	200	200
51 OFFICE SUPPLIES	743	500	500
52 OPERATING SUPPLIES	24,854	27,000	27,000
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	2,999	4,700	4,700
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	4,494	-	-
TOTAL	755,611	893,948	955,150
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	497,233	501,998	519,200
SUPPORT SERVICES	225,108	359,550	403,550
MATERIALS & SUPPLIES	28,776	32,400	32,400
CAPITAL OUTLAY	4,494	-	-
TOTAL	755,611	893,948	955,150
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
UC/PLANT MAINTENANCE			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	599,603	615,808	610,855
13 OTHER SALARIES	-	-	-
14 OVERTIME	51,177	86,900	103,275
21 FICA MATCHING	47,199	49,127	55,357
22 RETIREMENT	66,996	70,362	77,821
23 INSURANCE	135,208	135,568	165,397
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	8,589	19,000	19,500
40 TRAVEL	671	1,500	3,200
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	33,034	33,400	36,000
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	680,182	983,600	1,239,600
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	2,763	5,250	6,250
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	776	1,200	1,200
52 OPERATING SUPPLIES	61,506	65,600	68,100
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	200	200
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	1,687,704	2,067,515	2,386,755
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	900,183	957,765	1,012,705
SUPPORT SERVICES	725,239	1,042,750	1,304,550
MATERIALS & SUPPLIES	62,282	67,000	69,500
CAPITAL OUTLAY	-	-	-
TOTAL	1,687,704	2,067,515	2,386,755
	=====	=====	=====

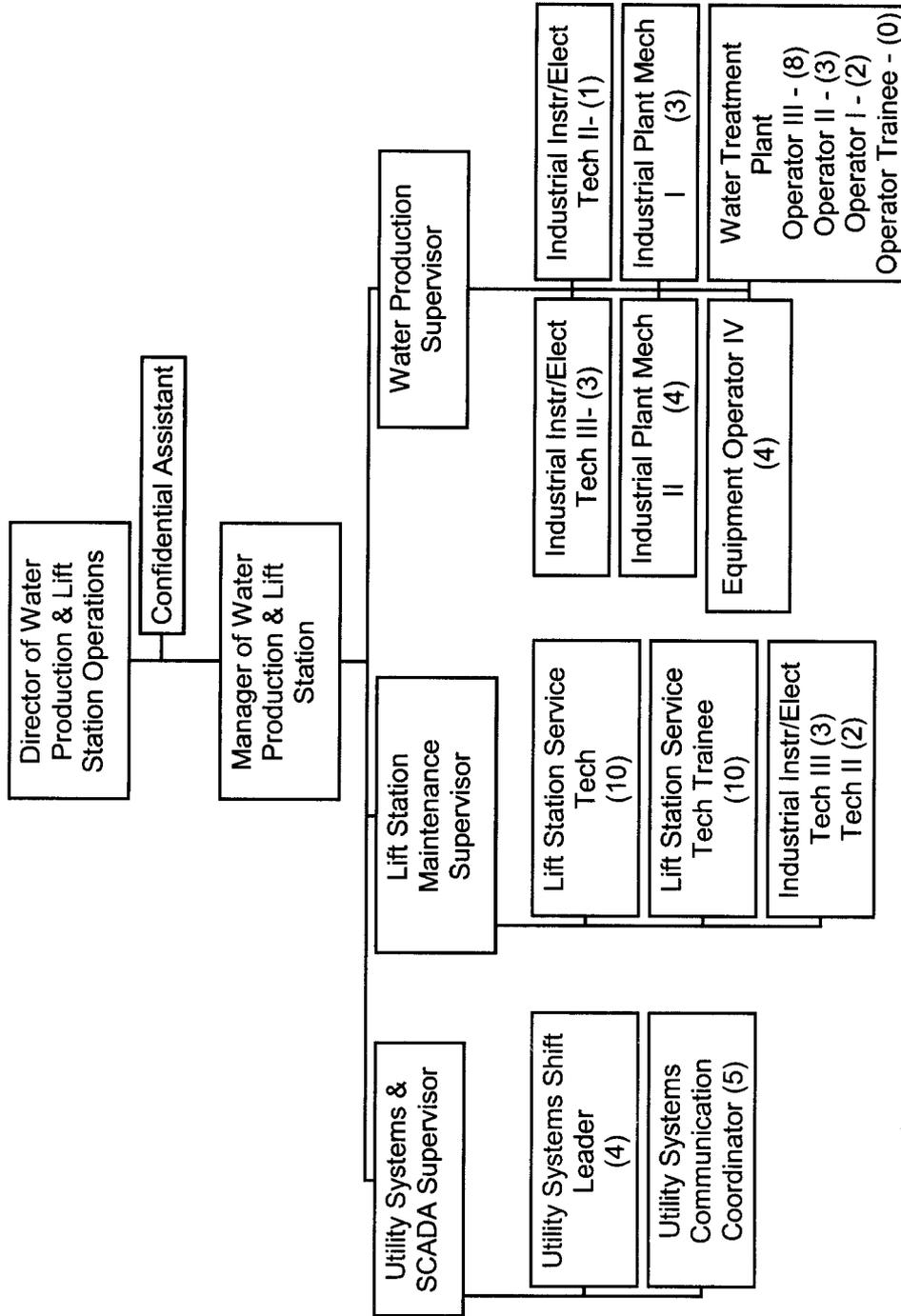
EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
UO/ODOR CONTROLS			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	-	-	66,674
13 OTHER SALARIES	-	-	-
14 OVERTIME	-	-	-
21 FICA MATCHING	-	-	5,129
22 RETIREMENT	-	-	7,576
23 INSURANCE	-	-	25,872
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	-	-
40 TRAVEL	-	-	750
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	-	-	35,800
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	-	-	1,000
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	-	250
52 OPERATING SUPPLIES	-	-	473,500
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	150
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	-	-	616,701
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	-	-	105,251
SUPPORT SERVICES	-	-	37,550
MATERIALS & SUPPLIES	-	-	473,900
CAPITAL OUTLAY	-	-	-
TOTAL	-	-	616,701
	=====	=====	=====

WATER PRODUCTION/ LIFT STATION



EMERALD COAST UTILITIES AUTHORITY UTILITY OPERATIONS WATER PRODUCTION AND LIFT STATIONS



Positions: 68

10-1-2010

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL <u>2009</u>	APPROVED <u>2010</u>	APPROVED <u>2011</u>
WATER PRODUCTION & LIFT STATIONS			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	2,996,378	3,128,274	3,010,372
13 OTHER SALARIES	-	-	-
14 OVERTIME	269,435	439,510	457,615
21 FICA MATCHING	240,944	262,794	264,750
22 RETIREMENT	324,581	361,173	377,024
23 INSURANCE	584,326	582,430	749,850
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	652	15,000	10,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	50,413	28,500	23,500
40 TRAVEL	-	6,800	10,400
41 COMMUNICATIONS	-	-	-
43 UTILITIES	2,809,378	3,090,245	3,298,074
44 RENTALS & LEASES	29,668	10,488	16,202
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	828,643	955,578	899,893
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	34,521	55,815	61,515
42 TRANSPORTATION (POSTAGE)	612	200	200
47 PRINTING	192	200	200
51 OFFICE SUPPLIES	7,416	7,482	7,982
52 OPERATING SUPPLIES	1,631,471	1,815,165	1,908,413
53 ROAD MATERIALS & SUPPLIES	44	1,000	500
54 SUBSCR/MEMBERSHIPS	2,174	2,875	4,275
63 CAPITAL IMPROVEMENTS	7,200	-	-
64 MACHINERY & EQUIPMENT	82,179	-	-
TOTAL	9,900,227	10,763,529	11,100,765
	=====	=====	=====

DEPARTMENTAL EXPENDITURE SUMMARIES

PERSONAL SERVICES	4,415,664	4,774,181	4,859,611
SUPPORT SERVICES	3,753,275	4,162,426	4,319,584
MATERIALS & SUPPLIES	1,641,909	1,826,922	1,921,570
CAPITAL OUTLAY	89,379	-	-
TOTAL	9,900,227	10,763,529	11,100,765
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT:

Water Production and Lift Station Operations

ACTIVITY DESCRIPTION:

Monitor, maintain, and operate 32 well sites, 7 elevated water tanks, and 3 pumping stations with 5 ground storage tanks providing 24 hr/day, 365 days a year service to guarantee a high quality product for consumption with adequate pressures and volumes. Monitor via SCADA the operation of a large public water system producing approximately 13 billion gallons of water per year. Meet all regulatory requirements of the USEPA, FDEP, FDOH and NFWFMD. Monitor, maintain, and operate 366 sewage pumping stations to ensure proper disposal of wastewater. Perform preventative maintenance on all Water Production & Lift Stations to minimize mechanical failure and spills, overflows and backups.

GOAL:

To improve all divisions of Water Production to ensure a quality product in sufficient quantities to meet their demands well into the future and be as efficient in doing so. To enhance professionalism and attitudes throughout our divisions through additional training and education for personnel. To maximize preventive maintenance programs, facility replacement and minimize sewage overflows and backups. Continue to modify our operational procedures to maximize production while minimizing costs. Contribute to the advancement of the organization through joint participation within ECUA and with other local and state agencies.

OBJECTIVES:

1. To improve performance and productivity through training and professional development.
2. Rehabilitation of water production and lift station facilities to ensure the most reliable equipment possible.
3. Continue to provide educational opportunities to develop a strong employee base for further development of our employees.
4. Continue R&R during winter months to prepare for summer demand of water.
5. Reduce the number of emergency repairs through preventative maintenance program.

2011 TARGETED ACCOMPLISHMENTS:

1. To promote the goals of ECUA and Water Production throughout the organization and community.
2. Constantly looking for ways to improve our operations by increases in productivity and efficiency.
3. To constantly project a professional attitude and dedication necessary to operate a large public water and wastewater collection system and ensure public confidence.
4. Maintain all Water Production and Lift Station equipment and generators to ensure a 24 hr/365 days a year operation.
5. Continue to repair and upgrade unsafe lift stations as funding allows.

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL <u>2009</u>	APPROVED <u>2010</u>	APPROVED <u>2011</u>
WP/WATER OPERATION			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	930,446	932,530	873,338
13 OTHER SALARIES	-	-	-
14 OVERTIME	66,502	71,000	71,000
21 FICA MATCHING	72,898	72,876	72,665
22 RETIREMENT	99,320	99,909	105,700
23 INSURANCE	179,338	175,974	208,461
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	652	15,000	10,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	19,164	23,000	18,000
40 TRAVEL	-	1,000	3,600
41 COMMUNICATIONS	-	-	-
43 UTILITIES	1,728,386	1,738,000	1,938,539
44 RENTALS & LEASES	20,000	1,000	6,000
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	67,901	63,500	74,700
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	30,119	33,900	39,400
42 TRANSPORTATION (POSTAGE)	368	200	200
47 PRINTING	33	200	200
51 OFFICE SUPPLIES	3,738	3,500	3,500
52 OPERATING SUPPLIES	1,382,748	1,433,400	1,529,687
53 ROAD MATERIALS & SUPPLIES	44	1,000	500
54 SUBSCR/MEMBERSHIPS	487	1,125	2,125
63 CAPITAL IMPROVEMENTS	7,200	-	-
64 MACHINERY & EQUIPMENT	27,499	-	-
TOTAL	4,636,843	4,667,114	4,957,615
=====			
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	1,348,504	1,352,289	1,331,164
SUPPORT SERVICES	1,866,222	1,875,400	2,090,239
MATERIALS & SUPPLIES	1,387,418	1,439,425	1,536,212
CAPITAL OUTLAY	34,699	-	-
TOTAL	4,636,843	4,667,114	4,957,615
=====			

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
WP/WELL MECHANICAL MAINTENANCE			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	446,047	681,176	643,834
13 OTHER SALARIES	-	-	-
14 OVERTIME	28,692	48,180	48,180
21 FICA MATCHING	35,434	56,986	53,456
22 RETIREMENT	46,675	74,354	74,530
23 INSURANCE	65,874	98,619	117,799
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	-	-
40 TRAVEL	-	800	1,800
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	184,303	289,700	229,000
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	693	3,800	3,800
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	782	782
52 OPERATING SUPPLIES	43,126	76,245	61,765
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	200	175	275
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	3,811	-	-
TOTAL	854,855	1,330,817	1,235,221
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	622,722	959,315	937,799
SUPPORT SERVICES	184,996	294,300	234,600
MATERIALS & SUPPLIES	43,326	77,202	62,822
CAPITAL OUTLAY	3,811	-	-
TOTAL	854,855	1,330,817	1,235,221
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
WP/COMMUNICATIONS CENTER			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	508,601	507,477	499,096
13 OTHER SALARIES	-	-	-
14 OVERTIME	133,857	157,000	157,000
21 FICA MATCHING	47,518	48,607	50,162
22 RETIREMENT	64,420	66,370	71,312
23 INSURANCE	93,731	91,294	115,552
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	7,549	5,500	5,500
40 TRAVEL	-	4,000	4,000
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	9,030	8,988	9,627
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	25,261	31,218	31,218
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	400	3,500	3,200
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	86	-	-
51 OFFICE SUPPLIES	2,245	1,500	2,000
52 OPERATING SUPPLIES	1,272	3,600	3,300
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	1,287	1,425	1,725
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	33,536	-	-
TOTAL	928,793	930,479	953,692
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	848,127	870,748	893,122
SUPPORT SERVICES	42,240	53,206	53,545
MATERIALS & SUPPLIES	4,890	6,525	7,025
CAPITAL OUTLAY	33,536	-	-
TOTAL	928,793	930,479	953,692
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY BUDGET

FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
WP/LIFT STATIONS			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	736,116	1,007,091	994,104
13 OTHER SALARIES	-	-	-
14 OVERTIME	21,828	163,330	181,435
21 FICA MATCHING	56,394	84,325	88,467
22 RETIREMENT	75,386	120,540	125,482
23 INSURANCE	179,652	216,543	308,038
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	23,700	-	-
40 TRAVEL	-	1,000	1,000
41 COMMUNICATIONS	-	-	-
43 UTILITIES	1,080,992	1,352,245	1,359,535
44 RENTALS & LEASES	638	500	575
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	290,274	571,160	564,975
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	3,183	14,615	15,115
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	598	1,700	1,700
52 OPERATING SUPPLIES	163,571	301,920	313,661
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	150	150
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	2,632,332	3,835,119	3,954,237
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	1,069,376	1,591,829	1,697,526
SUPPORT SERVICES	1,398,787	1,939,520	1,941,200
MATERIALS & SUPPLIES	164,169	303,770	315,511
CAPITAL OUTLAY	-	-	-
TOTAL	2,632,332	3,835,119	3,954,237

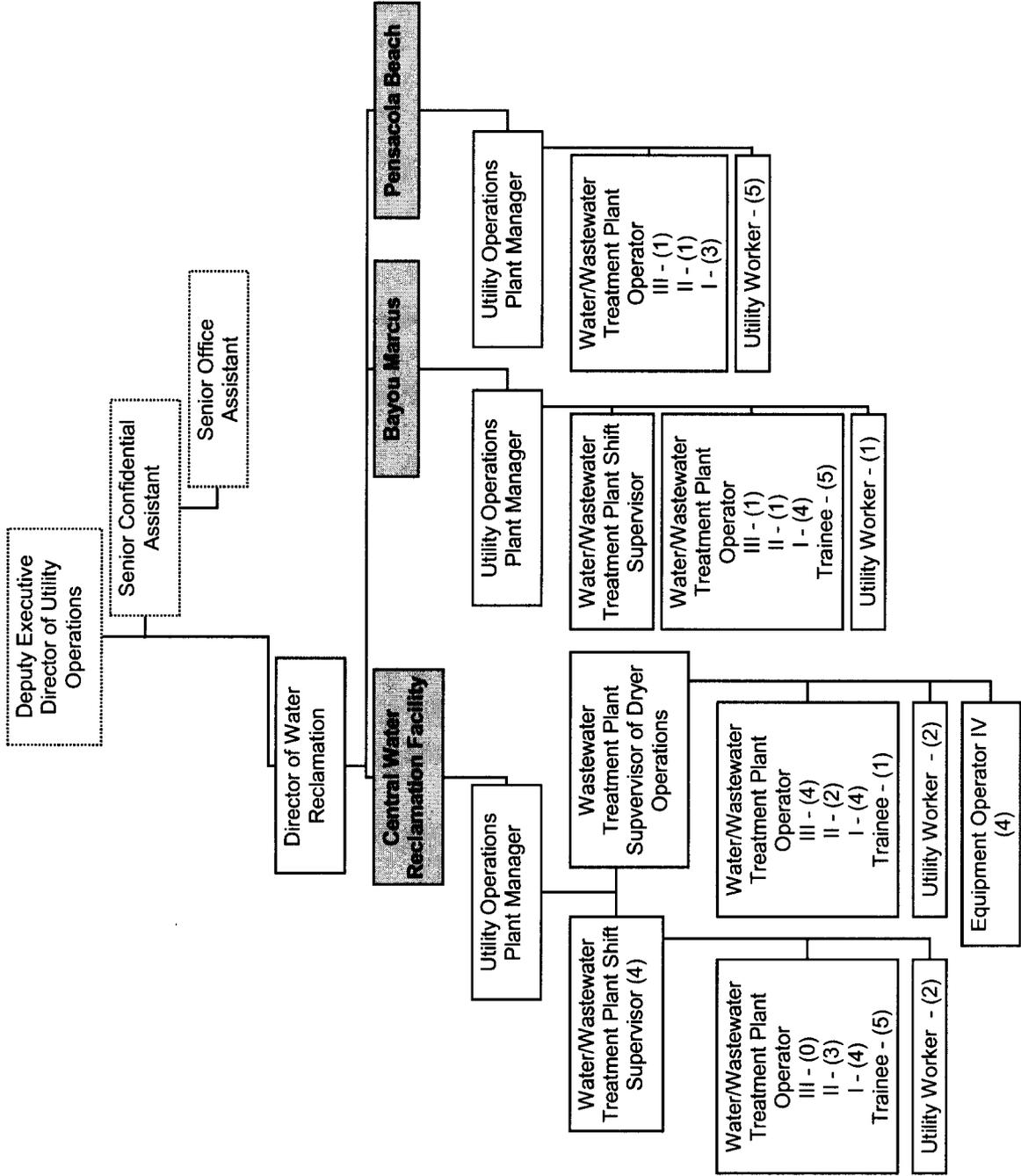
EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
WATER PROD/IE LIFT STATIONS & WELLS			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	375,169	-	-
13 OTHER SALARIES	-	-	-
14 OVERTIME	18,557	-	-
21 FICA MATCHING	28,700	-	-
22 RETIREMENT	38,782	-	-
23 INSURANCE	65,732	-	-
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	260,904	-	-
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	125	-	-
42 TRANSPORTATION (POSTAGE)	244	-	-
47 PRINTING	73	-	-
51 OFFICE SUPPLIES	835	-	-
52 OPERATING SUPPLIES	40,754	-	-
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	200	-	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	17,333	-	-
TOTAL	847,408	-	-
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	526,940	-	-
SUPPORT SERVICES	261,029	-	-
MATERIALS & SUPPLIES	42,106	-	-
CAPITAL OUTLAY	17,333	-	-
TOTAL	847,408	-	-
	=====	=====	=====

WATER RECLAMATION



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



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
WATER RECLAMATION DEPARTMENT			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	2,409,336	2,493,820	2,391,913
13 OTHER SALARIES	-	-	-
14 OVERTIME	320,333	409,000	494,000
21 FICA MATCHING	204,198	207,352	207,930
22 RETIREMENT	276,283	298,816	313,022
23 INSURANCE	529,000	564,591	686,948
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	46,446	60,000	55,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	815,894	975,000	727,000
40 TRAVEL	1,167	7,200	7,200
41 COMMUNICATIONS	8,128	7,800	7,950
43 UTILITIES	3,249,931	3,752,000	5,827,000
44 RENTALS & LEASES	410,894	426,000	167,000
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	379,511	571,000	218,000
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	87,406	94,830	103,530
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	300	300
52 OPERATING SUPPLIES	1,787,243	2,197,675	1,821,525
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	2,321	2,650	2,650
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	10,141	-	-
TOTAL	10,538,232	12,068,034	13,030,968
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	3,739,150	3,973,579	4,093,813
SUPPORT SERVICES	4,999,377	5,893,830	7,112,680
MATERIALS & SUPPLIES	1,789,564	2,200,625	1,824,475
CAPITAL OUTLAY	10,141	-	-
TOTAL	10,538,232	12,068,034	13,030,968
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT:

Water Reclamation

ACTIVITY DESCRIPTION:

To operate, maintain, repair, and expand/upgrade three wastewater treatment and effluent disposal facilities. Process, dewater and dry biological solids (sludge) for disposal and beneficial use. Add chemicals and biological agents to minimize odor generation and corrosion in collection system.

GOALS:

1. To ensure that the customers of ECUA receive proper treatment of their wastewater with minimum disruption of service and at the lowest operation cost.
2. To ensure that all State and Federal effluent discharge criteria are met.
3. To minimize the generation of odors.
4. To operate all of the equipment at maximum efficiency at all times, with minimum disruption of services and downtime of equipment.

OBJECTIVES:

1. To ensure that all plants comply with State and Federal permits.
2. To keep abreast of changes in treatment technology to minimize costs.
3. To reduce odors and take corrective action at the treatment facilities.
4. To maintain our timeliness for processing paperwork including regulatory reports.
5. To maintain a safe working environment and to ensure the ECUA employees have adequate training.

2011 TARGETED ACCOMPLISHMENTS:

1. To minimize the number of permit excursions at each plant.
2. To start-up the southern wetlands distribution project at Bayou Marcus.
3. To complete start up the reuse system at Pensacola Beach.
4. To complete the start up of the Central Water Reclamation Facility.

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EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
WR/ADMINISTRATION			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	102,001	102,050	102,050
13 OTHER SALARIES	-	-	-
14 OVERTIME	-	-	-
21 FICA MATCHING	7,336	7,241	7,823
22 RETIREMENT	13,383	13,389	14,869
23 INSURANCE	13,336	12,513	16,695
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	-	-
40 TRAVEL	-	1,300	1,300
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	506	1,000	1,000
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	6,594	1,500	1,500
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	200	200
52 OPERATING SUPPLIES	706	2,025	2,025
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	805	600	600
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	144,667	141,818	148,062

DEPARTMENTAL EXPENDITURE SUMMARIES

PERSONAL SERVICES	136,056	135,193	141,437
SUPPORT SERVICES	7,100	3,800	3,800
MATERIALS & SUPPLIES	1,511	2,825	2,825
CAPITAL OUTLAY	-	-	-
TOTAL	144,667	141,818	148,062

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
WR/DRYER OPERATIONS			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	634,786	654,403	-
13 OTHER SALARIES	-	-	-
14 OVERTIME	103,150	117,000	-
21 FICA MATCHING	54,467	55,914	-
22 RETIREMENT	72,094	74,968	-
23 INSURANCE	147,912	160,667	-
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	6,634	7,000	2,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	624,415	810,000	308,000
40 TRAVEL	-	1,000	-
41 COMMUNICATIONS	-	-	-
43 UTILITIES	504,862	650,000	10,000
44 RENTALS & LEASES	-	4,000	3,000
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	57,930	133,000	20,000
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	1,254	12,000	10,000
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	-	-
52 OPERATING SUPPLIES	441,263	631,250	203,600
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	175	150	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	10,141	-	-
TOTAL	2,659,083	3,311,352	556,600
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	1,012,409	1,062,952	-
SUPPORT SERVICES	1,195,095	1,617,000	353,000
MATERIALS & SUPPLIES	441,438	631,400	203,600
CAPITAL OUTLAY	10,141	-	-
TOTAL	2,659,083	3,311,352	556,600
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
WR/WET PROCESS			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	741,865	763,777	-
13 OTHER SALARIES	-	-	-
14 OVERTIME	123,820	157,000	-
21 FICA MATCHING	63,074	63,498	-
22 RETIREMENT	85,882	100,116	-
23 INSURANCE	183,759	188,575	-
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	16,312	45,000	10,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	2,800	25,000	62,000
40 TRAVEL	-	1,000	-
41 COMMUNICATIONS	2,359	1,700	1,700
43 UTILITIES	1,913,690	2,100,000	600,000
44 RENTALS & LEASES	410,894	420,000	160,000
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	116,283	160,000	70,000
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	39,595	36,900	16,500
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	-	-
52 OPERATING SUPPLIES	984,340	1,165,000	249,000
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	771	850	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	4,685,444	5,228,416	1,169,200
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	1,198,400	1,272,966	-
SUPPORT SERVICES	2,501,933	2,789,600	920,200
MATERIALS & SUPPLIES	985,111	1,165,850	249,000
CAPITAL OUTLAY	-	-	-
TOTAL	4,685,444	5,228,416	1,169,200
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
WR/BAYOU MARCUS WRF			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	531,970	569,913	528,437
13 OTHER SALARIES	-	-	-
14 OVERTIME	58,718	72,000	72,000
21 FICA MATCHING	47,123	46,931	46,283
22 RETIREMENT	60,792	64,379	65,387
23 INSURANCE	100,823	117,928	132,332
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	56,430	30,000	40,000
40 TRAVEL	1,167	2,400	2,400
41 COMMUNICATIONS	3,685	3,600	3,750
43 UTILITIES	634,163	800,000	775,000
44 RENTALS & LEASES	-	1,000	2,000
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	171,568	222,000	70,000
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	23,858	25,780	26,280
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	-	-
52 OPERATING SUPPLIES	305,811	297,100	335,100
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	420	550	550
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	1,996,528	2,253,581	2,099,519
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	799,426	871,151	844,439
SUPPORT SERVICES	890,871	1,084,780	919,430
MATERIALS & SUPPLIES	306,231	297,650	335,650
CAPITAL OUTLAY	-	-	-
TOTAL	1,996,528	2,253,581	2,099,519
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
WR/PENSACOLA BEACH WWTP			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	398,713	403,677	388,407
13 OTHER SALARIES	-	-	-
14 OVERTIME	34,644	63,000	63,000
21 FICA MATCHING	32,199	33,768	34,830
22 RETIREMENT	44,133	45,964	47,788
23 INSURANCE	83,170	84,908	108,987
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	23,500	8,000	8,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	132,249	110,000	110,000
40 TRAVEL	-	1,500	1,500
41 COMMUNICATIONS	2,085	2,500	2,500
43 UTILITIES	197,217	202,000	192,000
44 RENTALS & LEASES	-	1,000	1,000
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	33,224	55,000	12,000
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	16,105	18,650	18,650
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	100	100
52 OPERATING SUPPLIES	55,124	102,300	117,300
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	150	500	500
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	1,052,513	1,132,867	1,106,562
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	592,859	631,317	643,012
SUPPORT SERVICES	404,380	398,650	345,650
MATERIALS & SUPPLIES	55,274	102,900	117,900
CAPITAL OUTLAY	-	-	-
TOTAL	1,052,513	1,132,867	1,106,562
	=====	=====	=====

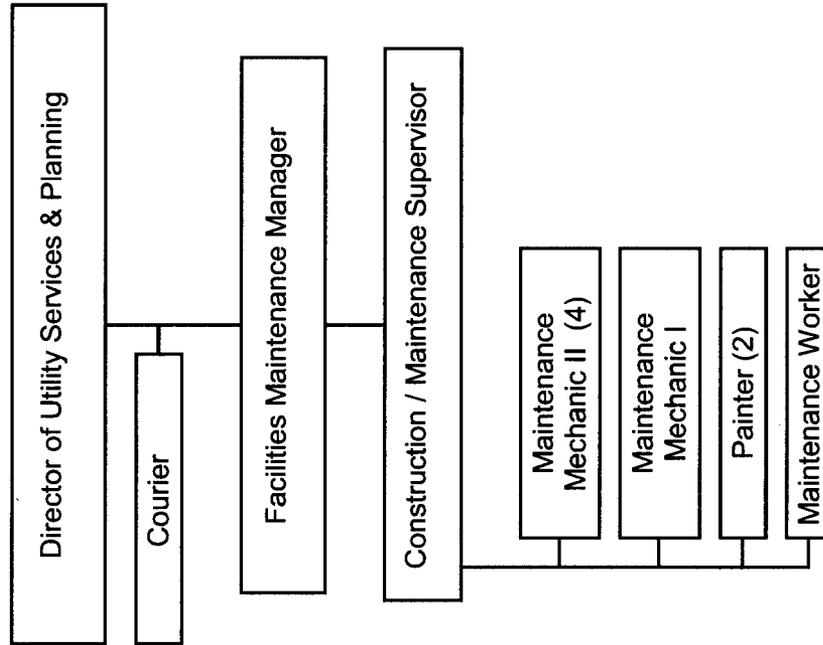
EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u>	<u>APPROVED</u>	<u>APPROVED</u>
	<u>2009</u>	<u>2010</u>	<u>2011</u>
WR/CENTRAL WRF			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	-	-	1,373,019
13 OTHER SALARIES	-	-	-
14 OVERTIME	-	-	359,000
21 FICA MATCHING	-	-	118,994
22 RETIREMENT	-	-	184,978
23 INSURANCE	-	-	428,934
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	35,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	-	207,000
40 TRAVEL	-	-	2,000
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	4,250,000
44 RENTALS & LEASES	-	-	1,000
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	-	-	45,000
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	-	-	30,600
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	-	-
52 OPERATING SUPPLIES	-	-	914,500
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	1,000
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	-	-	7,951,025
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	-	-	2,464,925
SUPPORT SERVICES	-	-	4,570,600
MATERIALS & SUPPLIES	-	-	915,500
CAPITAL OUTLAY	-	-	-
TOTAL	-	-	7,951,025
	=====	=====	=====

UTILITY SERVICES & PLANNING



EMERALD COAST UTILITIES AUTHORITY UTILITY SERVICES & PLANNING



EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
UTILITY SERVICES AND PLANNING DEPT.			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	582,752	590,087	580,609
13 OTHER SALARIES	-	-	-
14 OVERTIME	4,485	14,250	14,250
21 FICA MATCHING	41,459	42,301	46,205
22 RETIREMENT	60,954	62,644	67,689
23 INSURANCE	123,971	121,569	150,449
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	92,159	50,000	20,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	131,581	144,000	144,000
40 TRAVEL	2,830	3,350	3,350
41 COMMUNICATIONS	44,110	45,100	45,100
43 UTILITIES	250,280	214,700	214,700
44 RENTALS & LEASES	1,440	2,500	2,500
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	56,107	67,200	67,450
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	7,772	10,300	10,300
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	858	900	900
52 OPERATING SUPPLIES	39,702	50,600	50,600
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	1,110	1,400	1,400
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	1,441,570	1,420,901	1,419,502
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	813,621	830,851	859,202
SUPPORT SERVICES	586,279	537,150	507,400
MATERIALS & SUPPLIES	41,670	52,900	52,900
CAPITAL OUTLAY	-	-	-
TOTAL	1,441,570	1,420,901	1,419,502
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY

GOALS AND WORK PLAN

DEPARTMENT:

Utility Services & Planning

ACTIVITY DESCRIPTION:

This department is responsible for coordination and management of Facilities Maintenance and the courier activities; along with staff support to the Executive Director, and intergovernmental planning issues related to utility service provision.

GOAL:

The Goal of this department is to ensure proper care and maintenance of ECUA property, facilities and vehicles; 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 and cost effective support services for ECUA facilities.
2. Provision of timely coordination in intergovernmental process.

2011 TARGETED ACCOMPLISHMENTS:

1. Evaluate and, where feasible, consider implementation of alternate/renewable energy source and conservation applications for ECUA facilities.
2. Represent ECUA and its interests on the Board of National Association of Clean Water Agencies. (NACWA).
3. Coordinate the submittal and presentation of papers and technical talks regarding the Main St. WWTP Replacement Project.

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EMERALD COAST UTILITIES AUTHORITY
FUND 401

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
US/ADMINISTRATION ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	126,785	127,392	117,327
13 OTHER SALARIES	-	-	-
14 OVERTIME	-	250	250
21 FICA MATCHING	8,655	8,640	9,016
22 RETIREMENT	15,600	15,690	16,286
23 INSURANCE	26,574	25,915	26,215
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	92,159	50,000	20,000
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	-	-
40 TRAVEL	2,830	3,350	3,350
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	1,374	700	950
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	1,805	2,800	2,800
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	374	500	500
52 OPERATING SUPPLIES	2,489	3,600	3,600
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	1,110	1,400	1,400
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	279,755	240,237	201,694
DEPARTMENTAL EXPENDITURE SUMMA			
PERSONAL SERVICES	177,614	177,887	169,094
SUPPORT SERVICES	98,168	56,850	27,100
MATERIALS & SUPPLIES	3,973	5,500	5,500
CAPITAL OUTLAY	-	-	-
TOTAL	279,755	240,237	201,694

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 401

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
US/FACILITIES MAINTENANCE			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	455,967	462,695	463,282
13 OTHER SALARIES	-	-	-
14 OVERTIME	4,485	14,000	14,000
21 FICA MATCHING	32,804	33,661	37,189
22 RETIREMENT	45,354	46,954	51,403
23 INSURANCE	97,398	95,654	124,234
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	131,581	144,000	144,000
40 TRAVEL	-	-	-
41 COMMUNICATIONS	44,110	45,100	45,100
43 UTILITIES	250,280	214,700	214,700
44 RENTALS & LEASES	1,440	2,500	2,500
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	54,733	66,500	66,500
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	5,967	7,500	7,500
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	484	400	400
52 OPERATING SUPPLIES	37,213	47,000	47,000
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	----- 1,161,816 =====	----- 1,180,664 =====	----- 1,217,808 =====
 DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	636,008	652,964	690,108
SUPPORT SERVICES	488,111	480,300	480,300
MATERIALS & SUPPLIES	37,697	47,400	47,400
CAPITAL OUTLAY	-	-	-
TOTAL	----- 1,161,816 =====	----- 1,180,664 =====	----- 1,217,808 =====

SANITATION

**EMERALD COAST UTILITIES AUTHORITY
SANITATION SYSTEM
APPROVED SOURCES & USES
FISCAL YEAR 2011**

SOURCES

OPERATING REVENUES :

RESIDENTIAL	\$ 15,666,695	
COMMERCIAL	1,089,320	
FUEL RECOVERY FEE	867,000	
RECYCLABLE COMMODITIES	80,000	
MISCELLANEOUS	<u>35,000</u>	
TOTAL OPERATING REVENUES		17,738,015
ALLIED ANNUAL PAYMENT		50,000
INTEREST INCOME		<u>35,000</u>
TOTAL REVENUES		17,823,015
BEGINNING BALANCES :		
UNRESTRICTED RESERVES		<u>1,582,556</u>
TOTAL SOURCES		<u><u>19,405,571</u></u>

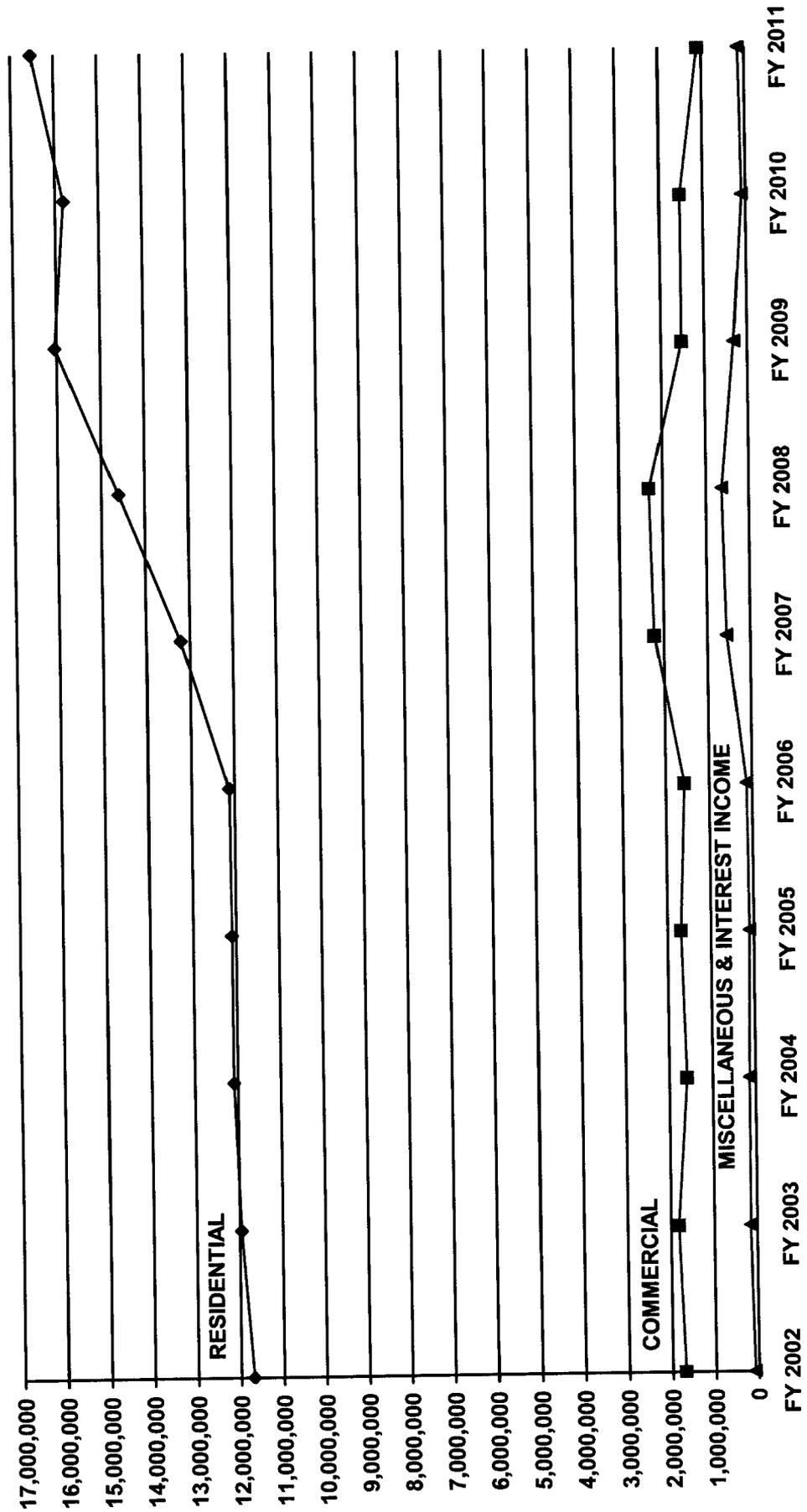
USES

PERSONAL SERVICES	7,018,326	
SUPPORT SERVICES	5,490,940	
MATERIALS & SUPPLIES	1,390,750	
OPERATING CONTINGENCY	82,500	
INDIRECT OVERHEAD ALLOCATION	<u>273,084</u>	
TOTAL OPERATING EXPENSES		14,255,600
DEBT SERVICE		1,081,242
CIP PROJECTS	415,000	
EQUIPMENT REPLACEMENT FUND	<u>1,655,000</u>	
TOTAL OTHERS		2,070,000
ENDING BALANCES :		
UNRESTRICTED RESERVES		<u>1,998,729</u>
TOTAL USES		<u><u>\$19,405,571</u></u>
DEBT SERVICE COVERAGE		<u><u>3.22</u></u>

**EMERALD COAST UTILITIES AUTHORITY
SANITATION SYSTEM
SOURCES AND USES STATEMENTS
9/30/2006 - 9/30/2011**

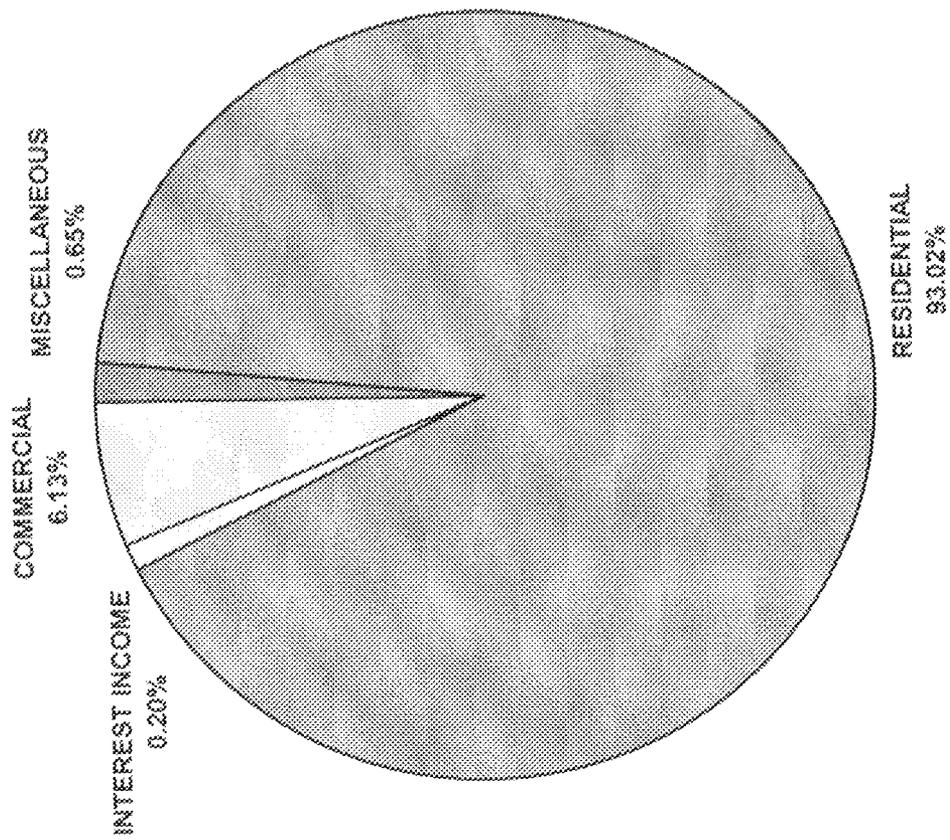
	<u>ACTUAL FY 2006</u>	<u>ACTUAL FY 2007</u>	<u>ACTUAL FY 2008</u>	<u>ACTUAL FY 2009</u>	<u>PROJECTED FY 2010</u>	<u>APPROVED FY 2011</u>
SOURCES OF FUNDS :						
<u>BEGINNING BALANCES:</u>						
Unrestricted Reserves	2,912,900	1,870,000	1,120,000	1,915,476	213,840	1,582,556
Total Beginning Balance	2,912,900	1,870,000	1,120,000	1,915,476	213,840	1,582,556
<u>OPERATING REVENUES:</u>						
Sanitation - Residential	12,479,188	13,215,927	14,667,181	15,400,435	15,359,505	15,666,695
Sanitation - Commercial	2,039,434	2,222,288	2,259,338	1,518,473	1,528,067	1,089,320
Fuel Recovery Fee				656,126	453,000	867,000
Recyclable Commodities				12,288	60,000	80,000
Miscellaneous Revenues	195,738	302,005	528,024	262,122	35,000	35,000
Rate Adjustment-Residential						
Total Operating Income	14,714,360	15,740,220	17,454,543	17,849,444	17,435,572	17,738,015
<u>OTHER INCOME/SOURCES:</u>						
Interest Income	367,639	245,252	102,788	40,018	35,000	35,000
Allied Payment					50,000	50,000
Total Other	367,639	245,252	102,788	40,018	85,000	85,000
TOTAL SOURCES	<u>17,994,899</u>	<u>17,855,472</u>	<u>18,677,331</u>	<u>19,804,938</u>	<u>17,734,412</u>	<u>19,405,571</u>
USES OF FUNDS :						
<u>OPERATING EXPENSES:</u>						
Personal Services	5,610,632	6,445,336	6,431,566	7,389,232	6,578,847	7,018,326
Supporting Services	5,431,233	4,660,136	4,950,863	5,706,540	5,116,840	5,490,940
Materials & Supplies	1,236,522	1,654,931	1,786,314	1,442,177	1,233,450	1,390,750
Operating Contingency						82,500
Indirect Overhead Allocation	102,923	70,086	133,900	240,594	240,595	273,084
Total Operating Expenses	12,381,310	12,830,489	13,302,643	14,778,543	13,169,732	14,255,600
<u>CAPITAL IMPROVEMENTS/DEBT:</u>						
CIP Projects	286,000	2,743,386	179,160	1,829,000	0	415,000
R & R Projects	180,000	0	150,000	358,000	150,000	0
Equipment Replacement Fund	1,870,000	0	1,452,204	949,750	1,155,000	1,655,000
Equipment Lease Payment			597,796	597,796	597,796	0
Debt Service (Bonds)	1,163,322	1,161,597	1,080,052	1,078,009	1,079,328	1,081,242
Total Other	3,499,322	3,904,983	3,459,212	4,812,555	2,982,124	3,151,242
Total Operating and Other	15,880,632	16,735,472	16,761,855	19,591,098	16,151,856	17,406,842
<u>ENDING BALANCES:</u>						
Unrestricted Reserves	2,114,267	1,120,000	1,915,476	213,840	1,582,556	1,998,729
TOTAL USES	<u>17,994,899</u>	<u>17,855,472</u>	<u>18,677,331</u>	<u>19,804,938</u>	<u>17,734,412</u>	<u>19,405,571</u>

**SANITATION SYSTEM
REVENUE TRENDS
FY 2002 - 2011**

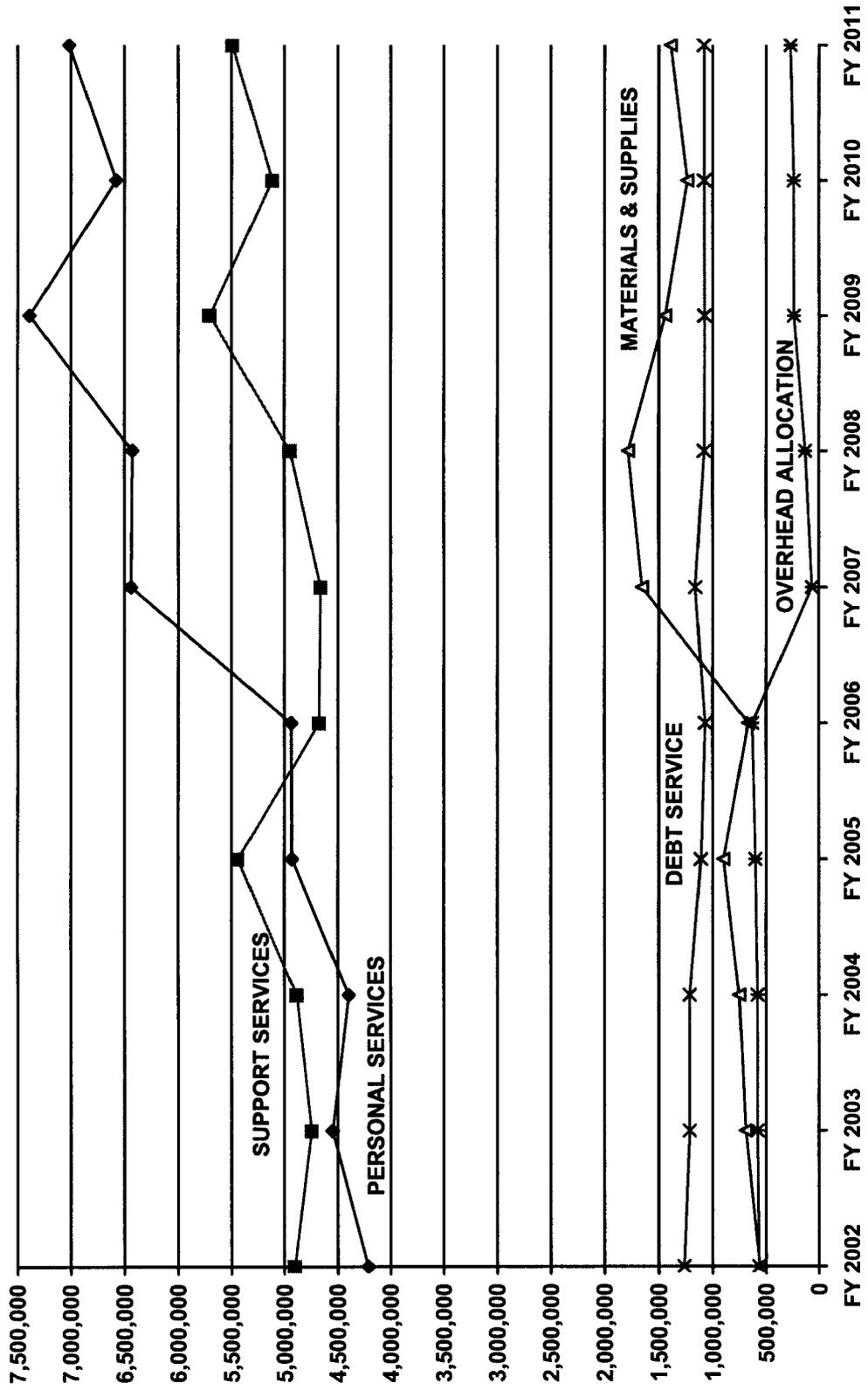


D O L L A R S

**SANITATION SYSTEM
FY 2011 REVENUE PERCENTAGES**

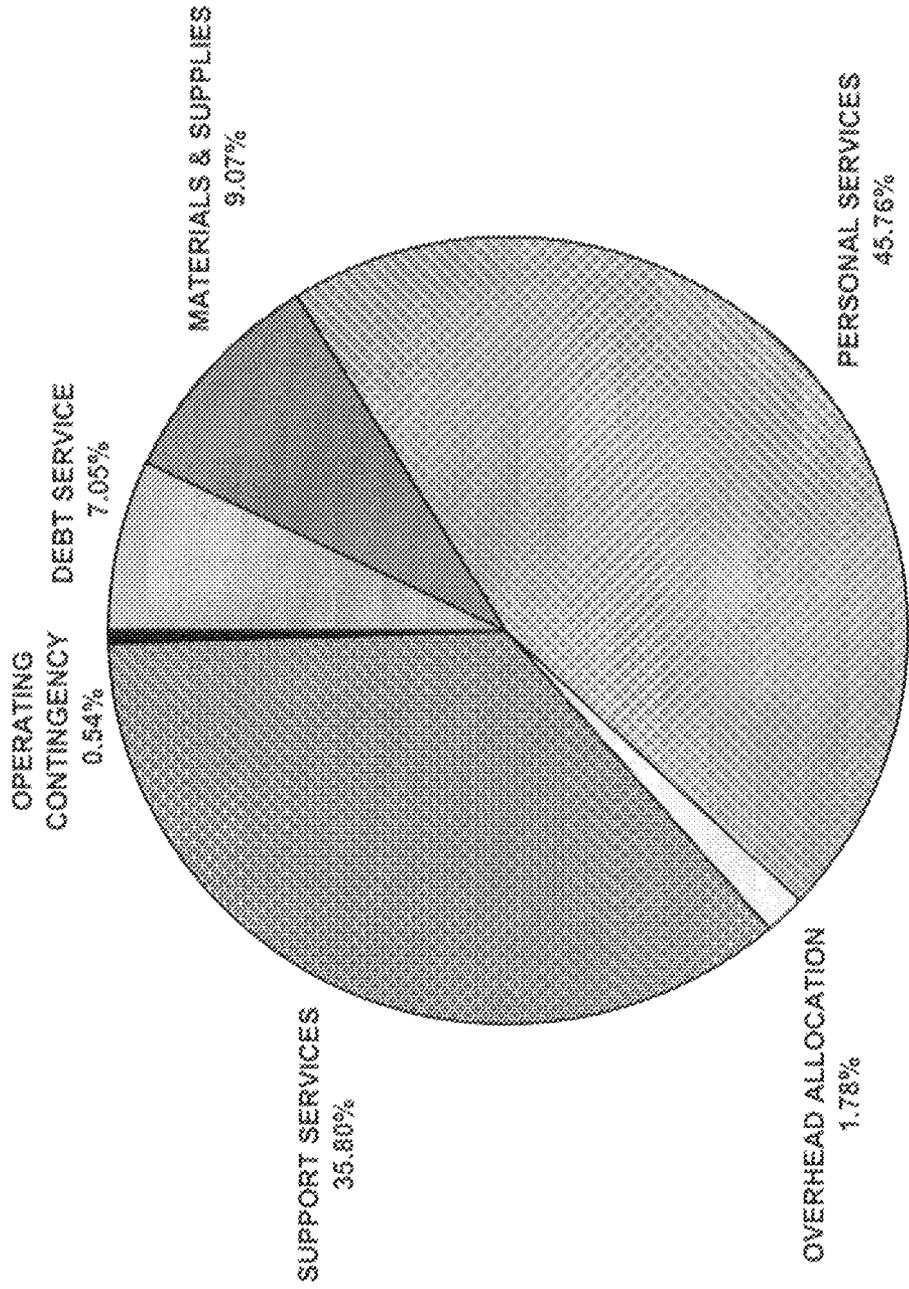


**SANITATION SYSTEM
OPERATING BUDGET TRENDS
FY 2002 - 2011**



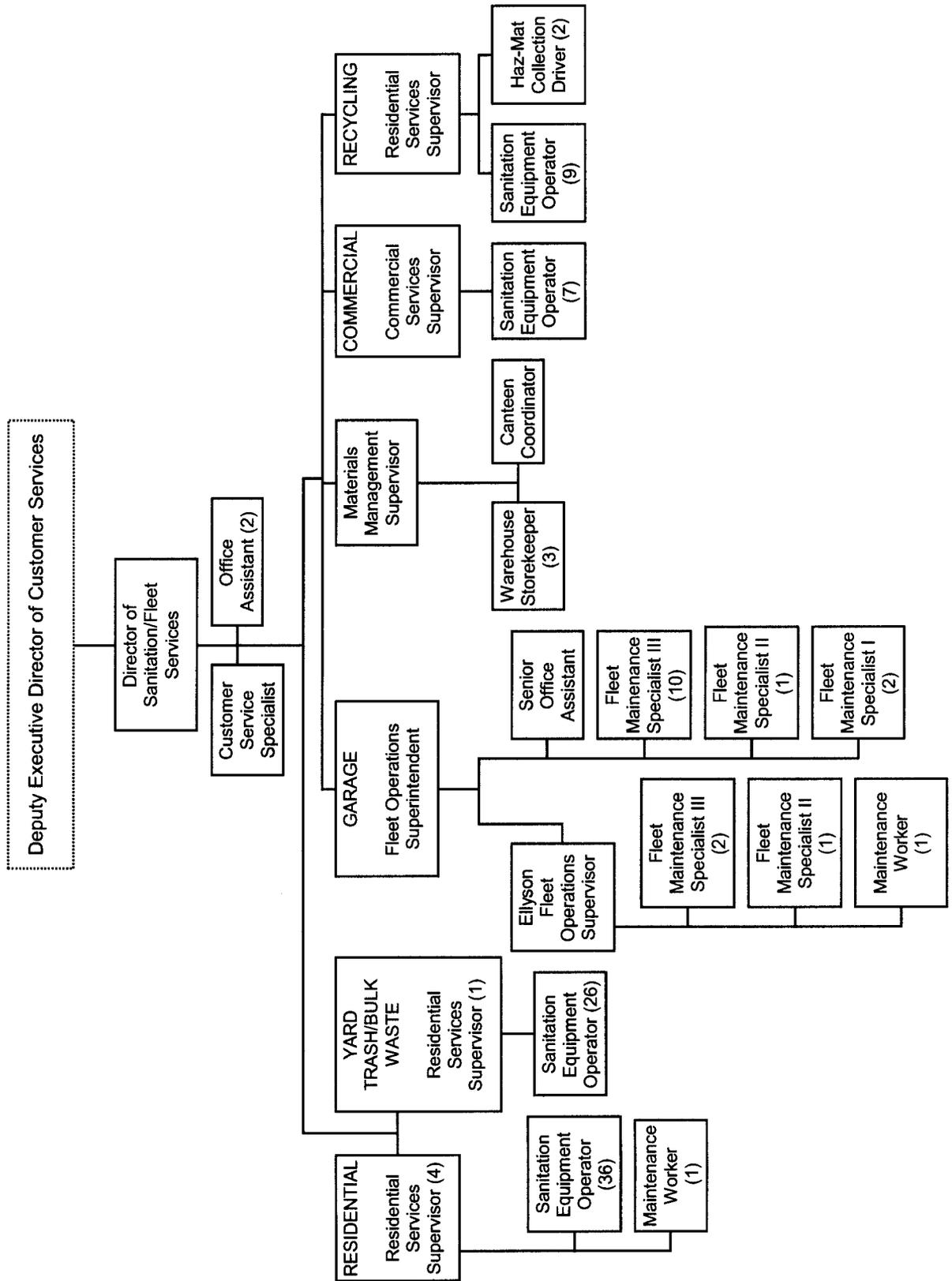
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**SANITATION SYSTEM
FY 2011 EXPENSE PERCENTAGES**





EMERALD COAST UTILITIES AUTHORITY SANITATION



Deputy Executive Director of Customer Services

Director of Sanitation/Fleet Services

Customer Service Specialist

Office Assistant (2)

RESIDENTIAL
Residential Services Supervisor (4)

Sanitation Equipment Operator (36)

Maintenance Worker (1)

YARD TRASH/BULK WASTE
Residential Services Supervisor (1)

Sanitation Equipment Operator (26)

Ellyson Fleet Operations Supervisor

Fleet Maintenance Specialist III (2)

Fleet Maintenance Specialist II (1)

Maintenance Worker (1)

GARAGE
Fleet Operations Superintendent

Senior Office Assistant

Fleet Maintenance Specialist III (10)

Fleet Maintenance Specialist II (1)

Fleet Maintenance Specialist I (2)

Materials Management Supervisor

Warehouse Storekeeper (3)

Canteen Coordinator

COMMERCIAL
Commercial Services Supervisor

Sanitation Equipment Operator (7)

RECYCLING
Residential Services Supervisor

Sanitation Equipment Operator (9)

Haz-Mat Collection Driver (2)

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
SANITATION DEPARTMENT			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	4,170,328	4,215,572	4,197,715
13 OTHER SALARIES	-	-	-
14 OVERTIME	593,341	500,991	631,500
21 FICA MATCHING	342,679	335,076	362,208
22 RETIREMENT	465,707	461,413	519,549
23 INSURANCE	1,028,175	995,795	1,247,354
24 WORKERS COMPENSATION	570,754	-	125,000
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	19,141	60,000	60,000
31 PROFESSIONAL SERVICES	135,518	7,500	7,500
32 ACCOUNTING/AUDITING	5,500	5,500	5,500
34 OTHER CONTRACTUAL SVC	467,830	375,500	455,500
40 TRAVEL	1,060	2,200	2,200
41 COMMUNICATIONS	8,016	10,000	10,000
43 UTILITIES	80,007	82,000	72,000
44 RENTALS & LEASES	7,786	4,000	4,000
45 INSURANCE	206,737	200,000	145,000
46 REPAIRS & MAINTENANCE	935,899	707,000	752,000
48 PROMOTIONAL	48,823	25,000	50,000
49 OTHER CURRENT CHARGES	3,809,366	3,615,640	3,862,240
42 TRANSPORTATION (POSTAGE)	14,511	10,200	10,200
47 PRINTING	5,250	6,250	6,250
51 OFFICE SUPPLIES	8,381	6,700	9,000
52 OPERATING SUPPLIES	1,412,450	1,218,550	1,363,550
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	1,585	1,750	1,750
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	39,509	-	-
TOTAL	14,378,353	12,846,637	13,900,016
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	7,190,125	6,568,847	7,143,326
SUPPORT SERVICES	5,706,542	5,034,340	5,365,940
MATERIALS & SUPPLIES	1,442,177	1,243,450	1,390,750
CAPITAL OUTLAY	39,509	-	-
TOTAL	14,378,353	12,846,637	13,900,016
	=====	=====	=====

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 for various types of waste. The field crews are supported by an internal customer service and a full service fleet maintenance operation.

GOAL:

To ensure that customers receive the full benefit of the core services provided by the Sanitation Department. For residential customers this includes collection of garbage and yard trash on a timely and consistent schedule, and easy access to the services provided through the bulky waste collection and curbside recycling programs. For commercial customers this includes collection on a timely and consistent schedule and prompt customer service that is focused on customer satisfaction that will lead to market growth.

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 practical.
4. To effectively control operating costs and work within the annual budget.
5. To effectively manage employees and equipment to achieve departmental goals.

2011 TARGETED ACCOMPLISHMENTS:

1. To improve the departmental safety record.
2. To reduce the number of customer 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.

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EMERALD COAST UTILITIES AUTHORITY BUDGET

FUND 441

	ACTUAL 2009	APPROVED 2010	APPROVED 2011
SANITATION ADMINISTRATION			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	183,233	195,807	196,627
13 OTHER SALARIES	-	-	-
14 OVERTIME	1,310	1,500	1,500
21 FICA MATCHING	13,675	14,405	15,264
22 RETIREMENT	21,625	22,897	25,361
23 INSURANCE	34,670	33,052	50,336
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	135,518	7,500	7,500
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	382,392	331,000	401,000
40 TRAVEL	1,060	1,200	1,200
41 COMMUNICATIONS	8,016	10,000	10,000
43 UTILITIES	67,359	60,000	60,000
44 RENTALS & LEASES	3,321	4,000	4,000
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	10,256	17,000	17,000
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	9,194	15,840	15,840
42 TRANSPORTATION (POSTAGE)	11	5,000	5,000
47 PRINTING	4,642	5,250	5,250
51 OFFICE SUPPLIES	1,890	4,000	4,000
52 OPERATING SUPPLIES	19,070	17,000	18,000
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	1,585	1,750	1,750
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	35,742	-	-
TOTAL	934,569	747,201	839,628
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	254,513	267,661	289,088
SUPPORT SERVICES	617,116	446,540	516,540
MATERIALS & SUPPLIES	27,198	33,000	34,000
CAPITAL OUTLAY	35,742	-	-
TOTAL	934,569	747,201	839,628

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
SANITATION/RESIDENTIAL OPERATIONS			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	1,767,661	1,595,704	1,568,035
13 OTHER SALARIES	-	-	-
14 OVERTIME	240,618	150,000	260,000
21 FICA MATCHING	144,440	123,000	132,053
22 RETIREMENT	191,884	169,481	194,879
23 INSURANCE	401,286	360,013	449,502
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	6,299	7,500	7,500
40 TRAVEL	-	-	-
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	574,447	425,000	425,000
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	3,165,263	3,140,000	3,402,000
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	-	-
52 OPERATING SUPPLIES	718,376	706,750	794,750
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	7,210,274	6,677,448	7,233,719
	=====	=====	=====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	2,745,889	2,398,198	2,604,469
SUPPORT SERVICES	3,746,009	3,572,500	3,834,500
MATERIALS & SUPPLIES	718,376	706,750	794,750
CAPITAL OUTLAY	-	-	-
TOTAL	7,210,274	6,677,448	7,233,719
	=====	=====	=====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
SANITATION/GARAGE			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	877,993	949,241	919,448
13 OTHER SALARIES	-	-	-
14 OVERTIME	107,278	135,000	135,000
21 FICA MATCHING	70,879	77,047	81,312
22 RETIREMENT	96,436	106,230	112,664
23 INSURANCE	221,896	226,382	281,313
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	-	-
40 TRAVEL	-	1,000	1,000
41 COMMUNICATIONS	-	-	-
43 UTILITIES	12,648	22,000	12,000
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	96,682	60,000	70,000
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	(1,455)	3,600	3,600
42 TRANSPORTATION (POSTAGE)	-	200	200
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	6,491	2,700	5,000
52 OPERATING SUPPLIES	343,859	119,000	134,000
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	3,767	-	-
TOTAL	1,836,474	1,702,400	1,755,537
=====			
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	1,374,482	1,493,900	1,529,737
SUPPORT SERVICES	107,875	86,600	86,600
MATERIALS & SUPPLIES	350,350	121,900	139,200
CAPITAL OUTLAY	3,767	-	-
TOTAL	1,836,474	1,702,400	1,755,537
=====			

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441

	ACTUAL <u>2009</u>	APPROVED <u>2010</u>	APPROVED <u>2011</u>
SANITATION/COMMERCIAL OPERATIONS			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	381,837	327,317	327,316
13 OTHER SALARIES	-	-	-
14 OVERTIME	33,593	50,000	50,000
21 FICA MATCHING	28,812	25,790	29,148
22 RETIREMENT	39,950	37,166	40,637
23 INSURANCE	102,079	87,488	107,378
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	5,500	5,500	5,500
34 OTHER CONTRACTUAL SVC	13,063	2,000	2,000
40 TRAVEL	-	-	-
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	70,577	50,000	50,000
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	498,251	358,200	298,200
42 TRANSPORTATION (POSTAGE)	-	5,000	5,000
47 PRINTING	608	1,000	1,000
51 OFFICE SUPPLIES	-	-	-
52 OPERATING SUPPLIES	84,939	89,000	89,000
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	1,259,209	1,038,461	1,005,179
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	586,271	527,761	554,479
SUPPORT SERVICES	587,391	415,700	355,700
MATERIALS & SUPPLIES	85,547	95,000	95,000
CAPITAL OUTLAY	-	-	-
TOTAL	1,259,209	1,038,461	1,005,179

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441

	<u>ACTUAL</u> <u>2009</u>	<u>APPROVED</u> <u>2010</u>	<u>APPROVED</u> <u>2011</u>
SANITATION/YARD TRASH			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	758,637	701,846	811,099
13 OTHER SALARIES	-	-	-
14 OVERTIME	102,868	110,000	135,000
21 FICA MATCHING	62,207	58,583	71,773
22 RETIREMENT	83,024	79,278	100,215
23 INSURANCE	200,277	188,711	235,588
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	66,076	10,000	20,000
40 TRAVEL	-	-	-
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	-	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	133,338	80,000	90,000
48 PROMOTIONAL	-	-	-
49 OTHER CURRENT CHARGES	280	500	500
42 TRANSPORTATION (POSTAGE)	-	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	-	-
52 OPERATING SUPPLIES	188,277	153,800	204,800
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	----- 1,594,984 =====	----- 1,382,718 =====	----- 1,668,975 =====
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	1,207,013	1,138,418	1,353,675
SUPPORT SERVICES	199,694	90,500	110,500
MATERIALS & SUPPLIES	188,277	153,800	204,800
CAPITAL OUTLAY	-	-	-
TOTAL	----- 1,594,984 =====	----- 1,382,718 =====	----- 1,668,975 =====

EMERALD COAST UTILITIES AUTHORITY BUDGET
FUND 441

	ACTUAL <u>2009</u>	APPROVED <u>2010</u>	APPROVED <u>2011</u>
SANITATION/RECYCLING			
ELEMENT			
11 EXECUTIVE SALARIES	-	-	-
12 REGULAR SALARIES	200,967	445,657	375,190
13 OTHER SALARIES	-	-	-
14 OVERTIME	107,674	54,491	50,000
21 FICA MATCHING	22,666	36,251	32,658
22 RETIREMENT	32,789	46,361	45,793
23 INSURANCE	67,968	100,149	123,237
24 WORKERS COMPENSATION	-	-	-
25 UNEMPLOYMENT COMP	-	-	-
26 OTHER	-	-	-
31 PROFESSIONAL SERVICES	-	-	-
32 ACCOUNTING/AUDITING	-	-	-
34 OTHER CONTRACTUAL SVC	-	25,000	25,000
40 TRAVEL	-	-	-
41 COMMUNICATIONS	-	-	-
43 UTILITIES	-	-	-
44 RENTALS & LEASES	4,464	-	-
45 INSURANCE	-	-	-
46 REPAIRS & MAINTENANCE	50,600	75,000	100,000
48 PROMOTIONAL	48,823	25,000	50,000
49 OTHER CURRENT CHARGES	179	500	500
42 TRANSPORTATION (POSTAGE)	14,500	-	-
47 PRINTING	-	-	-
51 OFFICE SUPPLIES	-	-	-
52 OPERATING SUPPLIES	57,929	133,000	123,000
53 ROAD MATERIALS & SUPPLIES	-	-	-
54 SUBSCR/MEMBERSHIPS	-	-	-
63 CAPITAL IMPROVEMENTS	-	-	-
64 MACHINERY & EQUIPMENT	-	-	-
TOTAL	608,559	941,409	925,378
DEPARTMENTAL EXPENDITURE SUMMARIES			
PERSONAL SERVICES	432,064	682,909	626,878
SUPPORT SERVICES	104,066	125,500	175,500
MATERIALS & SUPPLIES	72,429	133,000	123,000
CAPITAL OUTLAY	-	-	-
TOTAL	608,559	941,409	925,378