

Emerald Coast Utilities Authority  
**2013 ANNUAL REPORT**



## EMPLOYEES/LEADERSHIP IN THE COMMUNITY

### Employees/Leadership in the Community

ECUA is committed to making a positive difference and improving the quality of life in our community. Our employees selflessly contribute their time, resources and talents to several charitable efforts annually. A few examples of their generosity and caring are featured on this page.

Over the past 16 years, the ECUA Employees' Golf Tournament has contributed over \$150,000 to the Sacred Heart Children's Foundation.



From left: Bobby Rogers, ECUA; Ron Doolittle, ECUA; Ms. Carol Carlan, Sacred Heart Foundation; Bill Ellis, retired ECUA employee.



ECUA employees have hosted an annual Christmas party for the children of the Boys & Girls Club of the Emerald Coast for 15 years. Santa Claus and his elves are always a huge hit!

### Events and organizations ECUA employees support include:

- Sacred Heart Children's Foundation
- American Cancer Society Relay For Life & Making Strides Against Breast Cancer
- The March of Dimes March for Babies
- Boys & Girls Club of the Emerald Coast
- Fundraising drives in support of the United Way, United Cerebral Palsy, and the Hawkshaw Lagoon Missing Children's Memorial



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## Executive Director's MESSAGE

Challenges are never in short supply in the utility business. We always seem to face our share and this year was no exception. It is our staff of dedicated and trained professionals who continually rise to the challenges presented and embrace them, because they recognize that there's always a bigger picture, a future beyond the horizon, and a broader world in which we operate. Experience so far has taught us one thing – it's that we have to think in terms of the short and long term achievements.



Our history as a full-service utility is short but impactful. Since our creation in 1981, ECUA has focused on providing quality services to our community, while balancing costs to our ratepayers, with the financial demands of sound environmental management.

In just three short decades, we have: consolidated 10 aging or undersized wastewater treatment plants into three very efficient, advanced treatment water reclamation facilities; replaced the Main Street Wastewater Treatment Plant with the world-class Central Water Reclamation Facility (CWRF) that was completed in just under five years – ahead of schedule and under budget; and developed reclaimed water projects for Pensacola Beach, the CWRF, and our reuse partners, Gulf Power Company and International Paper. Our Bayou Marcus Water Reclamation Facility, since 1997, has been crucial to the reclamation of 1,000 acres of surrounding wetlands and forest. In just the past two decades, our sewer collection system has mushroomed in size adding at least 100 more lift stations (+40%), and growing to approximately 920 miles of sewer main (+15%), and 300+ miles of force main. We've implemented Antiquated Water Line and Service Renewal Programs, Septic Tank Abatement Programs and Neighborhood Sewer Expansion Programs, with an eye to benefiting the environment, addressing public health issues and tackling the nationwide problem of deteriorating infrastructure. These were the result of long-term vision amid the balance of short-term demands.

We assumed the residential sanitation collection function from Escambia County in 1992, and have since tripled the customer base, implementing automated collection and significantly expanding the level and quality of service with a comprehensive approach to recycling, while maintaining an affordable and stable rate. Converting our fleet from diesel to compressed natural gas (CNG) vehicles is a long-term plan that brings many benefits even in the short-term by providing savings in maintenance, the cost of fuel, and reducing brake wear. Between 2012 and 2013, we were able to achieve a \$1.3 million savings in operational costs with CNG.

In 2012, we entered into an agreement with the Florida Department of Environmental Protection to reduce areas of inflow and infiltration (I&I) within our sewer collection system. I&I has been a major contributor to the sanitary sewer overflows that have occurred within our system in that last few years. Along with an aggressive Fats, Oils, and Grease Program, we embarked last year

on an aggressive 16-year endeavor to reduce I&I, excess water that flows into our sewer pipes from groundwater and stormwater. I&I is costly to treat and reclaim, and adds an unnecessary burden, financially and operationally, to our reclamation facilities. The first five years of our plan are dedicated for the surveying of the system and the collection of data before the earnest implementation of the large construction projects. This does not mean that we are ignoring problem locations. As we identify these areas, we are aggressively constructing repairs as quickly as possible.

That's a long-term vision. Keeping an eye on the short-term, we continue with sewer expansion programs, service renewals and antiquated line upgrade programs, and always take advantage of possible projects when other utilities or agencies are "in the ground" with their own projects. We continue to make progress one street, one neighborhood at a time.

Water quality remains a central focus of our mission, and once again, we have provided our customers with a great-tasting, quality product. We were honored to be chosen for the Best-Tasting Water Award in northwest Florida for the 4th time in seven years. Our water supply continues to meet all of the federal and State of Florida water quality standards. We strive to innovate in the ways we operate in order to meet changing regulatory and economic demands, and meet our customers' needs. We've rehabilitated or replaced many of our aging buildings, and maintain an investment in our staff. Our educational assistance programs have allowed many employees to further their education and also obtain various State of Florida licenses, registrations and certifications.

We remain steadfastly dedicated to building a quality-driven and sustainable 21st century utility; one that is a good citizen, provides a good environment for our employees, and is a good steward of our resources. It is important now, more than ever.

Stephen E. Sorrell, P.E., M.P.A.  
ECUA Executive Director, May 2014



Dr. Larry Walker, PhD  
Chairman • District Five  
(850) 723-6094  
Larry.walker@ecua.fl.gov  
Term expires  
November 2016



Ms. Vicki H. Campbell  
Vice-Chairman • District One  
(850) 475-8911  
Vicki.campbell@ecua.fl.gov  
Term expires  
November 2016



Ms. Lois Benson  
District Two  
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Term expires  
November 2014



Mr. Elvin McCorvey  
District Three  
(850) 206-0642  
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Term expires  
November 2016



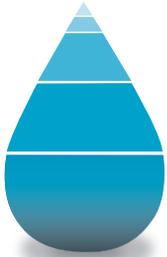
Mr. Dale Perkins  
District Four  
(850) 982-1930  
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Term expires  
November 2014



The five elected members of the ECUA Board are charged with formulating and adopting policies, procedures, rules and regulations, including the setting of consumer rates necessary for the ownership, management, operation, and maintenance of ECUA's utility systems. Each Board member is elected from one of Escambia County's five electoral districts and serves a four-year term. The terms are staggered, with elections taking place at two-year intervals. Representatives of districts one, three and five are elected in the same cycle, while representatives from districts two and four are elected in the alternate election cycle.

The Board's business is conducted at public meetings scheduled on a regular monthly basis and held in the boardroom of the Emergency Operations Support Addition on the ECUA's Ellyson Industrial Park campus, located at 9255 Sturdevant Street, Pensacola.

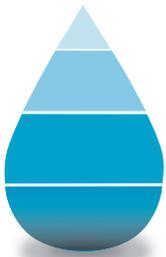
ECUA Board members may be contacted through the information listed on this page or by contacting Ms. Linda Iversen, Executive Assistant to the Board, at (850) 969-3302.



### REVENUES

- 0.5% Investment Income
- 2% Misc. Revenues
- 17% Sanitation
- 32.5% Water
- 48% Wastewater

Total Revenues:  
\$108,371,786



### EXPENSES

- 8% Material and Supplies
- 22% Support Services
- 35% Debt Service
- 35% Personal Services

Total Expenses:  
\$99,120,285



### Certificate of Achievement for Excellence in Financial Reporting

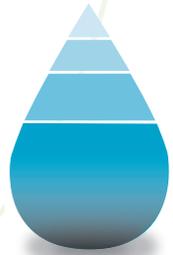
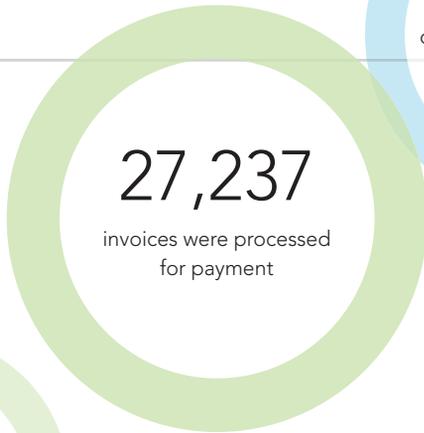
For the twenty-fifth consecutive year, we applied for and received the Certificate of Achievement for Excellence in Financial Reporting. This certificate recognized the format of our Comprehensive Annual Financial Report (CAFR) for the year ended September 30, 2012. This CAFR provides, in addition to the audited financial statements, historical information on the ECUA for revenues, expenses, the numbers of customers, volume of water pumped and various other data for the previous decade. It also provides a summary of major organizational accomplishments for that year, while identifying future goals.

### Sewer Relief Program

ECUA's Sewer Relief Program provides rate relief to commercial accounts who return less-than-typical quantities of water to the wastewater collection system. These would typically include businesses whose processes result in loss of water through evaporation or irrigation. This year, we have streamlined the process by which customers submit readings from their sewer relief meters. We established an electronic sewer relief card that we email monthly, replacing a cumbersome manual process: a set of 12 cards that required monthly data preparation on the part of ECUA staff, and for the customer to manage the cards, read the meter, and mail the cards back to us on a monthly basis. This change has expedited the process for staff as well as the customers. Additionally, we realized a savings as we eliminated the need for the special-ordered cards that included pre-paid postage.

### Online and Interactive Voice Response (IVR) Payments

2013 saw a change in vendor for payment processing, from Western Union Speedpay to Kubra EZ-Pay. Employing the services of this vendor allows ECUA to accept check payments, and credit and debit card payments on line or by phone. Kubra EZ-Pay's convenience fee is \$1.45 per transaction, a 30-cent reduction, which is a benefit to the user — our customer. Further, this has enabled us to streamline the processing of daily customer payment files by receiving more comprehensive data that includes all the reconnection fees, which are applied directly to the customer's accounts. This replaces another manual process that required a lot



**ASSETS**

- 5% Other Assets
- 6% Cash and Investments
- 12% Construction Funds
- 77% Utility Plant

Total Assets:  
\$923,091,806

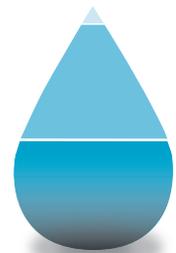
of staff time, and allows for the addition of a new feature called "Remember Me." This feature allows the customer to elect a chosen payment method to be saved, making future payment transactions more quickly and easily. Finally, we are now able to accept the American Express credit card, along with Visa, Master Card and Discover credit cards.

**Accounts Payable Vendor Payment Processing**

In early FY 2010, we began offering our vendors the option of receiving their invoice payments electronically, and as of the end of FY 2013, we now have 238 vendors signed up for this process. Approximately 22% of vendor payments are currently made electronically. Vendors receive information regarding payments by e-mail: what is being paid, the dollar amount, and when it will be available in their bank account. This method of payment also saves ECUA staff time and the cost of postage, and eliminates the need for printing checks and copying invoices. It also has reduced the number of vendor inquiries regarding payments, reduces exposure to fraud and escheatment, and makes it easier to reconcile the bank account.

**Department Statistics**

In fiscal year 2013, the Accounts Payable Division processed 27,237 invoices for payment; the Purchasing & Stores Division prepared and processed 1,068 regular purchase orders, 290 blanket purchase orders, 93 emergency purchase orders, 26 formal bids and 8 construction bids; Payroll processed 72 new employees, 15 employees entered the Deferred Retirement Option Program (DROP) and 44 employees left ECUA's employment with 13 of them retiring. The Purchasing (Visa) Card Program completed its tenth full year of company-wide usage. There are currently 243 Visa Cards being used by ECUA employees. These cards allow employees to purchase items costing \$2,499 or less, and are a more cost effective method of making small dollar purchases. The total dollar value of purchases using the VISA card for the fiscal year was \$2,125,885. The ECUA Warehouse processed a total of 5,516 issue tickets with a total value of \$1,320,689. The dollar value of the inventory on hand at September 30 was \$1,381,287.



**LIABILITIES/NET ASSETS**

- 2% Other Liabilities
- 44% Long-term Debt
- 54% Net Assets (Equity)

Total Liabilities/Net  
Assets: \$923,091,806



26,300

linear feet of sewer  
main were lined  
in 2013

### New Wastewater Infrastructure Department

ECUA entered into a Consent Order (CO) with the Florida Department of Environmental Protection (FDEP) in June 2012, to address problems within the sewer system that lead to sanitary sewer overflows (SSOs), and their attendant impacts on the environment. It is estimated that the work necessary to address the CO will take up to 16 years. To manage the activities, the staff recommended and the Board approved creation of a new department: Wastewater Infrastructure (WWI). This group now handles all aspects of sewer planning, analysis, and rehabilitation associated with the CO, as well as provides engineering support to the water reclamation facilities. The WWI Department Director reports directly to the Engineering Department Director.

### Main Street WWTP Replacement – Miscellaneous Lift Station Upgrades

The diversion of flow from the old Main Street Wastewater Treatment Plant to the new Central Water Reclamation Facility (CWRP) impacted about 25 existing ECUA lift stations. Upgrades to these lift stations were grouped into two phases. In 2013, the Phase 1 upgrade of thirteen lift stations was completed at a cost of \$2,070,720. The Phase 2 lift station upgrades are under design and should be ready for bidding in 2014.

#### Lift Station Standards

ECUA's previous revision to the lift station standards was completed in 2002. Since then, a number of hurricanes have prompted changes to ECUA's staff response planning, advancements in construction materials, and to applicable building codes and industry standards. The new lift station standards, inclusive of electrical standards updates, were completed in May 2013. The revised standards provide for a more efficient, less maintenance-intensive and durable design.

### Septage/Grease Treatment System

A project was initiated in 2013 to construct a septage and grease receiving and treatment facility at the CWRP. Work on the \$1.92 million project began in July, 2013.

### Sewer System Rehabilitation / I&I Reduction

Construction continued throughout 2013 for cured-in-place pipe (main) lining (CIPPL), and test-and-seal (T&S) services for the Downtown South Phase 1 and Pen Haven Phase 2 sewer service areas. Hydraulic

assessments and flow monitoring continue in many other areas of the ECUA collection system.

Approximately 13,000 linear feet of sewer main was lined and the associated lateral connection joints grouted. In addition, 42 excavated point repairs were completed, ranging in complexity from a manhole replacement to a sewer main replacement.

On a system-wide basis, using a proactive approach to identify and correct infiltration and inflow (I&I) problems in the ECUA sewage collection system, the Engineering Department has continued to manage unit-price contracts for the cleaning and TV inspection of existing sewer lines, and for various trenchless methods of repairs for identified major rehabilitation needs. Using these contracts, 8,600 linear feet of pipe was cleaned and inspected, and 2,990 linear feet of pipe was repaired using trenchless lining methods.

Under ECUA's annual unit-price contract for manhole rehabilitation, approximately 185 manholes were rehabilitated in 2013.

### Cantonment Inflow and Infiltration (I&I)

The Cantonment sewer system has been an area of concern as it relates to I&I. ECUA contracted with a consultant to perform a sanitary sewer evaluation survey (SSES) of this area to determine the extent of the sewer rehabilitation required. The work included closed circuit television inspection of approximately 50,000 feet of sewer main and 200 manhole inspections. While the SSES was being performed, significant storm events began to cause sanitary sewer overflows in the Cantonment community. As a response to the growing need, the ECUA staff issued a work order to line approximately 13,300 feet of sewer mains in the affected sewer basin and perform smoke testing. Through the smoke testing, a number of sewer service laterals were found to be broken: seven were within the public right-of-way and were immediately repaired by ECUA. The remaining lateral problems are located on private properties; ECUA will notify the property owner to address the problems.



185

manholes were  
rehabilitated in 2013

8,600

linear feet of pipe  
were cleaned and  
inspected

### Ellyson Lift Station (LS14)

The Ellyson Lift Station (LS14) provides service to the Ellyson Industrial Park complex. LS14 was an older-style design which utilized a metal dry pit (or can) to house the pumps and electrical components below grade. In addition to failing due to age and corrosion, these can-type lift stations present many hazards to ECUA staff and are difficult to maintain. The replacement lift station was constructed in accordance with the new ECUA lift station standards, that are intended to minimize safety issues and use materials that are more durable than those used in prior years. In addition, we installed a generator to allow the continued operation of ECUA facilities in the event of a hurricane or other emergency, which would cause a power outage.

### Northwest Force Main Pigging

Approximately 11 miles of force main, ranging in diameter of 12-inches up to 24-inches, from the Cantonment area to the

Bayou Marcus Water Reclamation Facility, had become partially blocked with sand, grease and debris. ECUA teamed with two contractors to clean the force main, which resulted in the removal of approximately 400 cubic yards of materials. System pressures have returned to normal and will be monitored for future problems.

### Bauer Road Force Main Pigging

The Bauer Road Lift Station (LS381) pumps into a 16-inch PVC force main that had become partially blocked with sand, grease and debris. With the assistance of an outside contractor, ECUA initiated a project to clean approximately 7,000 feet of this force main along Bauer Road, between Sorrento Road and Gulf Beach Highway. A blockage was encountered under a creek crossing on Bauer Road and subsequently removed, thereby restoring system pressures to their normal operational levels.



Three sewer expansion projects were completed in FY2013 at a TOTAL COST OF \$1,401,900.



- Cary's Lane .....12
- Olive Manor .....113
- St. Joseph .....139

### Deerfield Estates Lift Station Upgrade

A failing, privately-owned lift station serving 60 residences in the Deerfield Estates Subdivision led to a project to upgrade the station in compliance with ECUA standards, to ensure ECUA's eventual acceptance for operation and maintenance. The Engineering Department managed the project, which was completed and accepted in August, 2013. The total cost of the \$494,052 project was funded by ECUA up front, with reimbursement by Escambia County, which is recovering the project cost through a Municipal Services Benefit Unit (MSBU) assessment.

### Sewer Expansion Program

2012 was a significant year for expansion of the ECUA sewer system into existing neighborhoods formerly served by septic tanks. The Lakewood area bordering Bayou Chico was retrofitted with sewers, potentially replacing over 800 septic tanks. Escambia County arranged for a significant amount of the funding for this area through the Community Development Block Grant (CDBG) program.

### Development Project Review

Private residential and commercial development requires ECUA Engineering Department review, approval, inspection and acceptance for most extensions to the water and sewer systems. In 2013, the Department received 21 developer-sponsored system extension projects for review, and 53 commercial project submittals deemed to be single-service connections to existing water and sewer lines.

### Water Service Renewals

The Department oversaw ECUA's continuing commitment to replacing water service lines within the system. This program was begun several years ago in an effort to eliminate high maintenance costs caused by failing polybutylene service tubing. This past year, approximately 2,400 services were replaced.

### Antiquated Water Line Upgrades

Every year the Department oversees the replacement and upgrading of older water mains where customers may be experiencing problems with water quality or pressure. Three projects were completed in 2013, involving the replacement of approximately 40,000 linear feet of water lines and the installation of 26 fire hydrants.

### CDBG Fire Hydrant Program

Every year the Department oversees approximately \$150,000 in work replacing and upgrading old water mains in order to upgrade lines to provide adequate water for fire protection. This year, the program involved approximately 4,100 linear feet of pipe and six fire hydrants. This work is funded through the Escambia County CDBG program.

### Utility Relocation Coordination

Major roadway construction continued throughout the ECUA service area in 2013. The coordination of utility relocations continues to be a challenging task due to the number of agencies, utilities, engineering consultants, and contractors involved. Together, we work to balance the engineering, economic, and public impact factors with the sheer volume of local roadway projects, which makes the depth and breadth of utility coordination very complex and demanding.

ECUA has been fortunate in that our coordination efforts have resulted in finding ways to minimize relocation scope and costs, which in turn minimizes customer impact as much as possible.

Several County, State, and Federal roadway improvement projects have been proposed for the area over the next few years that would require a considerable investment by ECUA for relocation, and possible expansion of the sewage collection system. The staff continues to monitor the status of these projects in order to anticipate future budget requirements.

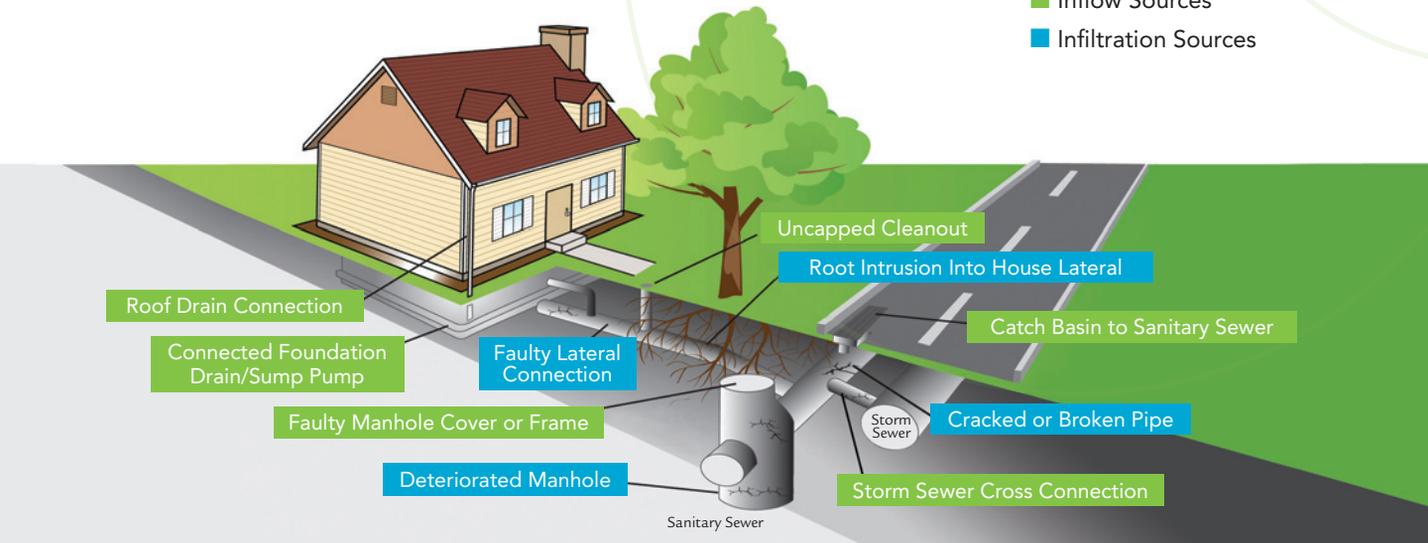
## SEWER INFLOW & INFILTRATION (I&I)



Key:

■ Inflow Sources

■ Infiltration Sources



### What It Is and Why It Matters

ECUA has committed considerable resources to the elimination and reduction of sewer inflow and infiltration (I&I) in the last two fiscal years. This is an issue that affects, and is of great concern to wastewater utilities throughout North America. ECUA has laid out a plan to address the situation over the next 15 years. Protecting public health and the environment, and reducing wastewater treatment and transmission costs are direct benefits of a regional I&I control program.

### What is I&I?

Excess water that flows into sewer pipes from stormwater and groundwater is called inflow and infiltration, or I&I. Groundwater (infiltration) seeps into sewer pipes through holes, cracks, joint failures, and imperfect connections. Stormwater rapidly flows into sewers (inflow) via roof drain downspouts, foundation drains, storm drain cross-connections, and through holes in manhole covers. Most I&I is caused by aging infrastructure that needs maintenance or replacement.

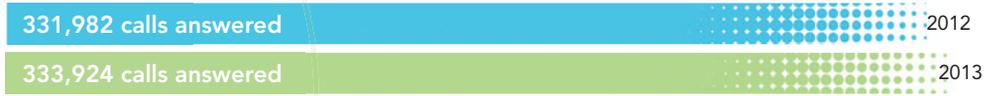
### Why Is I&I a Problem?

Extra water in the sewer system is a problem because:

- It takes up capacity in the sewer pipes and ends up at the water reclamation facilities where it must be treated like sewage, increasing treatment costs.
- Over time, it requires new and larger wastewater facilities to convey and treat larger volumes of flow, resulting in higher capital and operating expenditures.
- I&I flows contribute to sewer system overflows into local homes and the region's waterways, negatively impacting public health and the environment.



### By the Numbers



Customer Service partnered with the Regional Services Department to effect change in the Delinquent Payment Processing operations, making it a more efficient and expeditious process. To accomplish this, four temporary Water Service Technicians were added to the staff as part of our temp-to-hire program.

15,915

walk-in customers  
were assisted  
in 2013

**Customer Service** has also clarified the Delinquency Extension Policy to enhance the process by making it more easily understandable for our customers. This in turn has resulted in a reduction in calls for information or additional extensions, which is a benefit to our 19-employee call center who each routinely handle an average of 100 calls per day.

An Incentive Program was implemented to recognize high quality and quantity performance by our Customer Service Specialists (CSSs). Beginning with the last quarter of 2013, CSSs who cared for 2000 or more calls per month were given special acknowledgement and recognition by the Customer Service Supervisory Team.

Additional Customer Service forms were added to the ECUA website, improving our customers' access to information and making specific customer service processes more convenient and efficient.



4,274

customers set up for  
E-notifications  
in 2013



2,748

inspections were  
carried out in 2013

Public education served as our focus in 2013, for the Fats, Oils & Grease (FOG) Division. A strong effort at public outreach continued to be a major factor in educating the public about the hazards and dangers associated with the improper disposal of FOG. We have increased the number of public appearances to reach out to our customers and enlist their help in the fight against FOG entering our sewer system.

FOG presentations were conducted at the following locations and events: NAS Pensacola, Corry Station (Earth Day and Go Green events), at the Pensacola Beach Earth Day events, at the Escambia County School District headquarters, Pensacola Beach Elementary School, at the Escambia County Health Department, at the Sacred Heart School Pumpkin Run,

and at more than 65 neighborhood watch or homeowners' association meetings.

We utilized various forms of media to promote our message and help keep our sewers FOG-free. These include: Gosport Publication, the Pensacola News Journal, The Independent News, WRNE-TV, WEAR-TV, WEBY AM 1330, WNRP-1620 Radio, and FOX 10.

Civic Organizations have become a great forum for FOG presentations. Some of the organizations to which we have spoken include the National Active Retired Employees Association, UWF Environmental Meeting, Pensacola Port Users Association, and various Sertoma and Kiwanis Clubs of Pensacola.

### POE Awards

In 2013, the Protector of the Environment (POE) award was presented to three different companies: Beavers Incorporated, Publix Supermarkets, Jackson's Steakhouse. The POE award is a one-of-a-kind initiative, which rewards local businesses and food service establishments that promote a positive, safe and clean work environment through the ECUA FOG and Backflow Programs. Awarded on a quarterly basis, the POE Award is now designed to consider the challenges faced by large and small organizations, and recognizes participants in either the Large or Small Business Category.

The POE Award recognizes organizations that train their employees on "best management practices," participate in scheduled 90-day cleanliness inspections, have no FOG or Backflow violations, and have no warnings within a one-year period.

190

grease manifests  
were handled  
in 2013



The Human Resources team welcomed two new HR Generalists and a Risk Management Cost Recovery Analyst in 2013. Their combined experience of over 50 years in the fields of human resources and insurance/risk management complemented the employee-dedicated focus of the department.



0

increase in  
premiums  
in 2013 benefits  
package

#### Enhanced Employee Communication

The focus on timely communication continued throughout the year through employee meetings, quarterly HR-on-the-Road location visits, distribution of HR Bulletins, and For Your Benefit newsletters, along with articles and updates published in the Employee Pipeline newsletter. Communication highlights included policy and safety updates, recruiting and employee achievements, and pertinent benefit plan information and updates. Each employee also received a Personal Benefit Report containing total compensation information such as earnings, insurance and retirement benefits, assuring each is made aware of his or her total value to the ECUA.

#### Benefits Management

Important decisions were made to sustain health care benefits and contain costs for the ECUA and our employees. In January 2013, we renewed our existing plan with no increase in premium. Yet, we believe in looking forward and considering the impact of various factors on our overall benefits package, and particularly, our group health plan. After a thorough evaluation by ECUA staff members and independent consultants, a proposal was made to join the Florida Municipal Insurance Trust's (FMIT) health insurance program, sponsored by the Florida League of Cities, which currently insures several lines of coverage for the

ECUA. FMIT's health insurance program includes several key elements: (a) a fully-insured group health insurance program; (b) ECUA employees become part of a 5,000 member group health program; (c) level of coverage, plan options, and services are maintained; (d) lower premium costs; (e) stop-loss insurance for large claims distributes the risk among all participating members; and (f) claims administration by ECUA's prior carrier, United Healthcare. In June 2013, The ECUA Board approved the staff's recommendation to select FMIT as health insurer to be effective October 1, 2013. Alignment of the health plan year with the fiscal year allows for timely budget planning.

#### Health and Wellness – the results are in!

In this fiscal year, and since its implementation in 2011, the Healthy Choices Reimbursement Program continues to prompt employee engagement in areas of fitness, weight management, and tobacco use cessation. For 2013, the continuing enhancement of an increase in annual reimbursement of up to \$200 per participant, yielded 109 reimbursements totaling \$11,185. Weight Watchers at Work began its third year at ECUA. Participating employees, family, and friends reached a cumulative weight loss milestone of 1,000 pounds early in the year.



+50

employees were promoted, progressed or transferred in 2013.

### Employee Career Development Initiatives

We conducted four performance evaluation training sessions to refresh and educate supervisors on effective performance assessment skills and employment law. We also conducted over 20 online job application training classes and career counseling sessions to assist employees with the electronic application process, career development, and enhanced resume writing.

Through a partnership with a third-party staffing resource, we offered leadership development and education seminars to new and current supervisors. Over 50 employees were promoted, progressed, or transferred in 2013. Six of the promotions were to supervisory positions. Finally, staff processed enrollment and reward incentive for 14 qualified drivers who successfully completed the ECUA 2013 Emergency Call Out /HAZMAT Driver's Program, which qualifies drivers for specific emergency situations.

### Employee-Related

Our team conducted the annual employee performance evaluation/merit process; we audited and keyed 500+ employee evaluations in a 10-day period. In conjunction with the IT and payroll staff, we successfully processed merit salary increase information for all eligible employees. We updated and maintained 146 job descriptions and the physical requirement checklist for all ECUA positions.

Additionally, staff facilitated pre-hire skills-testing for over 250 qualified applicants on basic reading comprehension, mathematics, and mechanical and chemical aptitude, providing a proven caliber of talent for identified positions. We updated and distributed ten amendments to the Human Resources Manual/ Employee Handbook, which is available on The Clarifier (ECUA's Intranet site) and via CD. Our staff conducted a full analysis of the State of Florida driving records for 400+ employees who work in DOT or safety-sensitive driving positions, to ensure all drivers were compliant with federal and state law, and ECUA policy. Finally, staff completed a review and update of the HR Emergency Response Plan, and reviewed, verified, and reassessed the duties for all human resources staff.

### HR Processes, Data & Analysis

Through better uses of technology and data analysis, HR provided quarterly summary reports to track employee demographics, turnover, and recruiting efforts. Staff completed and submitted the required Equal Employment Opportunity (EEO-4) report, the US Census Annual Survey of Government Employment report, and the Occupational Employment Report of State and Local Government survey for the Florida Agency for Workforce Innovation.

### Insurance

HR staff maintained insurance policies for General Liability, Property, Automobile Liability and Physical Damage, Directors & Officers/Employment Practices Liability, Excess Workers Compensation, and Flood Insurance. We completed analysis and reconciliation of the FMIT Automobile Insurance schedule, and began the analysis and reconciliation of the FMIT Property Insurance Schedule. Through E-Plan reporting, HR staff completed the State of Florida requirements for the reporting of Tier II hazardous chemicals, located at the ECUA facilities.

### By the Numbers:

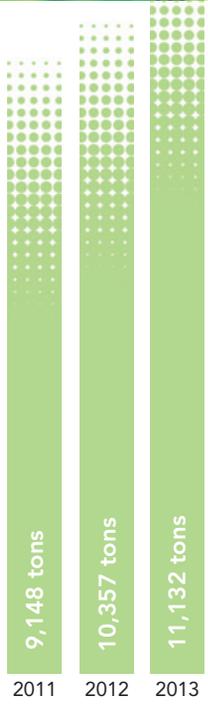
- HR staff conducted 3,613 hours of training in safety, diversity, professional certification and supervisory skill development, through which: five employees received forklift certification; 11 employees obtained a Class "A" CDL; and four employees received backhoe certification.
- HR staff earned in excess of 60 CEUs as a team.
- 173 general liability claims were opened and serviced: vehicle damage (5); contractor's responsibility (17); property damage (51); sand in lines (36); sewer back-up (20); discolored water (7); miscellaneous (26); and bodily injury (11). Through subrogation efforts, ECUA recovered \$26,533 to offset property damage losses.
- Screened and processed 2,154 online job applications.
- Recruited for and filled 87 vacancies; conducted new employees' orientations.
- HR staff participated in multiple community events for charitable organizations, and attended seven local career fairs.
- 167 employees and family members chose to participate in the flu shot program, a free benefit offered since 2008.
- Directed ECUA's tobacco-free program with two, six-week tobacco cessation classes. Of 62 declared tobacco users, 41 requested assistance for nicotine addiction, of which 39 completed the session of classes.

39

tobacco users completed the tobacco-free program.



**61.67**  
 tons of paint,  
 chemicals and light  
 bulbs were collected  
 in 2013.



RECYCLABLES COLLECTED

### Recycling Division

As of October 1, 2013, approximately 46,525, or 62% of customers, were participating in the program. During FY 2013, the recycling program collected 11,132 tons, or over 22.2 million pounds, of recyclable material — a 775-ton increase over the 10,357 tons of recyclables collected in FY 2012.

Staff attended multiple events, neighborhood association meetings and schools to provide information and answer questions regarding the ECUA recycling program and Sanitation services. These events have been very valuable in the continued success of the recycling program. Staff usually takes the Hybrid or a CNG collection truck to these events, which allows customers and children to see the vehicle up close and learn more about our CNG initiative.

West Florida Recycling (WFR) continues to provide the processing of recyclables for ECUA, as well as for the City of Pensacola, Escambia County and Santa Rosa County. The Florida Department of Environmental Protection (FDEP) issued a warning letter to WFR in July, 2013, related to an improper stormwater drainage permit for the facility and the large amount of recycling residue being kept on site at the WFR facility. A deadline of October 18, 2013 was issued to correct the problems at the site, which WFR met by contracting with the ECUA for disposal of the recycling residue. FDEP conducted a follow up inspection on December 5, 2013 and issued a letter on December 27, 2013 indicating no compliance issues at the WFR Facility. WFR experienced a number of problems during 2013 due to dramatically lower recycling commodity values, demand, and heavy rainfall during the summer.

### Fleet Services

The Fleet Services Division played a major role in the conversion of the ECUA fleet to Compressed Natural Gas (CNG) fuel. We provided our mechanics with ongoing training to provide the required knowledge to safely repair CNG-fueled vehicles. The training provided also allows the ECUA Fleet Services mechanics to become certified in CNG tank inspection and engine conversion. These certifications are required in order to recertify the ECUA CNG vehicle fuel tanks every three years, or following an accident.

During FY 2013, the Fleet Maintenance Garage at the Sanitation Complex was upgraded to allow CNG vehicle repairs and maintenance inside the closed garage building. This upgrade required additional ventilation, electrical system changes and the installation of a gas detection system. The overall costs of these upgrades were completed for less than \$50,000.

### Household Hazardous Waste (HHW) collection program

ECUA Sanitation crews continued curbside collection of tires, propane tanks, batteries, household electronics and appliances, as part of the HHW program in FY 2013. The program generated 3,682 (5,250 in FY 2012) requests for pick up of various items during FY 2013, and continues to be popular with customers. During FY 2013, 20 tons (53 tons in 2012) of electronics, 50 tons (43 tons in 2012) of appliances, and 41 tons (44 tons in 2012) of tires were collected. Approximately 20 batteries and propane tanks were also collected as a result of this program.

The ECUA Sanitation HHW collection program also continued during FY 2013. This program resulted in the collection of 123,347 pounds, or 61.67 tons of paint, chemicals, fluorescent light bulbs and other types of HHW. We have experienced no collection problems with this program and the service has proven to be very popular with customers.

### Residential Division

In FY 2013, each of ECUA's 74,700 residential customers generated an average of 1.38 tons of waste. This resulted in a total of 74,948 tons of residential solid waste collected during the fiscal year – an increase of 3,017 tons when compared to FY 2012. Staff believes the primary reason for the increased tonnage is the unusually heavy rainfall during the summer months. The cost of disposal increased due to the additional tonnage, as well as another rate increase at the Perdido Landfill. The rate for most of 2013 was \$42.07, which was increased by 3.5%, to \$43.54, on October 1, 2013. The total disposal cost for residential garbage disposal was approximately \$3.2 million dollars.

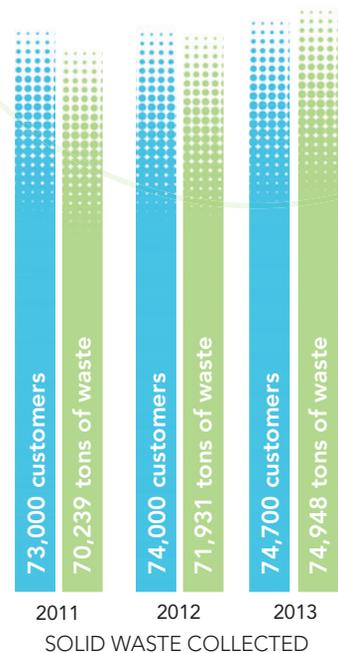
### Yard and Bulk Waste

During FY 2013, ECUA yard trash crews collected 22,626 tons of yard trash. This is an increase of 4,636 tons when compared to FY 2012, and is due to the expansion of yard trash collection limits in FY 2012.

During FY 2013, ECUA bulk waste crews collected 5,538 tons of bulk waste. This is an increase of 1,948 tons when compared to FY 2012. This increase is a result of the changes to the bulk waste program, approved by the ECUA Board in FY 2012. Expanding the program to weekly collection without the need for a pick-up request has reduced the time bulk waste stays at the curb, and has significantly improved the appearance of neighborhoods in the ECUA service area.



- 20 tons of electronics
- 41 tons of tires
- 50 tons of appliances



- 22,626 tons of yard trash
- 5,538 tons of bulk waste



### Administration Division — Southern Waste Recovery Contract

In May 2013, the ECUA Board approved an agreement with Southern Waste Recovery (SWR) to provide mixed waste processing services at a facility to be built in Baldwin County, Alabama. This facility would accept garbage collected by the ECUA at an initial rate of \$35 per ton, to remove recyclable materials and create refuse derived fuel (RDF). The RDF would then be used at a renewable energy facility as a fuel to create electricity. Any material that cannot be recycled or converted to RDF would be returned to ECUA for disposal in the Escambia County-owned Perdido Landfill, in order to meet the requirements of Escambia County's Flow Control Ordinance. SWR is contractually obligated to recycle 95% of the ECUA waste stream, or pay disposal charges for any material returned to the ECUA in excess of the 5% contractually-specified tonnage.

The SWR contract was originally presented to the ECUA Board in December 2012. However, the Escambia County Board of County Commissioners (BCC) disapproved of the proposed project and requested several delays in their consideration, which the ECUA Board approved to allow Escambia County and ECUA staffs to negotiate an alternative agreement. While multiple meetings were conducted, ultimately no agreement was reached between Escambia County and the ECUA. The ECUA Board finally voted to accept the SWR/ECUA agreement in late May, 2013. Escambia County claims the SWR agreement violates its Flow Control Ordinance and threatened legal action if ECUA approved the SWR agreement. To date, no legal action has been taken by Escambia County regarding the ECUA /SWR agreement.

COMMERCIAL DUMPSTER  
COLLECTIONS ON  
PENSACOLA BEACH

8,846 tons of garbage collected 2012

10,418 tons of garbage collected 2013

### Commercial Division

The commercial roll-off operation experienced a decrease in requests for service in FY 2013. Roll-off services provided 1,740 service pulls and 399 container deliveries throughout the year. The total number of requests for roll-off service was 2,139, a 2% decrease when compared with FY2012. Staff believes the decrease is due to heavy rains during the summer which limited construction activity. The ECUA Sanitation roll-off service is a major benefit to other ECUA departments as this serves as an in-house roll-off service provider at rates below those offered by the private sector.

Commercial dumpster operations resulted in the collection of 10,418 tons of garbage from locations on Pensacola Beach, which is a 14% increase over FY2012.





### This year ECUA's Information Technology Department

assisted with in-house requests for computer automation, provided timely access to data, and performed other supporting roles at a time when ECUA is experiencing a growing demand for new and improved computer capabilities and communication to better serve our customers.

The Geographic Information System (GIS) Division, in its charge to keep our utility systems maps current, performed over 102 sewer edit requests and 272 water edit requests this year. GIS staff effected a migration from the Microsoft SQL database to Postgreslq, an open-source database system that has no associated licensing cost, saving the Authority over \$25,000 this year. Staff also performed a software upgrade to the latest version of the ESRI GIS software which impacted over 50 ECUA employees who use the software on a daily basis. The GIS staff also performed training sessions for ECUA employees on the GIS software.

Three years ago, the ECUA outsourced the printing of our utility bills and delinquent notices to Pinnacle Data Systems. This year, we completed work on a new design for our utility bill which allows the proper display of information for customers who elect to utilize our budget billing feature.

### The staff continued a project to develop a wireless work order

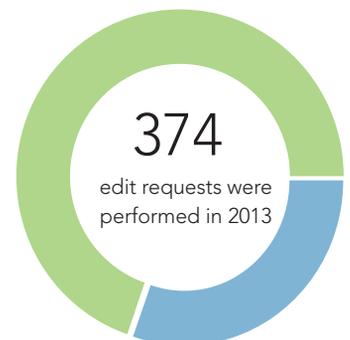
application which will be used by the Regional Services and Sanitation departments, and will allow the electronic transmittal and completion of orders in the field. Further, it will eliminate the paper work orders that we currently use, and the application now also provides mapping capabilities that allow for efficient routing of our field crews. We began field testing the application in 2013, and plan to begin deploying it to our crews in 2014.

The Department developed a standardized email signature line for the ECUA to ensure a more consistent look for the organization's outgoing emails, and deployed it to over 200 of our employees who use the ECUA email server.

The I.T. staff worked with Neptune to beta test new devices in our sanitation trucks that can read water meters in an unattended mode. ECUA is looking at this as a possible future project. These devices, if ultimately implemented, would allow for consolidation of garbage collection and meter reading to one truck.

The I.T. Department began implementing a new web-based enterprise training site offered by our software vendor, SunGard Public Sector. This site expands the existing training subscription we were utilizing and gives all ECUA employees access to hundreds of courses in a large variety of subjects. Employee training is managed by supervisors, and can be assigned and tracked. It also gives ECUA the ability to publish internally-developed training modules on the site so that employees can access them with a web browser.

Finally, the Department's contribution was central to the successful move of our call center to a temporary work area, while renovations are made to the Customer Service area. Computers and phones for over 25 employees were moved, during working hours, without impacting call loads. Staff also assisted the Engineering Department by moving phones and computers to their new offices this year.



- 272 water edit requests
- 102 sewer edit requests



163

news stories were  
developed  
in 2013

94

news releases  
were issued  
in 2013

### ECUA in the Community

Our Public Information Office (PIO) staff coordinated numerous events throughout the year with several community partners. Highlights include: In conjunction with Pensacola Energy, ECUA hosted a "CNG Tour" to visitors from the natural gas industry in March, and we were invited to share our CNG success story at the Florida Natural Gas Association Conference in July. In April and May, ECUA PIO staff participated in a number of Earth Day events: Perdido Springfest, Earth Day NAS Corry Station, Earth Day Island Style on Pensacola Beach, "Go Green" Week at NAS Pensacola, and Bay Day at UWF.

Always eager to work with our military neighbors, we presented at the NAS Pensacola and NAS Corry Station Energy Expos, highlighting our efforts in the recycling of used cooking oils into biodiesel fuel.

ECUA visited 90 downtown Pensacola businesses to personally inform them of, and survey their preferences, regarding a projected water service interruption through the course of a water main installation. Our staff spoke at over 36 Neighborhood Watch meetings, discussing ECUA environmental programs and recycling options.

With our partners at the Florida Small Business Development Council (SBDC) Procurement Technical Assistance Center Program, we held 4 workshops aimed at assisting small and minority-based businesses learn how to "do business" with ECUA.

86

public speaking appearances were presented in 2013



### ECUA in the Media

In addition to day-to-day communications, our staff coordinated over 28 articles and features in local and national press related to all ECUA services and operations. Among those: Florida Specifier Magazine dedicated a feature story (Mar. 2013) on the positive environmental focus ECUA has presented for the future of the Escambia County Perdido Landfill. ECUA's Earth Day Island Style event generated 13 print stories, including front page on the Pensacola News Journal (PNJ), five radio features, and a feature coverage story on WEAR TV.

The Gosport Magazine, available on NAS Pensacola, featured stories throughout the year related to: "Fats, Oils, and Grease" Program, "Cooking Oil and Grease Disposal Stations," ECUA's "Earth Day" and "Go Green Week" events, and the "Freezing Pipes" programs.

ECUA's "Best Tasting Water" award received extensive media coverage throughout Northwest Florida. This included: interviews on seven radio stations and the electronic and print publications of the PNJ and Northescambia.com. WEAR-TV 3 produced a holiday feature entitled "ECUA's Fats, Oils, and Grease: The Dangers of Holiday Cooking," which provided information on the proper disposal of used cooking grease.

### ECUA in Print and ONLINE

In our ongoing effort to disseminate information in a timely and targeted manner, our public information staff produces a variety of printed materials: a monthly newsletter that accompanies our customers' bill; refrigerator magnets for the Recycling and FOG programs; and informational flyers for our residential sanitation and recycling services. Working with advertising agencies, staff guides the creation of advertising for print and online publications, the Authority's Annual Report and the Annual Water Quality Report, which is distributed annually in June to every ECUA water customer.

#### 2012 Drinking Water Quality Report





Professional Associations  
Water Production staff continues to be actively involved in professional associations such as The Florida Engineering Society, American Water Works Association, Florida Rural Water Association, and Northwest Florida Utility Manager's Council.

## WATER PRODUCTION PROJECTS

### Carriage Hills Water Facility Improvements

An access easement was obtained for the well/water treatment facility/tank site. Our staff worked to develop the plans and specifications in preparation for bidding and construction, which is anticipated in FY2015.

### CWRF Property Water Well Field Feasibility Study

Completed the initial phases of the ongoing evaluation of developing potable water wells on the ECUA property surrounding the CWRF: (1) Investigated stream flows, perched water tables and completed additional ground water withdrawal computer modeling scenarios; and (2) Gathered stream flow data, precipitation data and spray field discharge data to determine the relationship of perched water flow, stream flow and recharge to the aquifer.

The proposed well field on the CWRF property has the potential for establishing a reliable and economical future water supply on property owned and controlled by ECUA, resulting in long term protection of groundwater quality.

### Humphrey's Well

Coordinated with the Florida Department of Environmental Protection (FDEP) and Florida Department of Health (FDOH) in an evaluation of the

Sand-and-Gravel aquifer in the area of the Humphrey's Well.

### Mobile Highway Tank and Pumping Station

Construction of a 2 million gallon (MG) concrete water storage tank and pumping station is nearing completion.

### Pensacola Beach Ground Storage Tank Replacement

Completed construction and placed a new 3 MG concrete ground storage tank into service. The previous existing 2.75 MG steel tank has been demolished.

### 20-Year Water System Master Plan

Staff continues to work with CDM-Smith in the formulation of a new 20-year water master plan. CDM also evaluated the costs of producing water from each ECUA well so we may evaluate options to reduce operation and maintenance costs.

### Wellhead Protection Areas

Completed an update of Wellhead Protection Areas for 26 of ECUA's water production wells.

### Tank Inspections

Completed FDEP-required 5-year evaluation/inspections on six water storage tanks.



## WATER PUMPED AND TREATED IN 2013



## REGULATORY ACTIVITIES

### Northwest Florida Water Management District (NFWFMD)

- Submitted data required by Consumptive Use Permit (CUP). Participated in workshops and conference calls pertaining to FDEP and WMD rule changes.

### Florida Department of Environmental Protection (FDEP)

- Provided assistance to FDEP staff during the sanitary survey. Provided response to FDEP to define the recommended course of corrective actions.

### Other Activities

- Water Production staff worked with Engineering and Instrument/ Electrical staff to revise the ECUA Water Treatment Facility design to be more efficient and cost effective. The footprint of our new standard well building will be 1/3 smaller with the goal of improved ease of operation and maintenance.

### Well Maintenance

- Continued upgrading chlorine and fluoride monitoring equipment at all well sites. Tested all generators to provide emergency electrical power during line power outage. Forwarded any generator problems to the generator crew.
- Worked with Instrument/Electrical (I/E) at McCrory and OLF4A Wells on the installation of soft start electrical control devices to reduce/eliminate transient pressure surges (water hammer).
- Worked with ECUA's tank consultant to complete annual inspections at various water storage tank facilities.
- One Water Production Mechanic achieved his Class 2 Distribution License. The staff also completed all maintenance and necessary repairs accident free.

### SCADA/Well Operations

- Continued developing more effective reporting techniques using SCADA Open Data Access software. SCADA Operation Center personnel helped review and establish better organizational procedures for boil water notifications, best management practices, and sewer spill reporting.
- One Water Operator successfully obtained his Class B license. One Operator Trainee completed training and has submitted application for testing. Hired one additional Operator Trainee.
- Conducted Annual Chlorine Safety training for all Water Production personnel with assistance of the Florida Water & Pollution Control Operators Association (FWPCOA).
- Operators worked extensively with Lab personnel to develop and reorganize ECUA sampling procedures for FDEP (ongoing). Continued to support the tanker division and lift stations for emergency response.





### QA/QC Laboratory

Participated in four Proficiency Testing Evaluations throughout the year. Had the bi-annual laboratory site assessment. Provided assistance to FDOH official during their compliance inspection. Provided response to FDOH on recommendation for corrective actions.

Maintained a Safety Program, as well as safety DVDs and safety topic discussions.

### Water

Continued Stage 2 sampling for compliance with the Disinfection Byproduct Rule (DBPR) as required by the Environmental Protection Agency (EPA). All sampling results were within standard quality limits.

Continued FDEP's Corrosion Control Program, directed at control of Lead and Copper. This program's aim is to maintain a concentration of at least 1.0 parts per million (ppm) of ortho-phosphate (corrosion inhibitor) throughout the distribution system to prevent the leaching of lead and copper from household pipes and fixtures.

### Wastewater

Continued quarterly sampling on nine monitoring wells and provided our three wastewater treatment plants with timely analytical results for FDEP reporting and process control. Samples were collected at eight local industrial facilities to provide analytical data for the Pretreatment Program.

### Pretreatment

Completed eight annual Industrial Pretreatment Inspections; issued one Ground Water Discharge Permit and four Notice of Discharge Violations. Prepared Local Limits Development report that are required by FDEP every 5 years. Prepared and submitted in annual Pretreatment Report required by DEP.

### Personnel

Lab personnel continued working with water SCADA collecting Precautionary Boil Water Notice samples and analyzing them within FDEP time requirements.

Continued to work with wastewater SCADA to collect SSO samples and have them analyzed within holding times.

### ENVIRONMENTAL CONTROL

Total backflow prevention device installations for 2013 are now at 10,041; up by 2.9% from 2012. Surveys were conducted at 2,841 commercial properties in 2013 to determine the hazard level (high, medium, or low) and what kind of backflow prevention device was required.

Over 8,823 notifications were sent to customers to test, install or repair backflow devices.

Tested 332 ECUA backflow devices and entered 9,391 backflow prevention test report results in TOKAY software.

Two backflow technicians earned their re-certification.

### Communications

Communicated with testers/plumbers via email and/or US Postal Service as required. Conducted informative Roundtable meetings with Pensacola Fire Marshall, Department of Business and Professional Regulations, FDOH, FDEP, ECUA Engineering, and Environmental Controls Division.

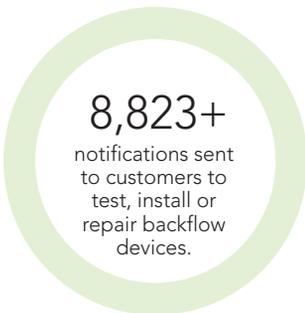
### ECUA External Partnerships

We continued to partner with the City of Pensacola and Escambia County Building Inspections to ensure that all new commercial accounts install and test their backflow prevention devices prior to receiving a Certificate of Occupancy.

### Internal Partnerships

The Environmental Controls (EC) division continued to confirm that existing land use codes are correct, and assigned proper land use codes to new establishments. 112 codes were revised.

Reviewed 70 new commercial developments to ensure the correct types of backflow preventers were being installed and that they were installed correctly.



BACKFLOW PREVENTION  
INSTALLATION



Regional Services began a program to maintain and replace all of the air release valves (ARVs) in the wastewater collection system. Many attributes, such as equipment, supplies, facility identifications, and valve locations were verified and recorded. The location of a total of 363 ARVs have been confirmed and their condition evaluated. A four-tier priority system has been established with the most critical (Tier 1) given a priority for repair/replacement using local contractors and ECUA personnel. Of the 363 ARVs, 45 were repaired, replaced, or eliminated in 2013.

Another concern with the ARVs was the damage being caused by an abrasive industrial discharge (perlite) to our wastewater collection system. ECUA has been working with this industry over the last year on evaluating different treatment technologies to remove this substance as part of their pretreatment program. Equipment is now being purchased by this industry and should essentially eliminate the perlite in our system by this summer.

In 2013 Regional Services assisted with several pigging projects that were performed by a contractor. This, along with the ARV program, will reduce operating pressures in the force mains and increase available capacity to handle peak flows and wet-weather events.



Regions has continued to install and maintain the automated residential water meters throughout the system. Approximately 400 meters per month were installed last year. Since the warranty of the existing meter inventory will expire in 2015, we have begun to evaluate a "new" meter which does not have a separate antenna. If this new meter proves to be cost effective, it would be integrated with the existing meter population over a three to five-year period. One of the benefits of this new meter is that it will provide, without any additional programming, leak detection details, peak flow times, and backflow information.

A pilot program for large meters (2" and above) has been underway in the Region South large meter population for the past six months. We are comparing the maintenance requirements of 18 Omni meters to our existing Neptune meters. A comparison of performance so far indicates a much lower failure rate with these new meters. ECUA has traditionally tried new system equipment (valves, pipes, fittings) for three years before a final evaluation is rendered and a decision proffered. If the Omni meters continue to perform, staff will develop a proposal in 2.5 years to change over the entire large meter population.

The Regions Hydrant Crew has the responsibility to flush the distribution system to maintain water quality. We have adopted a new approach called Unidirectional Flushing. The scouring activity generated by this method is particularly effective in areas prone to low water main velocities. Two

subdivisions were flushed with this approach in 2013 and at least two more will be addressed with this technique during 2014. The crews do not need to use this method for all flushes but continue to look for more innovative procedures to maintaining water quality.

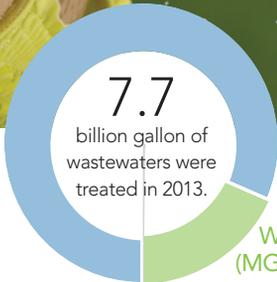
The flush routes are constantly under evaluation and revision. Many of the historical "problem areas" do not require regular flushing now. New line installation or water well treatments have changed the constituents found in these lines. We also use automatic flush devices for 107 dead end lines in our system.

52

fewer discolored water complaints were received in 2013 than 2012



ECUA treated approximately 7.7 billion gallons (BG) of wastewater last year, 81% of which was beneficially reused by ECUA and our major industrial partners, Gulf Power and International Paper.



- 5.2 BG (Central Plant)
- 2.5 BG (Pensacola Beach and Bayou Marcus)

We received and treated almost 5,000 loads, or approximately 11.5 million gallons (MG), of septage and grease from commercial haulers.

The Central Water Reclamation Facility (CWRF) received a Silver Award from the National Association of Clean Water Agencies (NACWA) for having only one wastewater permit violation out of 3,848 compliance sample data points.

Major improvements this year at our plants included adding a Sodium Bisulfite station, providing the ability to dechlorinate the entire flow from the CWRF, if needed. At the Bayou Marcus Water Reclamation Facility (BMWRF), we replaced a more caustic chemical, Sodium Hydroxide, with a much safer and less costly chemical, Magnesium Hydroxide, to maintain alkalinity levels. At the Pensacola Beach Water Reclamation Facility, we installed a tide gauge that

enables operators to read the tide level at the plant and shut down the influent flow to the plant by remote control, if needed, during tropical storm events.

#### Pensacola Beach Water Reclamation Facility

- Reclaimed water flow to Santa Rosa Island Authority 20.504 MG
- Reclaimed water flow to plant reuse 24.287 MG

The effluent Outfall Structure was rehabilitated and we installed a remote connection between the an outfall tide gauge monitoring system and remote connection to SCADA has been installed.

81%

of treated wastewater was beneficially reused in 2013.

A TOTAL OF 6.23 BILLION GALLONS (BG) OF RECLAIMED WATER WAS BENEFICIALLY REUSED BY THE ECUA AND OUR INDUSTRIAL PARTNERS



**Don Palmer, ECUA Director of Water Reclamation**, was elected to the Florida Water Environment Association Utility Council Board. The Utility Council is made up from representative utilities across the state of Florida and has an eight-member Board. The Council is primarily organized to support the adoption and implementation of effective wastewater legislation, regulations and policies at the federal, state and regional levels with the goal of providing efficient and cost effective wastewater management and stewardship of natural environmental systems. Mr. Palmer was active with the Council on the Human Health Criteria limitations and in the Numeric Nutrient Criteria (NNC) issue with FDEP and other matters.

### Bayou Marcus Water Reclamation Facility

Completed the Engineering design for the Headworks Improvement Project, with construction to begin February, 2014. 95% complete with the Filter Complex Cover project. This has already saved hundreds of hours of manpower cleaning the units.

Installed a new polymer dosage system. This unit has saved approximately 40% of our previous usage of polymer.

Replaced Influent-Effluent auto-samplers with the latest power-saving models. Replaced one of our 16-year-old Reuse Water pumps and installed a Backup Generator for the emergency Standby Generator. The old Lime silo was removed from the plant site. Main Breakers for Standby Generator were replaced with modern models.

Installed additional storage capacity to receive full loads of Ultra-High level CBOD Glycerin. This allowed us to take advantage of bulk purchasing costs. This product provides enough Carbon to increase efficiency

of our Denitrification system in accordance with our agreement with FDEP. Seven operators obtained "C" Wastewater licenses. Four operators obtained "B" Wastewater licenses. Two operators passed the "A" Wastewater course.

### Central Plant Water Reclamation Facility

CWRW processed approximately 5.2 BG of wastewater and averaged 14.4 million gallons day (MGD). We provided Gulf Power an average of 1.67 BG of reuse water, with an average of 4.57 MGD. An average of 1.98 BG of reuse water with an average of 5.435 MGD was provided to International Paper. CWRW discharged a total of 1.43 BG and a total of 3.0 MGD of reuse water to International Paper Mill's wetlands.

CWRW's chlorine residual system was upgraded to the more accurate Prominent amperometric probe system.

5.2 BG

of wastewater was processed by the CWRW in 2013.



### Plant Maintenance (PM)

A total of 1,976 Preventive Maintenance and Standard Repair work orders were completed this Fiscal Year. New preventive maintenance procedures were developed and implemented for the CWRF and Regional Lift stations (LS). Approximately 3,500 feet of heavy-gauge fencing, along with 10 (ten) gates, have been installed to address the issue of vandalism, trespassing and poaching, and to provide security to ECUA equipment and properties at the CWRF.

PM installed a new Sodium Bisulfite pump station consisting of an 8,100 gallon double wall vertical tank, situated inside of a concrete containment system at the CWRF, which will be used to remove chlorine from the reclaimed water being pumped to one of our industrial reuse partners.

### Plant Maintenance (PM)

One of the most significant accomplishments of the PM Division was the complete re-work of the #2 dryer train components, which included seal and shaft rehab on the #2 sludge hopper, the annual rebuild of the six duplex dewatering screen process and the major upgrades of the paddle shafts and shell liner (similar to what was done to Dryer #1 last year). This procedure, which included hard surfacing of paddle blades in the critical drying zone, resurfacing the shaft sleeves, new bearings and the installation of the shell liner, will ensure a longer life of the major dryer components.

The 15-ton capacity overhead bridge crane was removed from the Bio-Solids Building and replaced with a 20-ton unit. The installation was accomplished without impacting operations.

At the CWRF headworks, the rubber skirting on each side of the step screens was modified to prevent debris from flowing around the screens. Additional sluice gates were installed in the side channels to allow isolation of the step screens for future maintenance or

repairs. Mixers have been installed in the center channel of the headworks complex to help prevent the formation of a grease layer and reduce the formation of malodors.

At the Moreno Street Regional LS, PM cleaned the wet wells of over 40 cubic yards of accumulated rags and grease-bound debris.

At both Moreno and Government Street Regional Lift Stations, mixers were installed in each wet well to help prevent the formation of grease and rag layers and to reduce odors. The three regional lift station control systems were upgraded and transferred over to a new broadband radio system, providing for faster scan times and improved reliability of data transmission during inclement weather.

At the Bayou Marcus WRF, the PM Division completed the excavation and repair of a 14" gate valve that services the #2 clarifier return activated sludge line. They also completed the rebuild of tertiary filters #3, #5 and #6.

3

regional lift station control systems were upgraded in 2013.

### A TOTAL OF 6,719 WORK ORDERS WERE COMPLETED IN 2013



#### Odor Control

We started adding the chemical Alkaquit to Lift Station LS 379 (Target) to help with odor problems at the station. We also started adding bioxide at LS 2 (Ninth Ave.) and LS 146 (Tate School Road) in order to permanently resolve customer odor complaints and corrosion issues at the lift stations.

#### Lift Stations

Crews dealt with a record amount of rainfall (58.6") from July 4th weekend to September with minimal spills. We also completed 3,200 work orders during 2013 along with operating and maintaining 369 lift stations. The entire LS division migrated from the AS400 work order system to the Infor Enterprise Asset Management System in a two-month period without impacting operations.

Three new stations were added to our system; LS 387 (Mcghee Drive), LS 391 (Deerfield) and LS 392 (Weavers Run). FDEP conducted a Lift Station Sanitary Overflow Preventive Inspection which we passed with flying colors.

39 portable generators 56 permanent generators

#### Generators

- Serviced and maintained 39 portable and 56 permanent mounted generators that serve the ECUA system. Managed Fuel Tank Inspections and Tank Compliance Program with FDEP and also implemented the new RICE (Reciprocating Internal Combustion Engine) NESHAP (National Emissions Hazardous Air Pollutants) monitoring procedures required by the EPA for generators.
- Completed 460 work orders. Purchased four used generators and installed them at the Ellyson Warehouse and Regional Services West Building, with all associated installation work performed by our crews.

#### Facilities Maintenance

- Completed 786 work orders and assisted Engineering by coordinating the demolition of a home on a parcel of property recently purchased on Dominguez Street. Cleaned and secured the former steam plant property at the Ellyson Industrial Park.
- Coordinated and installed a new handicap accessible door opener for the Board Room, providing enhanced handicap access from the new Atrium lobby area.

95

generators were serviced and maintained in 2013.



## EXECUTIVE STAFF



**Debra Buckley, MBA**  
Director of Finance



**Randy Rudd, BS/CISWM**  
Deputy Executive Director  
Shared Services



**Edward (Ned) McMath, PE**  
Deputy Executive Director  
Utility Operations



**Ernest Dawson, MSOM**  
Director of Regional Services



**Tom Dawson, Jr., PE**  
Director of Water Production



**Tim Haag, MPA**  
Director of Communications & Government Affairs



**Stephen P. Holcomb, PE**  
Director of Wastewater Infrastructure



**Bill Johnson, PE/LS**  
Director of Engineering



**Don Palmer, PE**  
Director of Water Reclamation



**Gerry Piscopo, BSME**  
Director of Maintenance/Construction  
Utility Operations



**David Roberts, BS**  
Director of Information Technology



**Cindy Sutherland, BS, SPHR**  
Director of Human Resources and Administrative Services



**Nettie Williams, BS**  
Director of Customer Services



**Nathalie Bowers, DFM, CBC**  
Public Information Officer



**James Roberts**  
Public Information Officer  
Three-time recipient of Edward R. Murrow Award



**2013 Supervisory Employee of the Year**  
**Robert "Bobby" Rogers,**  
**SCADA Systems and Communications Supervisor**

This award was presented to Robert C. Rogers in recognition of his dedication and service to the Emerald Coast Utilities Authority.

Bobby works tirelessly to make ECUA a quality service provider of public utilities. He stresses the importance of teamwork in all aspects of the organization's operations, and this philosophy is surely the key to SCADA'S successful communication with all departments throughout ECUA.

Bobby is a role model to his team, helping them to set and accomplish goals. In doing so, Bobby contributes to positive department morale, and a boost in employee confidence and skill levels. Bobby's leadership skills have earned him the respect and admiration of employees and peers alike.

We are proud to honor Bobby as our 2013 Supervisor of the Year.



**2013 Employee of the Year**  
**Doug R. Wilkerson, Hydrant Service Tech I**

This award is presented to Douglas R. Wilkerson, in recognition of his dedication and service to the Emerald Coast Utilities Authority.

Doug exemplifies stellar work ethics as he tirelessly performs his work. Regardless of extreme weather conditions, Doug goes above and beyond what is asked or expected of him. He never complains; he displays an excellent attitude at all times. Doug readily volunteers to do even the toughest and dirtiest of jobs, and is quick to help his coworkers. Doug's work ethic, attitude, and performance are inspiring to anyone working with him.

We are proud to honor Doug as our Employee of the Year for 2013.



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