

Emerald Coast Utilities Authority 2011 Annual Report



Celebrating 30 Years of
Environmental Leadership



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1985 — Seven-member appointed Board becomes five-member elected Board.

1992 — Acquisition of Pensacola Beach water and wastewater systems; Acquisition of Sanitation collection franchise from Escambia County.



1998 — Expansion of Bayou Marcus Water Reclamation Facility and start-up of Wetlands Application System.

2011 — ECUA's 30th Anniversary Main Street WWTP demolition begins; Reclaimed water reuse system on Pensacola Beach begins operation.



2009 — Introduction of Residential Recycling Program.

1981 — ECUA created by Act of State Legislature, Appointed Board established.

1987 — First ECUA Water and Wastewater Master Plan completed.

1991 — ECUA develops computer-based model of Sand-and-Gravel Aquifer.



1994 — 24-inch sub-aqueous water transmission main under Pensacola Bay is installed.

1997 — Employees' Union disbanded; Septic Tank Abatement Program begins.

2004 — Hurricane Ivan - Initiation of Main Street WWTP Replacement Project.



2010 — HHW, Bulk items, and Expanded Recycling Programs added; CWRF is placed in service with industrial reuse of reclaimed water.



MESSAGE FROM THE EXECUTIVE DIRECTOR

The Emerald Coast Utilities Authority (ECUA) launched a successful 2011 with strong momentum gained from 2010's start up and grand opening of the new Central Water Reclamation Facility (CWRF).

The state-of-the-art facility continues to garner lots of positive recognition from the news media and professional interest from as far away as Germany and Spain.

Global Water Intelligence included the ECUA's Central Water Reclamation Facility (CWRF) as a top three finalist for their 2011 Global Water Reuse Project of the Year. This award earned considerable media coverage, but since ECUA is a customer-focused organization, we are even more excited about the quality-of-life improvements our work means for our customers and the community.

One major milestone reached during the past year was the beginning of the long-awaited dismantling of the former Main Street Wastewater Treatment Plant. This demolition will open up the west side of downtown Pensacola for new development and community improvements. Another is the implementation of our beneficial reuse project at Pensacola Beach. Reclaimed water from our facility on Santa Rosa Island is now being used to irrigate the medians along Via de Luna, a program we hope to expand in the future.

We are confident that our customers also will appreciate the redesign and functionality of ECUA's website, which includes new informational features and an attractive layout. We're committed to facilitating the process of doing business with the ECUA. A dedicated area on the website welcomes and assists all vendors, and we offer periodic workshops designed for small-, minority-, or women-owned businesses geared toward increasing their participation in obtaining future ECUA contracts. Along with the redesign comes a new web address — www.ecua.fl.gov — that we found vital to improving our visibility in cyberspace.

2011 marked the first full year of operation for our successful bulk recycling and Household Hazardous Waste programs. We also unveiled our new hybrid sanitation collection vehicle, which is designed to cut down on emissions, get better mileage, and help us reduce the cost of operating our fleet.

As exciting as this last year has been, financial issues are plaguing many households in our service area. That's why it's so important for ECUA to stretch its budget as far as it will go. With interest rates at historic lows, ECUA is refinancing some of its bonds to take advantage of lower rates and maximize resources on behalf of our ratepayers. We also have been able to pull down some key financial assistance from the federal government's State and Tribal Assistance Grant (STAG) program.

At ECUA, another step we take to protect our ratepayers is to have periodic audits of not only our finances, but also our performance as a service organization. In October, we received a 58-page report that details how we can improve the way we do business, especially as it relates to human resources, hiring and other functions.

Finally, I'm pleased to report that 2011 marked ECUA's 30th year of doing business. Throughout these past three decades, the organization has overcome adversity and controversy to achieve some amazing results for the people it serves. It is my intention as Executive Director to assure that we continue to build on these achievements, and surpass our community's expectations.

Thank you for giving us that opportunity.

Sincerely,

Stephen E. Sorrell, P.E., M.P.A.
ECUA Executive Director, March 2012

Technical innovations didn't stop at the Internet. The realities of tight budgets and increasing pressure on the environment have led ECUA to take steps to reduce our environmental footprint and proactively work to keep our community clean.

ECUA BOARD



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 ECUA's Human Resources Building on the ECUA's Ellyson Industrial Park Campus. The Human Resource Building is located at 9250 Hamman Avenue, 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.



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Main Street Wastewater Treatment Plant Replacement

As 2011 began and throughout the year, our Engineering Department continued to focus on the Main Street Wastewater Treatment Plant (MSWWTP) Replacement Project. The official demolition of the Downtown Pensacola facility began in September 2011.

Simultaneous with the MSWWTP demolition is the construction of the Emergency Operations Support Addition to the Customer Service Building, the International Paper reclaimed water main, and Phase 1 Miscellaneous Lift Station Force Main Upgrades. Construction of the last major pipeline associated with the project — the Montclair Lift Station Diversion — is also underway, with anticipated completion during 2012.

We continue to assist owners of private lift stations, and as the Miscellaneous Lift Stations are connected to the new transmission system, private lift stations requiring upgrades will be sequenced to match those changes.

ECUA/International Paper Company Pipeline & Wetlands Project

The final reclaimed water pipeline and wetlands distribution system shared by ECUA and International Paper (IP) has been completed. The project – a public/private partnership that has been in development for 10 years – will eliminate IP’s discharge to Eleven Mile Creek and provide disposal capacity for ECUA and the IP mill, which will then run into the wetlands distribution system. As it moves through the wetlands, the water is continuously filtered until it reaches the Perdido Bay in pristine condition.

Sewer System Rehabilitation/ I&I Reduction

ECUA continued its multi-task, multi-year Infiltration & Inflow (I&I) Reduction Project. Design work and contracts are in place for cured-in-place pipe lining and test-and-seal services for Pen Haven Phase 2 and Downtown South Phase 1 sewer service areas. Approximately 13,000 feet of Pen Haven gravity sewer line has been repaired, and seals to the lateral connections of the main line are currently under contract. With respect to the Downtown project, 30 lampholes were replaced with manholes, in order to facilitate lining of the mains. All in all, 170 lampholes will have been replaced by the end of the project. The Engineering Department continued to identify system-wide inflow problems through the inspection and cleaning of 18,000 linear feet of pipeline, 8,717 of which were repaired using trenchless lining methods.

Lift Station Rehabilitation
We completed major upgrades to several ECUA lift stations, including Woodrun, Scenic Hills, Greenbrier, Blue Angel and Pen Haven, and work was begun on the Ellyson Lift Station on Addison Drive.



Bayou Marcus Headworks

As the existing influent screening units at the Bayou Marcus plant approach the end of their lifespan (30+ years), we initiated in 2011 a project that includes the design and installation of fine screens at the head of the plant, and the installation of grit removal and handling equipment. Construction for this project should be completed by the summer of 2013.

Bayou Marcus Wetlands Expansion

The Engineering Department provided project management for the design and permitting of the Bayou Marcus Wetlands Expansion, a project that was initiated to construct a transmission and distribution system to the wetlands. The project will ensure adequate reclaimed water disposal capacity and continued compliance with the FDEP operating permit. Completed in November 2011, the project encompassed the construction of access roadways, concrete splash pads, and 8,800 feet of pipe.

Utility Relocation Coordination

Major roadway construction continued throughout the ECUA service area in 2011, prompting extensive utility coordination and/or relocation. ECUA provided coordination on many City, County, State and Federal projects this past year, and with each of those opportunities, our staff was able to further develop ways to minimize relocation scope and costs, which in turn decreased customer impact. Since several additional

construction and improvement projects are planned for 2012, we will continue to monitor the status of each project and adjust accordingly, as we seek better ways to complete the project.

In addition to those specific projects, our staff also spent 2011 managing the routine daily tasks: project reviews of private residential and commercial developments; continued replacement of water service lines within the system; upgrades to older water mains where water supply or pressure problems may exist and; maintenance of water storage tanks. We also completed three major sewer expansion projects in 2011, including Plainfield, Ensley East Phase 2A, and St. Joseph Avenue.



FINANCE

For the 23rd year in a row, ECUA has received the award for Certificate of

Excellence in Financial Reporting from the Government Finance Officers Association. This accolade is significant in that it recognizes the quality of our annual financial report for the fiscal year ending September 30, 2010. This report is a cumulative 10-year historical account of ECUA's fiscal health and viability, denoting important trends within our organization. We feel honored to be chosen once again for this distinction, and strive to continue our efforts toward quality and assurance throughout ECUA.

BY THE NUMBERS: PAYROLL

2011 Average employee count	509
New employees processed	36
Non-retiring employees who left ECUA	32
Retiring employees	15
Employees entered the "DROP" retirement program	11
Paychecks processed	13,234



BY THE NUMBERS:

Invoices processed for payment	25,223
Regular purchase orders issued	1,185
Blanket purchase orders issued	335
Emergency purchase orders issued	167
Formal bids received	15
Construction bids received	25
Issue tickets processed	4,916
Value of issue tickets processed	\$1,157,162
Value of inventory as of 9/30/11	\$1,424,501



Customer Bills & Vendor Payments

In stereotypical accounting fashion, the ECUA Finance Department is always looking for ways to cut expenses. In August 2010, we brought the processing of all mailed payments back into the Accounts Receivable Division. This has expedited the payment process for both ECUA and our customers, and continues to prove a beneficial move for all.

In that same vein of simplification, we initiated the outsourcing of printing and mailing of our customers' bills in March 2011. We worked in conjunction with our IT Department to establish a daily communication with our contractor, which has allowed us to avoid investing in very costly equipment and all of the associated maintenance and repairs. Our bills and the monthly Customer PipeLine are processed through this new contract.

Finally, we offered the option of receiving electronic deposit of payments to our vendors.

This process provides a shortened time period between invoicing and payment, with realized savings on printing and mailing costs, reduced inquiries from vendors, and simplified accounting. All-in-all, this is a very positive shift for ECUA and our valued vendors.

REVENUES



EXPENSES



ASSETS



LIABILITIES/NET ASSETS





In 2011, the camera sewer inspection program was initiated to identify inflow/infiltration – related problems throughout the year.

In 2011, the Regional Services Department experienced some interesting challenges but in each case, our staff demonstrated perseverance and initiative in successfully maintaining distribution and collection systems that include aging pipeline materials. Within the water distribution system, we installed Polyvinyl Chloride (PVC) pipes in several locations throughout the year, some of which replaced deteriorating galvanized mains that had begun to affect water quality and pressure.



Other PVC pipe was installed in order to set additional fire hydrants which helped reduce our customers' homeowner insurance premiums due to the closer proximity of the appurtenances. Our department managed to attend to all of the aforementioned projects, and continued to perform the routine tasks, as well as constantly look for ways to do what we do in better, more efficient ways.



BY THE NUMBERS

- 5,000+** feet of pipe length cleaned in problem areas
- 2,892** routine flushes performed
- 1,700** feet of PVC pipe installed
- 23** automatic flush valves installed
- 5** new fire hydrants installed
- 5** Samsung Tablets purchased to test wireless work order system

We installed automatic flush valves on dead end lines, which assisted in purging lines of accumulated sediment and debris.

Multiple fire hydrants were installed, routine flushes were performed to eliminate stagnant water and debris from known problem areas, and all large meters were tested for accuracy during the year.

Another area of focus for our department was in the maintenance of the wastewater collection/transmission system. Our vacuum and wash trucks cleaned major problem areas and helped us to continue to reduce sanitary sewer overflows directly related to line blockages. ECUA experienced 27 such blockages in 2011, down from 77 of this type in 2007, aided by other processes outside of our regular cleaning. A product that we use in our wastewater system helps to control bacteria and minimize grease and odor. We use that product in areas of our system where restaurants, schools or grease-producing businesses occasionally cause line blockages. In addition, a careful application of herbicide is applied to clay pipes that have been invaded by root systems.



On the staff improvement side of our department, Regional Services

sponsored a reading, writing and math skills refresher course through Pensacola State College. Since many of our employees were hired during a period of time when high school diplomas were not required, some of that education took a back seat to their knowledge of repair and maintenance of our utility system. As a result of the six-week course, four of our employees passed their State of Florida Level 1 license test and eleven obtained their Level 2 licenses. These achievements helped provide appropriately licensed personnel for all of our distribution system projects.



UTILITY OPERATIONS: Water Production

Throughout 2011, the Water Production Department addressed multiple types of issues, from water production projects and well operations to regulatory activities and internal/external partnerships. Our ECUA staff remained committed to excellence through it all.

Water Production Projects Mobile Highway Well

We collaborated with a local engineering firm on a study entitled “Mobile Highway Water Production Well Water Quality Analysis and Treatment Report,” which was a report of treatment options for turbidity, iron and manganese at a planned new well. Also, we executed a contract to perform tests at the County’s Equestrian Center property.

Pensacola Beach Water Mains

After flow-testing the existing cast iron mains on Pensacola Beach, we cleaned existing mains, installed some replacement mains, and corrected connections that were already in place.

20-Year Water System Master Plan Update

After executing a contract with a national engineering firm for an update to the water system, we provided assistance with the results obtained from the flow testing studies.

Davis Highway Well

Following a water treatment study by a national engineering consulting firm on the various options available for the removal of iron and manganese at one of our existing wells, ECUA purchased property to accommodate construction of the new water treatment facility. A pilot test was set up and samples were pulled and delivered to an independent lab for evaluation.



Humphrey’s Well Replacement

ECUA staff negotiated a property purchase agreement for a replacement well facility.



Kingsfield Well Permanent Generator Installation

The project was sent out for bid but was placed on hold pending electrical design changes.

City of Pensacola Insurance Services Organization (ISO) Fireflow Evaluations

With the ISO staff, we coordinated the performance of hydrant flow testing and submittal of the flow-and-pressure information back to the City staff.

Facility Use Agreement

In an effort to promote synergized operations for the customers of ECUA, we negotiated with the U.S. Navy for the Bronson Well site lease renewal, established an emergency staging agreement with Gulf Power, and worked with Escambia County and the City of Pensacola to allow communication equipment on ECUA water towers.

Well Maintenance & Operations

We maintained equipment at water production sites, upgraded chlorine feed equipment, tested all generators for power outage performances, coordinated with vendors and contractors, provided safety training to personnel, and accomplished all projects in 2011 without any injuries.



Regulatory Activities

To ensure that ECUA maintains compliance with the various regulatory agencies, the Water Production Department completed requirements set forth by the Northwest Florida Water Management District, and assisted in the compliance inspections performed by the Florida Department of Environmental Protection. All issues identified as needing attention were submitted to the appropriate departments and have since been resolved.

QA/QC

We continued to ensure that ECUA offers the highest quality service possible. We maintained an organization-wide safety protocol, completed requirements for lead and copper sampling, provided quarterly testing at each of the nine monitoring wells, and worked with water Supervisory Control and Data Acquisition (SCADA) and wastewater SCADA to make sure we perform our sampling within the specified time requirements. In addition, we continued to utilize the SCADA Open Data Access software and worked with ECUA lab personnel in completing the required FDEP 3-year samples.

BY THE NUMBERS

2011 Total Pumped & Treated Water	
Total Annual	12.7 Billion Gallons
Daily Average	34.9 Million Gallons
Daily Maximum	54.0 Million Gallons

Environmental Control

The Division focused on communications with testers and plumbers, as well as conducted roundtable discussions with the Pensacola Fire Marshall, Florida Department of Business and Professional Regulations, Department of Health, FDEP and the ECUA Engineering and Environmental Controls Division. We also cultivated ECUA’s external partnerships with the Institute for Human and Machine Cognition and the building inspection departments of the City of Pensacola and Escambia County.



UTILITY OPERATIONS Water Reclamation, Plant Maintenance & Construction

PLANT MAINTENANCE & CONSTRUCTION Central Water Reclamation Facility (CWRP)

The Plant Maintenance Division was very busy in 2011 as we streamlined routines and schedules for our first 12 months at the new CWRP. To begin the transition, we had to transfer operations from Main Street to the CWRP – an effort that, despite its complexity, took approximately eight weeks and was conducted in smaller multiple moves with great efficiency and without incident. All the while, we maintained normal services to our customers at both locations.

As with anything new, problems arose and troubleshooting began. Most of the adjustments and repairs were minor in nature, with the exceptions of the conveyors for dryers #1 and #2 and some major mechanical issues with the grinders and pumps at the regional lift stations. However, warranties were in effect, and all of the rebuilding and re-servicing were covered accordingly.

Pensacola Beach WWTP

At the Pensacola Beach Wastewater Treatment Plant, several routine repairs were made, as well as the installation of a new chlorine disinfection system, and the purchase of a replacement stainless steel clarifier drive unit that is being stored at the CWRP until its installation is required at plant #2.

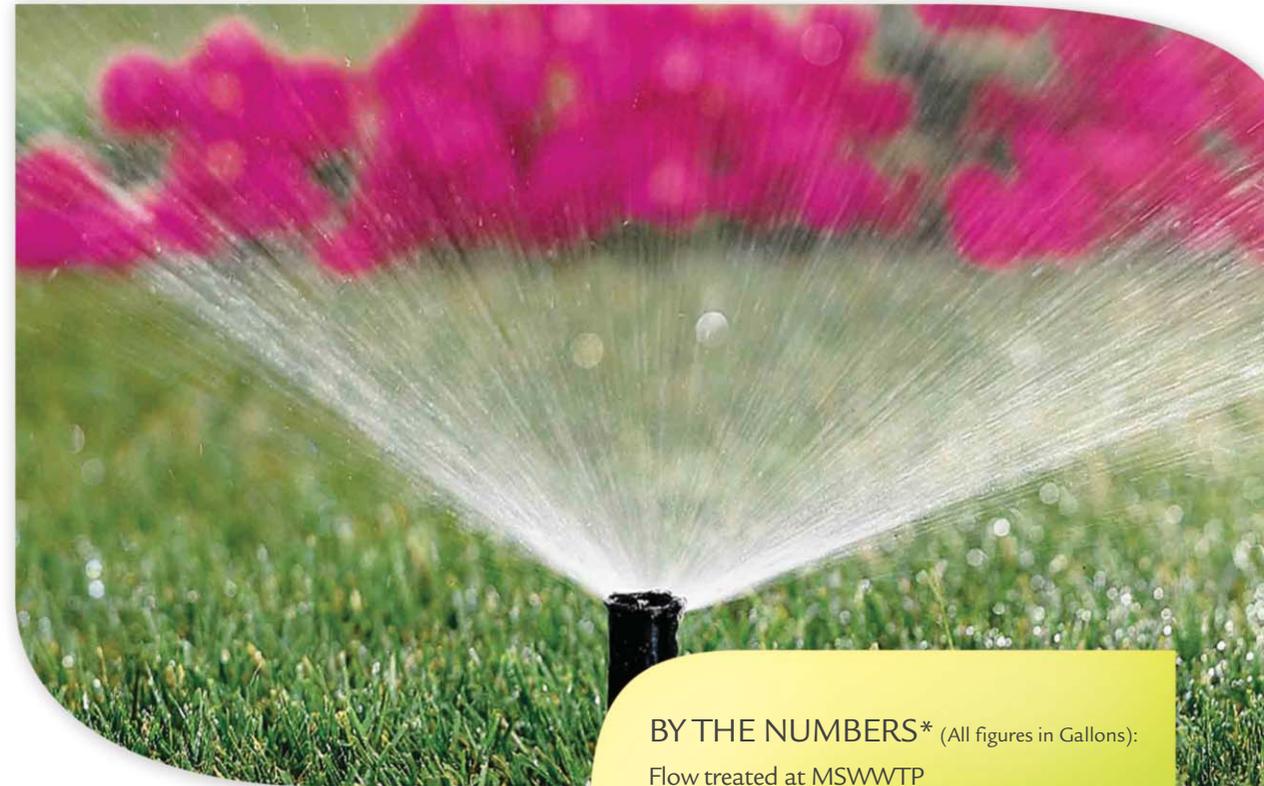
Bayou Marcus WRF

Several modifications and improvements were made to the Bayou Marcus Water Reclamation Facility in 2011, including overhauls of all four influent rotating screens, a complete rebuild of the rotating drum thickener and all four effluent lift station check valves, and replacement of the scum pit pumps in a few of the clarifiers with new pumps. Several minor repairs were made as well, all of which will help prevent future problems.

One of the most exciting elements of the new facility is the Infor™-EAM software – an asset management system based entirely on web pages and thereby negating the need for costly installation and maintenance of client computers. EAM manages assets, work orders, maintenance planning, preventive maintenance, parts inventory and cost analyses. Configuration began in March 2011, and by June, the work order system was initiated, keeping track of equipment history, parts usage and costs in a hierarchical fashion and offering snapshots of maintenance and cost trending. Since its implementation, 400 work orders have been processed. The system will eventually be expanded to include all plants, lift stations, wells, generators, and odor control.

Generators, Odor Control and Lift Stations

In addition to acclimating ourselves to the new CWRP and the work performed at Bayou Marcus and Pensacola Beach, our normal slate of responsibilities was always a top priority. Our division managed fuel tank inspections, addressed odor complaints, designed an oil recovery and changing trailer, load-tested generators, serviced and maintained equipment, added four new lift stations, installed 21 new pumps, reinstalled 46 pumps (after repair), and operated our lift station vacuum truck on a strict weekly schedule to remove fats, oils and grease from our larger lift stations.



BY THE NUMBERS* (All figures in Gallons):

Flow treated at MSWWTP prior to April 2011	1.31B
Flow treated at CWRP from 10/2010 to 09/2011	3.74B
Reclaimed Water in flow to Gulf Power.....	2.49B
Reclaimed Water in flow to International Paper.....	722M
Reclaimed Water in flow to Bayou Marcus Wetlands	2.12B
Reclaimed Water in flow to Via de Luna irrigation on Pensacola Beach	15.38M

2011 was a year of firsts for the Water Reclamation Department.

For the first seven months, we were in the midst of transitioning from the Main Street Wastewater Treatment Plant in Downtown Pensacola to the Central Water Reclamation Facility. During that time, substantial training on the new equipment at CWRP took place as the old plant's sequenced flow diversion occurred. Finally, at the end of April 2011, the transition was complete.

The benefits are many when providing reclaimed water for wetland projects and irrigation purposes, but the greatest of all is the elimination of surface water discharge from the Main Street Wastewater Treatment Plant – something we will not soon forget and never miss.

Another first was the use of reclaimed water from the new CWRP and Pensacola Beach facility.

Gulf Power used 2.49 billion gallons, International Paper took on 722 million gallons, and the SRIA on Pensacola Beach reused another 15.38 million gallons. This beneficial reuse represents an important milestone for ECUA and the environment as it reduces demand for groundwater and surface water withdrawals.



SHARED SERVICES: Customer Service and Fats, Oils & Grease

In 2011, the Customer Service Department implemented the Click2Gov online billing service. On Click2Gov, customers can view their bills, make payments, and change their phone number and mailing address. The CSSs can also assist customers with resetting their pin number and password.

ECUA Customer Service personnel are committed to providing friendly, courteous and professional service to our customers. Our goal is to decrease the number of abandoned calls without sacrificing quality service to our customers.

This year saw a marked increase – 6.3% – in the number of incoming calls over 2010. Despite the added load on our staff, our department has been able to actually decrease the number of abandoned calls. Contributing to this success were: the addition of two Customer Service Specialists (CSSs) and a shift in team leaders' responsibilities, which has allowed more time to assist CSSs during peak times and heavy call loads. By the fourth quarter of 2011, the monthly average of abandoned calls decreased by 43%.

In a cost-saving measure, personal printers were phased out and all were mainstreamed to one central printer, eliminating multiplied supply costs. ECUA's migration to a new VoIP phone system included a new call center management software system, which also helped manage our call load.

FATS, OIL & GREASE

Fats, oils and grease (FOG) can wreak havoc on sewer pipelines, building up to the point of causing blockages that can lead to sanitary sewer overflows and potential public health issues. Throughout 2011, the FOG program continued to build awareness and educate the community about the proper handling and disposal of these substances.

We participated in a number of community-sponsored events such as the Corry Station Pensacola Annual Earth Day Celebration, Sacred Heart's Annual Pumpkin Run, and the Ensley Fire Department Open House. We collaborated with ARC Gateway to produce oil container labels, and provided grease disposal containers to visitors at the Beulah Sausage Festival.

The NAS Pensacola newspaper, Gosport, ran an article discussing the effects of FOG and its by-products in the sewer system on base. This stemmed from yet another used cooking oil cage being placed at Corry Station, which brings the collection cages designated for military use to four.

To ensure ECUA continues to provide the highest quality services to our community, our FOG personnel completed classes and were certified in FOG Management by the Florida Industrial Pretreatment Association.

Special events present ideal outreach opportunities for FOG instruction and demonstrations. This exposure allows our dedicated ECUA staff to engage in hands-on activities with area youth at events like the Florida Institute of Human and Machine Cognition's "I Love Science Program" and at Bay Day 2011, where more than 1,200 sixth-graders learned about FOG and proper disposal techniques.



At year's end, we reviewed the results of our publicity efforts and discovered that – in conjunction with the Sanitation Department's Household Hazardous Waste Program – more than 9,372 gallons of used cooking oil had been reclaimed from residential customers in our area. In addition, 1,389 food service establishments were visited and inspected by FOG personnel.



Turning attention to local businesses and organizations, the Escambia County Commission proclaimed August 8-14 as FOG and Protector of the Environment Week. The week's activities focused on educating the public and local businesses about the proper handling and disposal of FOG, and how these substances affect the world around us. Both Navy Federal Credit Union and West Florida Hospital received the Protector of the Environment Award for their efforts in promoting a safe working and clean eating environment through the ECUA's FOG Program.

ECUA's Kitchen Best Management Practices training staff had a full schedule this year! Presentations about FOG and the proper disposal of these substances were conducted at the Kiwanis Club of Pensacola, Escambia County Health Department, and to the cafeteria managers of the Escambia County School District. Additionally, all the management staff at Publix, Pizza Hut and Wendy's received training presentations.

In October, two meetings were held for grease pumpers and haulers. The discussions centered on the necessary documentation and requirements for inclusion on the Preferred Haulers list. Haulers who transport and dispose of grease trap waste received training and certification in order for them to be able to dispose of their waste at the Zachary Wastewater Treatment Plant in Cantonment.

SHARED SERVICES:
Sanitation

All divisions within ECUA's Sanitation Department experienced positive developments in 2011.

In late 2011, an agreement between Energy Services of Pensacola (ESP) and the ECUA Sanitation Department Administration Division was finalized which began the fleet's conversion from diesel fuel to compressed natural gas (CNG). The agreement provides for infrastructure at the Sanitation Complex on Pine Forest Road that will allow ECUA and third-party vehicles to refuel at market prices. A portion of the revenue from the third-party sales will go to ECUA, and a reduction in maintenance costs on the CNG vehicles is expected. In addition, the ECUA Board approved the purchase of 50 CNG-fueled refuse collection trucks. All of these components should be actively in place by July 2012.

Our Fleet Services Division was busy testing the new hydraulic hybrid refuse collection vehicle throughout 2011, and while an increase in fuel efficiency was noted, the real savings were surprisingly discovered in the reduction of brake component replacements. Since the fleet will be converting to CNG-fueled vehicles in 2012, ECUA is working with Eaton, the hybrid's maker, to develop a similar braking system for the new CNG vehicles.



Our curbside recycling program increased to 60 percent in the number of participating customers, with a total of 9,148 tons collected for recycling in 2011.

Of that total, 205 tons were collected in one record week. The processing service is still being managed by West Florida Recycling, whose management is currently in the process of relocating to a larger facility to accommodate the popularity in the recycling program. The most notable change in 2011 was the expansion of the program to multi-family and commercial customers on Pensacola Beach, most of whom are utilizing the services.

Our Yard Waste program continued to flourish following the relaxation of yard trash collection limits, attributed to lower disposal cost through the use of C&D pits for disposal.

One of our newest programs, Household Hazardous Waste Collection (HHW), saw a significant spike in interest among our ECUA customers. In 2011, sanitation crews responded to 5,708 requests for curbside pick-up of tires, propane tanks, batteries, household electronics and appliances – an increase of almost 2,500 from 2010.

BY THE NUMBERS

	2011
Curbside recycling collection (tons)	9,148
Recycling program customers.....	44,857
Requests for roll-off services	2,769
HHW pickup requests	5,708
Electronics collection (tons)	68
Appliances collection (tons)	54
Tire collection (tons)	41
Residential waste (tons)	70,239
Yard debris collection (tons).....	17,351

Our residential customers disposed of 70,239 tons of waste in 2011, a decrease of 3,306 tons from 2010. Interest in the practice of recycling, coupled with a continued economic downturn, are both factors that were associated with the decrease. While the tonnage of waste has gone down, we are still researching alternative disposal options because the cost for waste disposal at the Perdido Landfill has increased.

After all was said and done, 17 clean-up missions resulted in the removal of 682 tons of debris.

As in 2010, ECUA again participated in the Escambia County Neighborhood and Environmental Services Department "Clean Sweep" program. Once those neighborhoods in need of clean-up were identified, ECUA provided crews and equipment to facilitate the process. The County paid the fees and reimbursed ECUA.

On the commercial side, debris roll-off services reported a 30-percent increase in the number of requests for information. We delivered debris receptacles to 497 locations, and 2,272 containers were pulled. Pensacola Beach commercial recycling now boasts 26 containers at 21 locations.



SHARED SERVICES: Human Resources & Administrative Services

At ECUA, our staff is our most precious commodity, and the Human Resources Department strives to assure that our employees know they are truly valued. At the end of a very productive and progressive year, we can look back with pride on another 12 months of enhancing quality services to those who are in the employ of ECUA.

Corporate Communication

Human resource bulletins, “For Your Benefit” and “Messages from the Executive Director” were distributed on a regular basis to highlight employee-related information such as organization-wide policy updates, employee activities, on-site flu vaccinations and changes to the employee benefits package.

Problem-Solving Teams

Worksite Committees continued to provide an outlet for employees’ suggestions and concerns regarding benefits and other workplace issues. These teams were coordinated on a regular basis throughout the year and have proven to be a popular forum for addressing sensitive topics.

Employee Relations

The Human Resources Department likes to keep morale among the ECUA staff at a consistently positive level. Fostering individual and organizational achievements and celebrating life’s special moments are ways in which our department ensures that ECUA is a fun, pleasant and upbeat place to work. In 2011, we achieved that goal in various ways, such as:

- Employee service award program recognizing length of service
- Employee and Supervisor of the Year awards for outstanding performances
- Special events for retirements, birthdays and other notable milestones
- Annual golf tournament and charitable events
- “Friends & Family” announcements and, just for 2011, a 30th anniversary celebration luncheon for the staff of ECUA

New Employee Recruitment

The HR Recruiting Team screened over 2,774 online applicants and responded to almost 6,000 interest requests. One-hundred-sixty-two of those applicants were assessed in reading comprehension, mathematics and mechanical/chemical aptitudes, resulting in 63 filled positions in 2011.



We also offered our employees some valuable incentive programs, like “Quit Smoking Now” tobacco cessation classes, and hands-on opportunities for staff to address individual concerns with members of the HR department.



Enhanced Organizational Structure

Perhaps the HR department’s most profound contribution to the organization in 2011 was the role it played in facilitating and accommodating changes to the utility’s organizational structure. From creating and staffing several entirely new positions, to coordinating staff changes due to the new CWRP transition, and to fulfill several significant divisional changes, the world in HR was fast paced and challenging.



How involved is your ECUA employee?

Our employees participated in the American Cancer Society’s Relay for Life, and the March of Dime’s March for Babies event, coordinated an annual blood drive with the American Red Cross, organized United Way’s Day of Caring, and served on multiple Boards of Directors and Executive Committees.

Employee Benefits

In March 2011, the Benefits Committee conducted a company-wide employee survey to gauge interest in health/wellness and retirement/financial planning. Employees responded favorably to both areas in question. To begin meeting those interests, the HR department coordinated a Florida Retirement System seminar, a personal finance course, and an on-site Weight Watchers at Work program. All were extremely well-attended and interest was apparent for the continuation of similar opportunities.

Existing contracts for health, dental, life and disability insurance were renegotiated and a new insurance carrier was approved. ECUA employees are now a part of the Blue Cross/Blue Shield of Florida network, and with that comes a wellness stipend for ECUA that will enable us to enhance our ongoing wellness initiatives.

In our continuing effort to place employees first, free flu vaccinations were once again offered to all staff members, with 155 employees taking advantage of this benefit. A new program, “Benefits Extra,” was initiated that offers discounts at several Florida parks. We reinstated the Tuition Reimbursement Program in 2011, providing opportunities for ECUA employees to receive reimbursement for successful completion of undergraduate and graduate level courses. Three hundred and fifty ECUA staff members attended one of the 15 meetings offered by the HR department to address the details of the 2011 benefits package. Participants received information about the Health Savings Account Plan, the new voluntary vision plan and best practices for coordination of medical expense payments when utilizing tax-advantaged options.



SHARED SERVICES: Communications & Government Affairs

2011 was an extremely busy and productive year for the newly-created Communications and Government Affairs Department, especially for its Public Information Division. As a newly-expanded team of three, with a diverse and complementary set of skills and experience, we were able to focus and direct our efforts in a more targeted and pro-active manner.

Highlights of our efforts this year include:

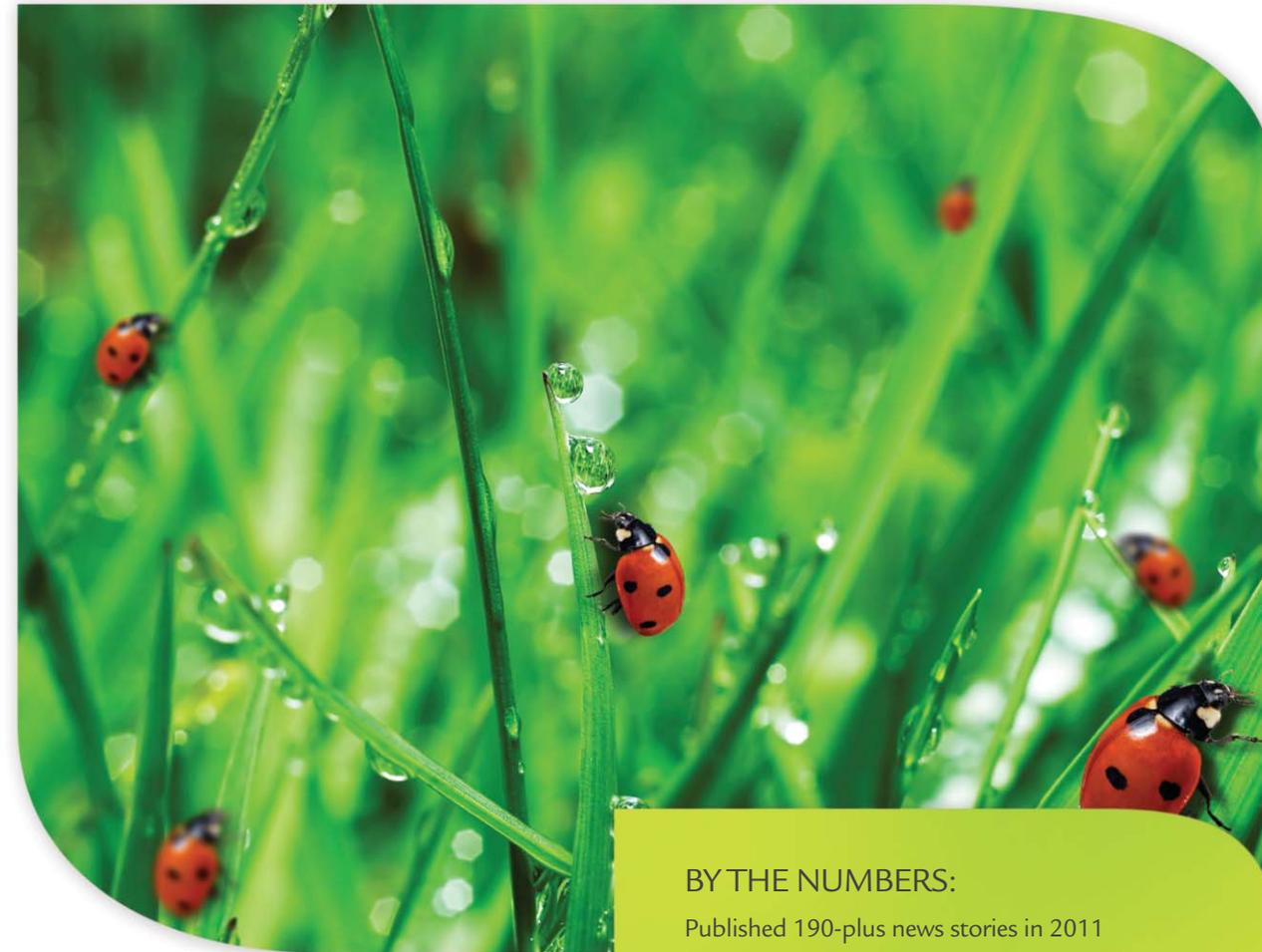
Launched Thirty-Year Anniversary Campaign

In preparation for the ECUA's thirty-year anniversary in October 2011, the Public Information division began developing and implementing a campaign, "Thirty Years of Environmental Leadership," in local media. With both online and print ads, this campaign has provided the framework for a review of ECUA's environmental initiatives, which are quite significant. These are detailed on our new website, and reviewed monthly in the customer newsletter, The Customer Pipeline. A first for the organization was the placement of an anniversary ad on a backlit panel at the baggage carousel in Pensacola International Airport.

The ECUA's \$320 million Main Street Replacement Project was also featured in an article in the Water Environment & Technology magazine, which is widely read by engineering and water sector professionals. ECUA employee efforts were featured in the Florida Water Resources Journal after they saved a juvenile Brown Pelican. The pelican had accidentally landed in one of the tanks at the ECUA's Bayou Marcus Water Reclamation Facility. ECUA employees rescued the bird, and transported her to the Wildlife Sanctuary of Northwest Florida for treatment and eventual release back in the Perdido Bay ecosystem.

CWRF Projects

On June 2, 2011, Public Information, Human Resources, and Water Reclamation staffs teamed up to organize an employee celebration and tour event of the newly-constructed CWRF. This was a two-fold effort: an employee recognition and appreciation event, coupled with an opportunity for many employees to get their first look at our new facility while celebrating our 30-year anniversary.



BY THE NUMBERS:

Published 190-plus news stories in 2011

Issued 85 press releases

Produced a series of 10 instructional videos for the CWRF facilities.

Developed a series of six environmental stories on the ECUA Bayou Marcus Boardwalk that received statewide and national print publication recognition, including the February 2012 issue of Emerald Coast Magazine.

ECUA Website

ECUA's website began sporting a new look in July 2011, including several new features that have added value to our customers' online experience. Although too many to list, these included the use of Google Map links to display traffic detours and the Bayou Marcus Nature Trail, a search function, the ability to view a bill online, and a meetings calendar.



ECUA Featured in Publications

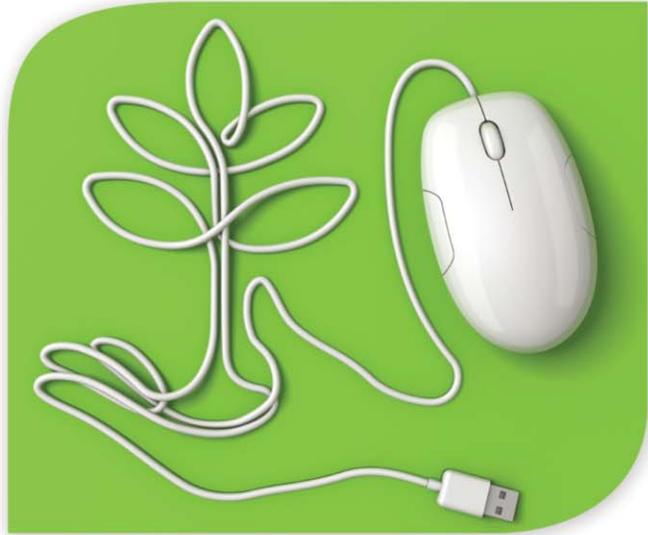
Our communications staff coordinated the publication of feature articles about the ECUA in a number of online and print publications. An article in the online magazine Energy Digital, was based on an interview with Steve Sorrell, ECUA Executive Director, and detailed a few capital improvement projects and innovative advances that our organization has implemented to expand our service capabilities for our customers.



This year, ECUA's Information Technology (IT) 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.

The Department outsourced the printing of our utility bills and delinquent notices to a national vendor, which reduced operating expenses for several departments. This out-sourcing also eliminated the anticipated capital outlay for a new printer and allows us to provide our customers with more information about their utility service.



In November, the Department implemented a new Voice Over Internet Protocol (VoIP) phone system for the ECUA. The project deployed more than 250 phones, and migrated the ECUA's call center to new management software resulting in faster response times, more efficient use of the customer service specialists' time, and higher customer satisfaction ratings. This project also involved the installation of an entirely new network infrastructure in support of the VoIP phone system. This new network provides a more robust networking solution while increasing security and providing greater flexibility for ECUA's data network.

BY THE NUMBERS:

- Meter reading laptops that replaced the older devices3
- Phones deployed for the new VoIP phone system250
- Number of employees who have migrated to new server.....50
- Requests fulfilled by IT for service from other departments within ECUA.....2,000
- New domain controller servers for improved reliability.....2

The IT Department began our migration to a new email server with the new domain name ECUA.FL.GOV. To date, over 50 employees have been migrated to the new server. This change will provide our employees with more reliable email service, new features like online calendars and chat, and better spam filtering. It also allows ECUA employees to access these features from any internet-connected computer.

The Department deployed an enterprise SAN (Storage Area Network). This will provide a foundation for future expansion of the ECUA computing infrastructure and will be utilized in future server/desktop virtualization projects. It will also allow ECUA to recover disk space when a server is replaced, thereby reducing future cost.

Finally, the Department installed a wireless network in the Ellyson campus warehouse. This new network provides greater flexibility for our annual inventory by allowing wireless handheld scanners to be used for the inventory count process. The new wireless network allows the warehouse worker the ability to make and receive calls throughout the warehouse on cordless phones.



2011 SUPERVISOR OF THE YEAR

CYNTHIA S. SUTHERLAND · Human Resources Manager*

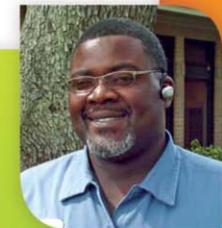
Cindy's excellent interpersonal and communication skills endear her to all employees, her subordinates, supervisors, department directors, and the employee committees and volunteers with whom she works. She is respectful of the individual regardless of the job or position the employee holds within the company. Consequently, employees are comfortable talking with her about any subject and respond positively to her counsel and advice.

Cindy leads by example in being an employee advocate and is always willing to accept any task, no matter how small, or complex. In her leadership role, she facilitated policy changes to provide the same benefits to all employees. To further support ECUA's investment in the future of our community and our youth, Cindy facilitated our participation in the Internship Pensacola program, which provided summer interns to three ECUA departments.

As a SPHR-certified (Senior Professional in Human Resources) professional herself, Cindy continues her own professional growth and development and supports her team in their continuing education efforts with legal seminars, regional conferences, webinars, and trade journal article reviews. As a result, the HR Generalists on her team hold Professional in Human Resources (PHR) and Certified Compensation Professional (CCP) certifications.

Cindy's genuine warmth, sense of humor, and HR professionalism engender respect and affection from all who know her. We are proud to honor Cindy Sutherland as our 2011 Supervisor of the Year.

*NOTE: Ms. Sutherland was promoted to the position of Director of Human Resources and Administrative Services prior to publication of this report.



2011 EMPLOYEE OF THE YEAR

GREGORY D. MURPHY · Fleet Maintenance Specialist III

This year the Employee of the Year award was presented to Gregory D. Murphy, in recognition of his dedication and service to the ECUA.

Greg's upbeat, positive attitude and willingness to help others has earned him the respect and admiration of employees and peers alike. Furthermore, his solid work ethic and willingness to assist whenever needed are an inspiration to all.

Greg always goes the extra mile when accomplishing any task put in front of him. He focuses on the main mission and always has the organization's best interest at heart. We are proud to honor Gregory D. Murphy as our 2011 employee of the year.

EXECUTIVE STAFF



Randy Rudd, BS/CISWM
Deputy Executive Director
Shared Services



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



Debra Buckley, MBA
Director of Finance



Ernest Dawson, MSOM
Director of
Regional Services



Tom Dawson, Jr., PE
Director of
Water Production



Tim Haag, MPA
Director of
Communications
& Government
Affairs



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

EMPLOYEES/LEADERSHIP IN THE COMMUNITY



ECUA Executive Director, Stephen E. Sorrell, was among the top business and community leaders honored at the 51st Annual Pensacola Area Commitment to Excellence (PACE) Awards.

The PACE Awards, sponsored by the Pensacola Bay Area Chamber of Commerce, were held on February 15, 2011, at the Pensacola Beach Hilton. Mr. Sorrell was recognized as "Professional Leader of the Year," for his leadership and guidance.



ECUA IS COMMITTED to making a positive difference and improving the quality of life in Escambia County. Our employees voluntarily contribute their time, resources and talents to several charitable efforts within the community. For example, since 1999 the ECUA Employees' Golf Tournament has raised and contributed over \$125,000 to the Sacred Heart Children's Foundation.



ECUA employees at their 13th annual Christmas party for the children of the Boys and Girls Club of Escambia County.

Events and organizations ECUA employees support include:

- Sacred Heart Children's Foundation
- American Cancer Society Relay For Life
- The March of Dimes March for Babies
- Boys' and Girls' Club of Escambia County
- United Way Day of Caring
- Fundraising drives in support of the United Way, United Cerebral Palsy and The Hawkshaw Lagoon Missing Children's Memorial