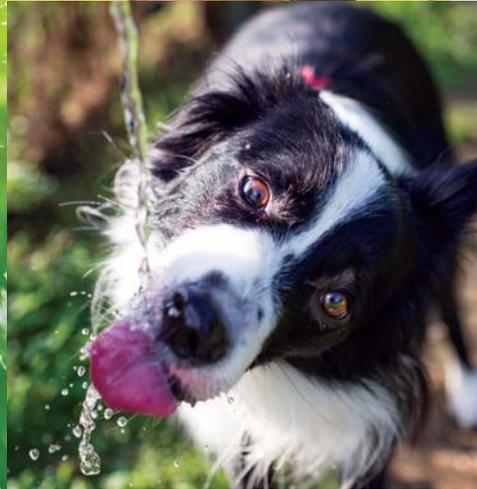


2015 Emerald Coast  
Utilities Authority

# ANNUAL REPORT





# Employees/Leadership in the Community



ECUA's commitment to making a positive difference and improving the quality of life in our community is never-ending. Our employees contribute their time, resources and talents to several charitable efforts year after year. A few examples of their generosity and caring are highlighted on these pages.



## Events and organizations that 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 and United Cerebral Palsy

## Boys and Girls Club

ECUA employees have hosted an annual Christmas party for the children of the Boys and Girls Club of Escambia County for 17 years. Santa Claus and his elves are always a huge hit! Pictured above from L to R: Andre Calaminus, Engineering Dept.; Vicky Fillingim, Engineering Dept.; Micah Horn, General Manager, Tijuana Flats; Shakeva Simmons, Engineering Dept.; Felicia Carter, Regional Services Dept.; Erin Fluegge, GIS Division.



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## Employees' Golf Tournament

Since 1999, the ECUA Employees' Golf Tournament has raised over \$158,500 for the Sacred Heart Children's Foundation. Pictured above from L to R: Doug Gibson, ECUA; Bambi Provost, director, Sacred Heart Foundation; Bobby Rogers, ECUA.



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## Executive Director's Message

On the eve of the ECUA's 35th anniversary, I am continually amazed and impressed at what this organization has achieved since its creation in 1981 and especially in recent years. The developments during this past year certainly carry on that theme and have allowed ECUA to enhance its water, wastewater and sanitation services to its customers within northwest Florida.

**Our utility system continues on** sound financial footing thanks to the ECUA Board's focus on fiscal policy. The ECUA wastewater system includes three award-winning water reclamation facilities that provide advanced wastewater treatment level of service and incorporate the reuse of the valuable resources from the treatment process. We have made great strides in the past year in our solid waste programs, working together with Escambia County to construct ECUA's own recycling facilities, which will allow us to cease our reliance on undependable outside contractors that have failed us and our customers in the past. We have initiated a composting program that incorporates aspects of our wastewater operations and our yard waste program, while allowing us to reduce our associated operating expenses. Finally, our drinking water services continue to provide outstanding water at a consistent value for our customers.

**The strategic planning and growth of our utility system has put ECUA in the position of being ready and able to provide consistently superior services to our current customers, as well as to our area's next generation.**

During the ECUA's early years, the utility system included as many as ten wastewater treatment plants, all of which required staffing and operational commitments that proved to be very expensive. We have now consolidated our wastewater operations with three state-of-the-art water reclamation facilities, which allow us to provide much more efficient wastewater services. Our wastewater operations continue to provide remarkable evidence of our staff's proficiency, professionalism and dedication to protecting our environment. During the past year, the National Association of Clean Water Agencies (NACWA) presented the ECUA with two Peak Performance awards, which recognize the operation and permit compliance records of individual water reclamation facilities. Our water reclamation operations are remarkable, specifically because we incorporate beneficial reuse of the treatment process resources. We successfully initiated a new program in which we combine some of our biosolids with the yard waste from our Sanitation Operation to produce compost. The blending of the biosolids and the yard waste will allow us to avoid landfill disposal costs of the yard waste and expenses related to drying the biosolids. In combination with the avoided operating costs, the revenue from the sale of the compost should provide a positive budget impact. We continue providing reclaimed water from the Central Water Reclamation Facility (CWRP) to our industrial reuse partners. On Pensacola Beach, we are moving forward with the expansion of the reclaimed water system, which will make reclaimed water available to more customers for irrigation.

ECUA took an important step in the scope of its Sanitation operations during the year when it began providing sanitation collection services in the northern part of neighboring Santa Rosa County. These collection services are a natural progression of our provision of recycling services to Santa Rosa County, which we initiated the prior year. We continue to utilize and expand our fleet of NGVs (natural gas vehicles), which we operate in both Escambia and Santa Rosa Counties. The NGVAmerica recognized the ECUA with an award in 2014 for our NGV advocacy and fleet implementation program. We have calculated our 2014 fuel savings at \$1.4 million through our use of NGVs, in addition to savings in maintenance expenses.

With respect to recycling, we continued to conduct our curbside collection of recyclables through the year, despite the unexpected closure in October 2015 of the recyclables

processor in Montgomery, Alabama. Our contract with that company was set to expire in May 2016, so we had been working on a future option that would provide us with a reliable failsafe processing outlet that we naturally fast-tracked immediately. We are now working with Escambia County to construct an interim materials recovery facility that will allow us to fully reinstate our curbside recycling program.

Our water utility operations are remarkable in that we consistently provide safe drinking water to our 94,000 customers. We have a dedicated staff of professionals who are committed to consistently providing the highest quality drinking water, and continue our work to develop a wellfield on the CWRP property to ensure a reliable future source of water. We also worked with the Santa Rosa Island Authority to complete a property swap that will allow us to eliminate a shoreline erosion problem before it affects our water storage tanks on Pensacola Beach.

The ECUA Board, management and operations staff continue our commitment to deliver premium utility services to our customers. Although many of these efforts are unseen by our customers, I can attest to the benefits of measures such as our newly developed IT master plan, the receipt of our twenty-seventh Certificate of Achievement in Financial Reporting, and our commitment to customer service.

Stephen E. Sorrell, P.E., M.P.A.  
ECUA Executive Director, April 2016



# 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. 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.



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Mr. Elvin McCorvey  
District Three  
(850) 206-0642  
Elvin.mccorvey@ecua.fl.gov  
Term expires November 2016

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Ms. Vicki H. Campbell  
District One  
(850) 483-8581  
Vicki.campbell@ecua.fl.gov  
Term expires November 2016

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Mr. Dale Perkins  
Vice-Chairman • District Four  
(850) 982-1930  
daleperk@aol.com  
Term expires November 2018

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Ms. Lois Benson  
Chairman • District Two  
(850) 429-8377  
loishenson@gmail.com  
Term expires November 2018

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

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# Finance

24,348

invoices were processed  
for payment

1,229

purchase orders  
were processed

4,721

issue tickets  
were processed

## Certificate of Achievement for Excellence in Financial Reporting

For the twenty-seventh year in a row, we applied for and received the Certificate of Achievement for Excellence in Financial Reporting. This certificate recognizes the format of our Comprehensive Annual Financial Report for the year ended September 30, 2014. This report 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 last ten years. It also provides a summary of major organization accomplishments for that year and identifies future goals.

## Federal Disaster Assistance

The April 2014 Flood Event was declared a Federal Disaster, making ECUA eligible for disaster assistance. As such, the Federal Emergency Management Agency (FEMA) wrote twenty-four project worksheets (PWs) outlining damage and dollar amounts that were eligible for FEMA assistance. Although it is still a work in progress, we have received approximately \$2.6 million of FEMA reimbursements on seventeen of the PWs. The remaining PWs still have project work to be completed or are complete and in the processing stage.

## Warehouse Lighting Updated

The Purchasing and Stores Division partnered with the Instrument and Electrical Division to replace all lighting fixtures in

the Ellyson warehouse. We replaced the old incandescent bulbs with more efficient fluorescent bulbs. This project not only will save ECUA electrical costs but will also drastically reduce the man-hours previously expended to replace incandescent light bulbs. We received a check from Gulf Power in late December 2015 for approximately \$1,500 as a rebate on the lighting program.

## Drive-thru Equipment Replacement

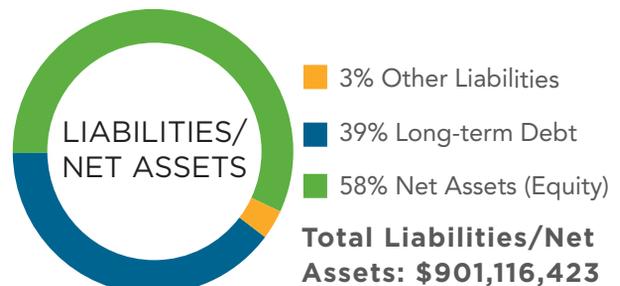
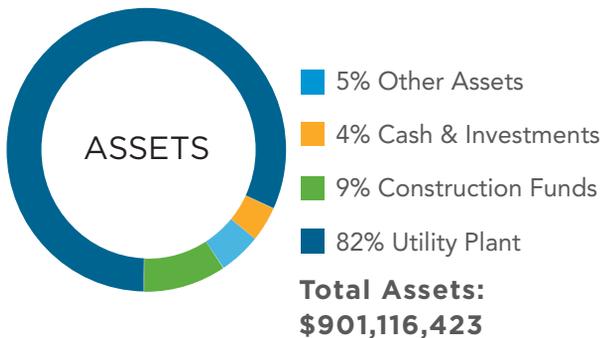
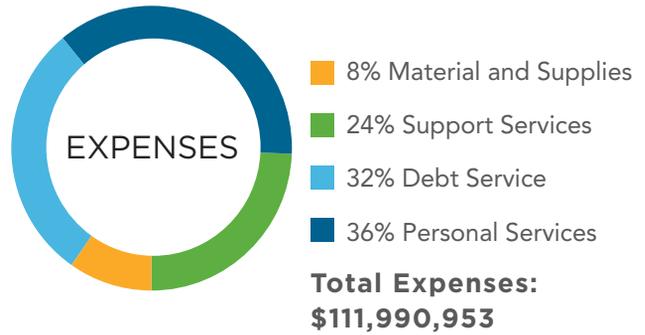
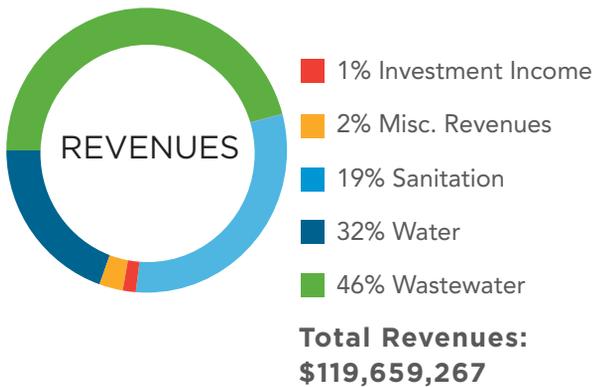
In August 2015, we upgraded our 15-year old drive-thru equipment, which had become obsolete. Repair parts were no longer available and two of our three lanes were inoperable. The new equipment replaced the drive-thru window drawer, the two drive-thru lanes, and added an additional drive-thru lane. We installed an upgraded speaker system with new equipment, making it easier to communicate with customers. The OPEN / CLOSED lights are now LED lights, which makes it easier to read the signs in bright sunlight. We also repositioned a new outside drop box to make it more accessible to customers and employees alike.

## Reading Large Meters

During FY2015, the Finance Department changed the reading schedule of large meters, which had been traditionally read as a separate group, sorted by cycle number. By realigning and incorporating the reading of large meters by geographical location with the reading of regular meters, the Department realized savings in staff and driving time, as well as in reduced fuel costs.

## New Santa Rosa County Sanitation Service

In January 2015, ECUA began providing sanitation service to customers in Santa Rosa County, which added an additional 20,894 customers to our billing process. Santa Rosa County customers are billed quarterly, which required the establishment of new sanitation services and rates in our billing system. The additional volume of 20,894 customer bills and payments every third month has been a challenge but this process is now working well.



## Department Statistics

In fiscal year 2015, the Accounts Payable Division processed 24,348 invoices for payment; the number of vendors paid electronically increased by 12%. The Purchasing & Stores Division prepared and processed 1,229 regular purchase orders, 262 blanket purchase orders, 152 emergency purchase orders, 40 contract renewals, 25 formal bids and 28 construction bids. Payroll processed 106 new employees, eight employees entered the DROP (Deferred Retirement Option Program) program, and 82 employees left ECUA's employment, 21 as retirees.

The Purchasing (Visa) Card Program completed its twelfth full year of company-wide usage. There are currently 240 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. Total purchases using the VISA card for the fiscal year was \$2,327,892.

The ECUA Warehouse processed a total of 4,721 issue tickets with a total value of \$1,713,705. The value of the inventory on hand at September 30 was \$1,327,930.



# Engineering and Wastewater Infrastructure

## Engineering Manual Update

In December 2014, the ECUA Board approved a major update of the ECUA Engineering Manual, which has since been placed online on our website. The technical specifications in the online manual are now standardized for all ECUA bid documents, eliminating problems associated with changes from one set to the next. The staff has been working on a list of technical updates, which will be implemented in early 2016.

## ShareFile®

In 2015, the staff identified a software product that allows for digital distribution of bid documents. ShareFile® allows on-line access for all bid documents, including advertisements, plans, specifications, contract documents, bid notices, addenda and anything else related to a request for bids. This has proven to be a major improvement for all parties by eliminating the need to print a multitude of blueprints, contract documents, technical specifications, and the travel time to acquire these documents. All registered users may access documents and receive notifications when new documents are posted.

## Phase 2 and Phase 3 Miscellaneous Lift Station Upgrades

Utility Service Company (USCO) was awarded the Phase 2 Miscellaneous Lift Station Upgrades project, consisting of improvement work at Lift Station #186 (Eleven Mile Creek) and construction of a new station replacing LS #146 (Tate High School), which is underway. Work is scheduled to be complete in spring 2016. The Phase 3 Miscellaneous Lift Station Upgrades project is currently in design, with bidding anticipated in early 2016.

## Bayou Marcus Headworks Upgrade & Clarifier Improvements

Substantial construction progress has been accomplished on this project at the Bayou Marcus Water Reclamation Facility. The

work includes replacement of the 30+ year-old screens with fine screens at the head of the plant, installation of grit removal and handling equipment, and replacement of one of the clarifiers. Construction is anticipated to be completed in early 2016.

## Annual Sewer Rehabilitation and Inspection Contracts

The Engineering Department managed unit-price contracts for cleaning and TV inspection of existing sewer lines and for various trenchless methods of repairs for major rehabilitation needs. Using these contracts, 50,000 linear feet of pipe were cleaned and inspected, and 30,000 linear feet of pipe were repaired using trenchless lining methods. Additionally, approximately 100 manholes were rehabilitated in 2015 under ECUA's annual unit-price contract for manhole rehabilitation.

## Pen Haven and Cantonment Inflow and Infiltration

Two areas in the ECUA sanitary sewer collection system have experienced chronic sanitary sewer overflows (SSOs): Pen Haven and Cantonment. All sewer mains in Pen Haven were lined in prior years and the Cantonment area, south of Muscogee Road, was lined in the first quarter of 2014. To further address the inflow and infiltration issues, the Board awarded a contract in June 2014 to rehabilitate an estimated 1,100 sewer service laterals within the public right-of-way. In 2014, over 750 laterals

# 8,000

linear feet of sewer main were replaced

# 100

manholes were rehabilitated

# 50,000

linear feet of pipe were cleaned and inspected

## Sanitary Sewer Overflow (SSO) Consent Order

This year, ECUA submitted four quarterly reports to the Florida Department of Environmental Protection on the progress and compliance with the tasks associated with the approved Comprehensive Evaluation Plan. The in-kind project approved by DEP for settlement of overflows occurring from June 2012 – September 2013 (Pine Lakes Estates Low Pressure Sewer System) was completed. We received notice from DEP regarding the stipulated penalty assessment for October 2013 – September 2014. We have submitted to DEP for approval an in-kind project (material support for an environmental restoration project) to satisfy the penalty.

were rehabilitated, and the remaining 350 laterals were lined in 2015. Laterals that were too badly damaged to be repaired using trenchless methods will be excavated and repaired in 2016.

### Downtown South Excavated Sewer Point Repairs

Downtown Pensacola has long been identified as having a high level of inflow and infiltration. Some of the sewer mains in the southern parts of downtown have either been, or will be, rehabilitated using the cured-in-place pipe lining (CIPPL) approach. There are some portions of the sewer system, however, that require the traditional excavation and replacement methods to effect a repair. To that end, we divided these four sewer basins into two phases (A4/A4A and A5/B2) and the point repairs were competitively bid. Work on these two contracts is now underway. The construction consists of a total of 30 excavated point repairs, replacement of approximately 8,000 linear feet of sewer main, replacement of 58 lampholes with manholes, and replacement of 138 sewer service laterals.

### CWRF Transmission Main Interruption Response Plan

The purchase of various repair components was deemed necessary to ensure items would be readily available for emergency work addressing any potential damage to, or a break in, the transmission main. We have purchased items including pipes,

sleeves, clamps, etc., and placed them in storage. We have also purchased eight portable bladder tanks, for the temporary storage of wastewater while repairs are being made.

The plan includes the construction of holding tanks to temporarily store flow, should repairs to the transmission main need to be made, or during high flow conditions. We demolished two old storage tanks at Warrington, and commenced work on the construction of two larger concrete tanks. We identified property for the construction of tankage in the vicinity of the Moreno Street Regional Lift Station, conducted environmental assessments and acquired the property. The design of the piping changes at various facilities to effectuate the plan is underway, and construction is anticipated to begin in 2016.

### Ridgetop Apartments Lift Station Abandonment (RS121G)

This project included the abandonment of LS #136 (Ridgetop Apartments) and construction of approximately 2,500 feet of gravity sewer pipe, which provided sewer service to about 45 new customers. We completed the project in March 2015.

### Quietwater Beach Sewer Replacement & Lift Station #205 Upgrade (RS949)

The project involved the replacement of gravity sewer lines that frequently clogged and surcharged, and the upgrade of existing LS #205 (Alvin's Island). Final completion was achieved in June 2015.

## Sewer Expansion Program

Three sewer expansion projects were completed this past year. The projects completed include:

PROJECT	COST	CONNECTIONS
Navy Point, Phase 3	\$1,014,000	194
Baggett Court	\$74,600	25
Pine Lake Estates (LP)	\$97,601	26
<b>Total</b>	<b>\$1,186,201</b>	<b>245</b>



### Water Service Renewals

The department oversaw ECUA's continuing commitment to replacing water service lines within the system, begun several years ago in an effort to eliminate high maintenance costs caused by failing polybutylene service tubing. We replaced approximately 413 services.



### Antiquated Water Line Upgrades

Every year the department oversees work replacing and upgrading older water mains where customers may be experiencing problems with water quality or pressure. We completed three projects in 2015 involving the replacement of approximately 25,000 linear feet of water lines and the installation of 22 fire hydrants.



### CDBG Fire Hydrant Program

Oversaw approximately \$90,000 in the replacement and upgrading of older water mains to provide adequate water pressure for fire protection. In 2015, the project involved close to 3,650 linear feet of pipe and seven fire hydrants. This work is funded through the Escambia County Community Development Block Grant (CDBG) Program.

# Engineering, cont.

## 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 2015, the department received 23 developer-sponsored system extension projects for review and 68 commercial project submittals, deemed to be single-service connections to existing water and sewer lines.

## Flow Monitoring

One of the key components in reducing sanitary sewer overflows (SSOs) in the ECUA collection system is sewer rehabilitation or replacement. A strong indicator of problems is the amount of inflow and infiltration (I&I) that is identified in any given sewer basin. ECUA purchased and installed 14 flow monitors and four rain gauges for the purpose of long-term sewer flow data collection. The results of the flow monitoring not only assist in the measurement of I&I but are also useful in other ways, such as:

- Prioritizing sewer rehabilitation, making the I&I reduction program more efficient.
- Aiding in calibrating the sewer system hydraulic model and determining the sewer's appropriate capacity.
- Providing flow data during different weather and tidal conditions.
- Measuring the reduction in I&I to support progress in addressing the FDEP Consent Order.

## Lift Station Upgrade/Replacement Projects

The Engineering Department staff worked with the Lift Stations Operations and Maintenance group and the Instrument/Electrical group to develop a Lift Station Rehabilitation Priority List, and oversaw the completion of seven lift station rehabilitation projects in 2015. Additionally, 16 lift station projects are in various stages of design, permitting or construction.

## Lift Station Abandonment Studies

To reduce operating and maintenance costs while achieving system efficiencies, the Engineering and Lift Station Departments collaborate to eliminate existing lift stations where it is technically

and economically feasible. To identify, survey and evaluate the feasibility of abandoning specific facilities, we initiated two independent studies. The evaluations include the following lift stations: LS #111 (Fairfield Estates), LS #371 (Quail Ridge), LS #375 (Countryside), LS #178 ("W" Street), LS #309 (Big Oak), LS #61 (Baywoods), and LS #88 (Brighton Place), LS #219 (Bayou Grande East), LS #245 (Nirvana), and LS #293 (Nirvana South). Recommendations for future actions in regard to these lift stations are anticipated in 2016.

## Utility Relocation Coordination

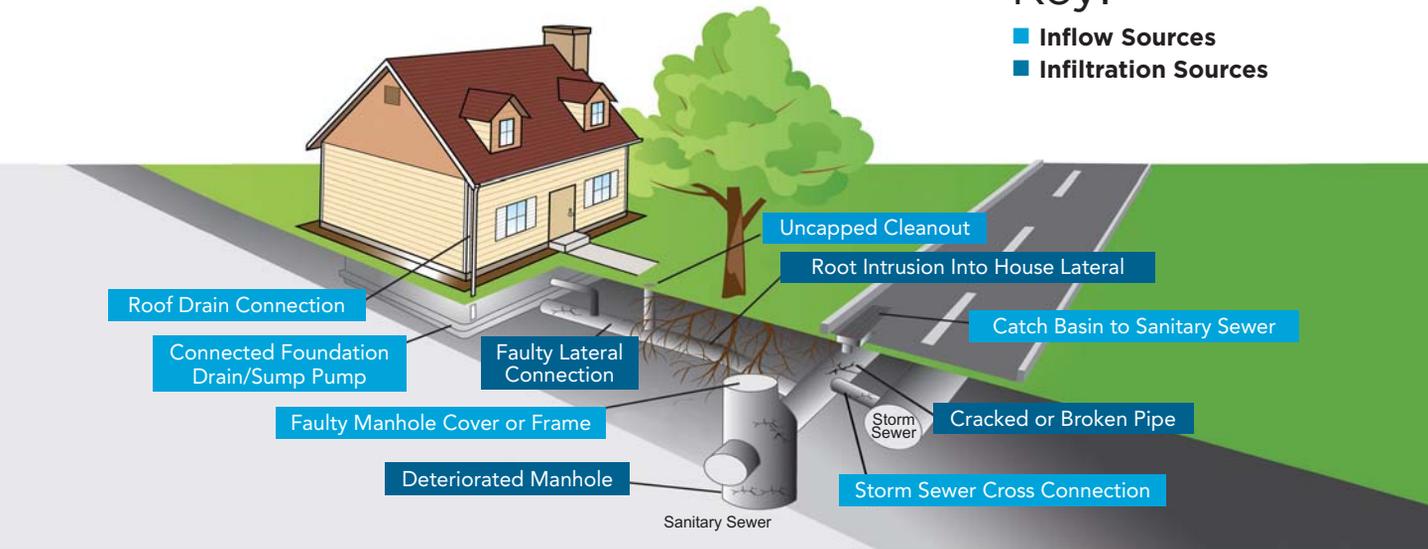
Major roadway construction continued throughout the ECUA service area in 2015, requiring extensive utility coordination and, at times, extensive utility relocation. We completed utility relocation on many city, county, state, and federal projects. ECUA has been fortunate in that our coordination efforts often have resulted in finding ways to minimize relocation scope and costs, which, in turn, minimizes impact to customers as much as possible.

Coordination will continue on many projects through 2016 and future years. Several 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. Some significant utility relocation projects that are underway or about to begin include:

- Olive Road Widening
- Nine Mile Road Widening (U.S.29 to Pine Forest Road)
- Nine Mile Road Widening (Pine Forest Road to Beulah Road)
- Pensacola Bay Bridge Replacement

## Key:

- Inflow Sources
- Infiltration Sources



# Sewer Inflow & Infiltration (I&I)

## What is I&I?

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

## Why It Matters

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

## 3 Reasons Why I&I is a Problem

Extra water in the sewer system is a problem because:

1

I&I flows contribute to sewer system overflows into local homes and the region's streets and waterways, negatively impacting public health and the environment.

2

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.

3

Over time, new and larger wastewater facilities are required to convey and treat larger volumes of flow, resulting in higher capital and operating expenditures.



**Customer Service has reduced paper usage** by eliminating manual printing of the EZ Pay Payment and Water Service Technicians are now completing their Cut Non-Pay orders electronically. Events such as road closures, water service interruptions due to repairs, and precautionary boil water notices are now placed on the internal ECUA drive for the customer service specialists to view. By eliminating the printing of the above and utilizing electronic technology, we have eliminated a printer, and the associated costs for paper and ink.

SHARED SERVICES

# Customer Service

The Customer Service Department hired and trained two Customer Service Supervisors and reorganized to accomplish a better span of control and oversight throughout the Customer Service Department. The additional supervisors serve to further improve response time to customer inquiries. Also, the supervisors are providing more opportunities for one-on-one coaching with the Specialists.

We have hired seven new Customer Service Specialists to fill vacant positions. These Specialists are still in training.

In late 2014, Customer Service began establishing the garbage service accounts for the north-end of Santa Rosa County. The ECUA gained approximately 20,893 new sanitation customers. The Santa Rosa customers were able to request new service by email or by calling Customer Service. These new customers increased the number of emails and calls received into the Call Center. The first garbage pickup for the Santa Rosa customers was January 2, 2015.

**20,893**  
new sanitation customers  
were added in 2015

We established the Research Department in December 2015 to handle and process all adjustments, returned mail, and final reports, which are no longer handled by the Call Center. Research work order codes have been established to eliminate the need for the Specialists to manually write up an inquiry card regarding the customer's issue/inquiry.

During Customer Service Week, we had a Lunch and Learn with Pensacola Habitat for Humanity making a presentation about their services and home buying opportunities for employees. The Lunch and Learn was received with enthusiasm by the employees.

The Water Service Technicians and the FOG Inspectors have been relocated to the former SCADA office to provide them a suitable work area. The Water Service Technicians continue to process the Cut-Non-Pay work orders electronically, and expect to be providing the Customer Service Specialists with real-time field information for the Non-Pay process in mid-2016, which will expedite the Cut-Non-Pay process.

## Customer Service Annual Totals

SERVICE OFFERED	2014	2015
Calls Answered	349,803	384,505
Mail Correspondence Processed	14,804	19,436
Email Processed	8,060	40,213
Fax Inquiries Processed	5,462	5,228
Walk-In Customers Serviced	15,292	13,704
Work Orders Called Out	38,677	28,660
EZ/Kubra Payments Processed	—	78,922



The FOG Division continues to make public outreach a major factor in educating the public about the hazards and dangers of improper disposal of FOG.

SHARED SERVICES

# Fats, Oils & Grease (FOG)



911

grease manifests were handled in 2015

FOG presentations were conducted at the following locations: Ever'Man Cooperative, NAS Pensacola, Corry Station (both their Earth Day and Go Green events). We also conducted FOG presentations at the Pensacola Beach Earth Day events, Escambia County School District, Pensacola Beach Elementary School, Escambia County Health Department, Sacred Heart School Run, City of Pensacola Gallery Nights, the Perdido Key and the African American Chambers of Commerce, and 100 community watch meetings and events.



2,448

inspections were completed in 2014

The media outreach continues to be a great means of getting our message across to our customers to keep our sewers FOG free. This includes Gosport Publication, Pensacola News Journal, Independent News, WRNE, WEAR TV, WEBY, WUWF-FM, Island Times, FOX 10, and WCOA.

Civic Organizations are a great venue for spreading the FOG message and exchanging information. We have spoken to the following organizations: National Active Retired Employees Assoc., UWF Environmental Meeting and Pensacola Port Users, Five Flags Sertoma and Kiwanis Clubs of Pensacola.

The FOG Division added an eighth residential disposal station in the northern part of Escambia County, making it easier for our customers to dispose of cooking grease.



The collection of residential used cooking oil from the recycling disposal stations has increased by approximately 300% compared to last year.



## SHARED SERVICES

# Human Resources and Administrative Services

The Department of Human Resources and Administrative Services staff enjoyed a productive and progressive year, enhancing quality of services to our employees. The department experienced a period of transition as one staff member retired and three new staff members joined the HR team.

### Enhanced Corporate Communication

Clear, effective, and timely communication continued throughout the year through scheduled 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. HR Staff's commitment to visit each ECUA location quarterly continued to enhance employee relations. The highlights of the printed and face-to-face communication included policy and safety updates, recruiting and employee achievements, on-site flu vaccination and wellness information, as well as new benefit plan information and updates.

### Enhanced Organizational Structure

HR staff collaborated with the Regional Services department staff and established a career progression plan for the Sewer Maintenance staff effective for FY2016.

With the expansion into Santa Rosa County for solid waste and recyclables collections, HR staff collaborated with the Sanitation Department's staff members to recruit personnel for the newly created division for solid waste collections that began January 1.

### Benefits Management: A Heightened Approach to Wellness

We conducted periodic Hometown Health Wellness Challenges, beginning March 2015. Each 8-week fun challenge was designed to help coach employees toward adopting healthy habits. Participants focused on a different area, with topics covering

nutrition, fitness and lifestyle. The Florida League of Cities (FLC) provided Hometown Health lunch bags to all participants.

The second annual "Know Your Numbers" wellness event in March 2015 was a huge success! Employees engaged in baseline health screenings at designated worksite locations, and completed online health assessments. The FLC provided annual wellness screenings and coaching sessions for employees, and enrolled retirees as part of their "Hometown Health" Wellness Program. FLC partners with Health Designs and WebMD to provide the biometric screenings and online health risk assessments. In addition to the wellness screenings, Walgreen health care professionals were onsite in October 2014 and offered flu vaccinations at no cost to our employees. Participation reached an all-time high of 192 participants.

The HR department now maintains a DVD library of various fitness workouts that are made available to employees. This value-added benefit allows our employees to borrow a fitness DVD for a specified period of time, conduct the exercise workout in the convenience of their homes, and all at no cost to the employee.

### Communication Still Key to Employee Engagement

We provided a Compensation and Benefits Statement to each employee, listing the employee's gross earnings plus the value of ECUA's contribution for providing insurance, paid leave, and retirement benefits specific to each employee.



4,206

online job applications were screened and processed



104

new hires, 31 promotions and 4 voluntary demotions were established



139

vacancies were recruited and filled and 362 interviews were conducted

## Employee-Related

We directed the annual employee performance evaluation/merit process; audited and processed 530 employee evaluations in a 7-day window of time. Coordinated the start-up of solid waste services in Santa Rosa County beginning January 1 by interviewing more than 61 applicants over an eight-week period. This resulted in 36 new hires for Santa Rosa County positions in less than 60 days.

Our staff planned and coordinated the Employee Appreciation and Length of Service Recognition luncheon, recognizing 69 employees reaching a 5-year employment milestone, as well as recognizing the Employee and Supervisor of the Year.

We also coordinated the ECUA T-shirt Design contest. The winning design illustrated water, wastewater, and sanitation workers in a whimsical design.

**170** job descriptions were reviewed and updated in preparation for the Compensation Study.

**35** new hire “condensed” and four quarterly “extended” on-boarding sessions were conducted to acclimate new ECUA employees.

In August and September, 108 employees and family members attended Florida Retirement System (FRS) workshops that educated employees on the essential elements of FRS retirement, estate planning, and an overview of Social Security and Medicare.

Benefits updates and inquiries were of primary interest at many of the HR-on-the-Road visits occurring throughout the year. We shared pertinent benefits information in person, and provided employees with a convenient opportunity to meet one-on-one for any specific need.

### Varied Programs Meet Diverse Interests

This year, the Tuition Reimbursement Program continued to provide an avenue for employees to increase their knowledge and pursue career advancement. Eight employees pursuing undergraduate degrees, graduate degrees, certifications or continuing education units qualified to receive tuition reimbursement during fiscal year 2015.

Employee interest in the Healthy Choices Reimbursement Program has steadily increased. In 2015, reimbursements were made for 129 healthy choices, primarily related to fitness or weight management, in the amount of \$25,312. Weight Watchers at Work, an on-site weight management program, yielded many successes and continued to generate new interest. Employees, family members and friends find camaraderie and support in the ECUA group.

### Employee Career Development Initiatives

We conducted more than 12 online Job Application training classes and career counseling sessions to assist employees with the electronic application process, career development, and enhanced resume writing. Diversity education was also conducted as part of each new hire’s onboarding session.

Through a partnership with a third-party staffing resource, we offered a five-class series for leadership development and education seminars to new and current supervisors, beginning in FY2015 and continuing through FY2016.

We administered a pre-hire TABE test (Test of Adult Basic Education) to 77 applicants as part of the pre-hire screening process for designated positions.

### HR Processes

Through better uses of technology and data analysis, the HR staff provided quarterly HR Metric summary reports to track employee demographics, turnover, and recruiting efforts. Staff continued a successful temp-to-hire program for the three most frequently recruited positions: Customer Service Specialist; Wastewater Operator Trainee; and Utility Service Technician Trainee.

Finally, we completed and submitted the required Equal Employment Opportunity (EEO-4) report, the US Census Annual Survey of Government Employment report.



## HR staff conducted 4,898 hours of training for employees in FY2015 in the areas of:

- Active Shooter
- Confined Space Entry
- Maintenance of Traffic (MOT)
- Safety Process Review
- Heat Stress
- Commercial Driver License (CDL)
- Emergency Response Plan
- Powered Industrial Truck (PIT)
- Backhoe Safety & Operation
- Excavation Safety
- Line Spotting
- Blood Borne Pathogens
- Main & Service Repair Wastewater
- Use of Gas Analyzers, Customer Service – Field Personnel
- Chlorine Safety

# Human Resources, cont.

Number of employees certified through 2015 training initiatives:



## Community Involvement

To promote the presence and awareness of ECUA throughout Escambia County, HR staff coordinated an on-site blood drive, participated in multiple community events and took part in six local career fairs sponsored by area colleges and military bases.

HR staff also participated in: the employer panel at the UWF Disability Summit Conference, and was honored for efforts to recruit members of the disabled community at the Diversity Awareness Luncheon; developing your Employee Orientation Seminar which was a focus group, strategy session with different local businesses in July 2015; and attended the Greater Pensacola SHRM Legal Conference in May 2015.

## Workplace Safety, Training & Security Risk Management

HR staff completed analysis and reconciliation of the Florida Municipal Insurance Trust (FMIT) Automobile Insurance schedule, as well as the State of Florida requirements for the Tier II chemical reporting of hazardous chemicals located at the ECUA facilities through E-Plan reporting.

A total of 196 case files were opened and investigated for general liability claims against ECUA, including: Property Damage (32), Dirty Water (2), Cut Cable (2), Sewer Back-up (19), Vehicle Damage (3), Sand in Lines (15), Miscellaneous (16), Bodily Injury (3), Claims deemed ECUA's contractor's responsibility (26), Claims deemed to be others' responsibility (2), Backflow Prevention Assembly [BPA] (76).

HR staff opened and serviced 109 ECUA-involved vehicle claims and pursued subrogation recovery for ECUA-property-damage claims caused by others. Through subrogation efforts, ECUA recovered \$34,544.95 to offset property damage losses.

## Staff's Professional Development

The HR staff's professional certification renewal, professional growth, and educational development continued with PHR, SPHR, CP, and SCP certified members: All certified staff earned continuing education units (CEU) to meet the 3-year goal of acquiring 60 CEUs through participation at legal seminars, SHRM chapter seminars, webinars, National and State SHRM conference attendance, and trade journal article reviews.

## Insurance

HR staff reviewed and maintained insurance policies for: General Liability, Property, Automobile Liability and Physical Damage, Directors & Officers/Employment Practices Liability, Excess Workers' Compensation (10/01/14 to 06/30/15, changed to Fully Insured Workers' Compensation 07/01/15), Cyber Liability, Crime Coverage, Flood Insurance, and Pollution Liability.



SHARED SERVICES

# Sanitation

On December 8, we produced the first batch of finished compost. This and all other compost produced at the facility, is tested to ensure quality and then marketed to sod farms, soil blending companies, agricultural operations, golf courses, landscapers and plant nurseries.

## Administration Division - Expansion of Collection Service into Santa Rosa County

In September 2014, the ECUA Sanitation Department responded to a Request for Proposals (RFP) and submitted a competitive bid to Santa Rosa County, Florida, to provide Solid Waste and Recycling Collection Services in the northern half of Santa Rosa County. The ECUA was one of three bidders and submitted the lowest overall bid. On November 20, 2014 an Interlocal Agreement was approved by the ECUA Board and the Santa Rosa County Board of County Commissioners. The ECUA was given a very small window of time to prepare to provide this service, set to begin on January 2, 2015.

Normally a transition of this type would take six months of preparations. This short five-week window caused several problems during the January start-up period: implementation over a holiday period; ECUA's call center was inundated with sign-up requests; and the contractor's inability to deliver garbage and recycling cans at a rate that could keep pace with demand. ECUA staff worked through these start-up issues and by mid-February, the system was running smoothly, serving approximately 20,000 customers. Since December 1, 2015, customer complaints have become nearly non-existent, with an increase of approximately 140 new customers per month voluntarily signing up for ECUA Sanitation service in Santa Rosa County.

## Bio-solids Composting Facility

In August 2014, the ECUA received a permit to construct and operate a Bio-solids Composting Facility at the CWRP from the FDEP. This Facility was designed to grind up yard waste that is collected by the Sanitation Department and used as a bulking agent to compost bio-solids sludge produced by the CWRP. This process allows the recycling of yard waste, previously disposed of in a landfill, through composting, and reduces the use of natural gas, which is used to dry the bio-solids sludge at the CWRP. The final composted product is an environmentally beneficial soil amendment, which will be sold to help offset the cost of the program.

Construction of the CWRP Bio-solids Composting Facility began in April 2015 and was completed in December 2015. The closure of the Rolling Hills Landfill left the Sanitation Department with no economical alternative for yard waste disposal. Areas of the Bio-solids Composting Facility design that were intended to be used for yard waste grinding and storage were completed first, to allow the ECUA to begin stockpiling yard waste for future use in the composting process, and avoid high disposal fees at the Perdido Landfill. By late October, construction of the Facility reached a stage that allowed the first windrows to be formed combining the yard waste and sludge from the CWRP.

# Sanitation, cont.

52,300

customers are participating  
in the Recycling Program

67,826

tons of residential solid waste  
were collected in 2015

12,529

tons of garbage were collected  
from dumpster operations

## Residential Division

In FY 2015, each of ECUA's 75,518 residential customers generated an average of 1.16 tons of waste, for a total collection of 67,826 tons of residential solid waste during the fiscal year. This is a reduction of 6,953 tons when compared to FY 2014. Staff believes the primary reasons for the decreased tonnage is the continued growth of the ECUA recycling program and dry weather. The disposal rate at the Perdido Landfill was increased by 3.5% in FY 2015 to \$45.06 per ton. The total disposal cost for residential garbage disposal decreased due to the reduction in tonnage, and totaled \$3,061,045 (\$3,268,032 in FY 2014).

## Closure of Rolling Hills Construction and Demolition (C&D) Landfill

The ECUA Sanitation Department had been delivering all yard waste collected from its residential customers to the Rolling Hills Construction and Demolition (C&D) Landfill since July 2010, as all other C&D Landfills in Escambia County had at that point closed. The only other remaining disposal option for yard waste was the Escambia County-owned and operated Perdido Landfill. Rolling Hills accepted yard waste at a rate of \$3 per cubic yard (\$11 per ton) compared to the Perdido Landfill rate of \$27.69 per ton. Since the Sanitation Department collects approximately 26,000 tons per year of yard waste, the cost savings at the Rolling Hills facility was approximately \$433,940 per year. The ECUA Sanitation Department Commercial Division also disposed of a small number of C&D roll-off container loads at the Rolling Hills facility, in order to reduce customers' disposal charges.

In March 2015, Escambia County and the Florida Department of Environmental Protection (FDEP) closed the Rolling Hills facility due to a number of Operating Permit violations. This closure required the Sanitation Department to utilize the Perdido Landfill at a significantly increased cost, while awaiting the completion of the ECUA Bio-solids Composting Facility at the Central Water Reclamation Facility (CWRF), which would allow yard waste to be diverted to the CWRF. While not completed, the ECUA Bio-solids Composting Facility was able to begin accepting yard waste in May, to provide a stockpile of yard waste material for bio-solids composting.

## Closure of the Infinitus Renewable Energy Park (IREP) in Montgomery, AL

The ECUA began delivering all recyclables it collects to the Infinitus Renewable Energy Park (IREP) in Montgomery, AL in May 2014, as part of a two-year agreement for the processing of single stream recyclables. Late in the afternoon of October 2, 2015, IREP notified the ECUA that it was closing the doors at the Montgomery Facility and would no longer accept any recyclables from the ECUA or any other customer. This closure was a surprise to ECUA staff and came with no prior notification of possible existing problems that could result in a closure of the facility.

ECUA staff immediately began searching for alternative recyclables processing facilities. Only one small facility was identified in Baldwin County, AL that agreed to accept a limited number of loads per week. However, no other processor within a reasonable transportation distance was found (the primary reason for the transportation of recyclables to the IREP Facility). At this point, staff's only option was to landfill the recyclables at a projected increased disposal cost of approximately \$85,000 per month. The small amount of recyclables accepted by the Baldwin County facility would reduce this number, but this facility has proven to be unreliable in its ability to accept the ECUA's recyclables.

Staff began discussing other alternatives to process these recyclables and avoid an increase in disposal costs of over \$1 million per year. Staff began discussions with Escambia County officials to explore the possibility of allowing the ECUA to



## Yard and Bulk Waste

During FY 2015, ECUA yard waste crews collected 21,644 tons of yard waste. This is a decrease of 3,478 tons when compared to FY 2014. Staff believes this reduction is due to customer confusion regarding the yard waste collection program following news reports of the closure of Rolling Hills Landfill, and the transition to the composting program. Wet weather during the fall months also contributed to the decrease in yard waste collected.

During FY 2015, ECUA bulk waste crews collected 6,496 tons of bulk waste. This is a decrease of 568 tons when compared to FY 2014. This decrease is most likely a result of the resumption of the Escambia County neighborhood clean-up program in many neighborhoods.

construct an interim Materials Recovery Facility (MRF) that would process recyclables until the construction of a permanent facility that Escambia County and the ECUA were already partnering on. In October 2015, Escambia County and the ECUA approved an Interlocal Agreement that would allow the ECUA to build and operate an interim MRF at the Perdido Landfill, until such time as a permanent facility can be completed. The ECUA Board granted the ECUA Executive Director expedited authority to procure equipment and sign contracts to allow the Interim MRF (IMRF) to be completed as soon as possible. On-site construction began in December 2015, and the facility is scheduled to open in late summer 2016.

## Recycling Division

As of December 1, approximately 52,300 or 68% of customers were participating in the program. This year, 3,126 customers (an average of 60 per week) signed up for recycling service. The recycling program collected 13,490 tons or over 26.9 million pounds of recyclable material. During FY 2014, 12,064 tons of recyclables were collected, an increase of 1,426 tons over last year.

Due to the unexpected closure of IREP on October 2, only a small percentage of the recyclables being collected by the ECUA were being processed and recycled in the last quarter. The remaining recyclables are being landfilled, until the completion of ECUA's IMRF. This will result in a much lower tonnage of recyclables and much higher disposal costs in 2016.

## Commercial Division

The commercial roll off operation experienced a decrease in requests for service. Roll off services provided 1,339 service pulls and 264 container deliveries throughout the year. The total number of requests for roll off service was 1,603, which is a 22% decrease when compared with FY2014. Staff believes the decrease is due to the higher than normal use of roll off containers during the flood clean-up in FY 2014. The ECUA

Sanitation roll off service is a major benefit to other ECUA departments as this service provides other ECUA departments with an in-house roll off service provider at rates below those offered by the private sector.

Commercial dumpster operations resulted in the collection of 12,529 tons of garbage, from locations on Pensacola Beach and the mainland of Escambia County, which is a 12% increase over FY2014. On December 31, 2013, the ECUA's five-year non-competition contract with Allied Waste for commercial accounts on the mainland of Escambia County ended. This allowed the ECUA Commercial Division to resume providing collection service to commercial accounts on the mainland of Escambia County. ECUA has not yet begun marketing the commercial service, but is accepting new accounts that request commercial service. As a result, the Commercial Division added 159 new customers in FY 2015, as compared to the 21 new accounts that were added during FY 2014.

## 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. The program generated 6,868 (4,812 in FY 2014) requests for pick up of various items and continues to be popular with customers. This year we collected 27 tons (20 tons in 2014) of electronics, 53 tons (41 tons in 2014) of appliances, and 41 tons (41 tons in 2014) of tires. Approximately 46 batteries and propane tanks were also collected as a result of this program.

The ECUA Sanitation HHW curbside collection program also continued. This program resulted in the collection of 158,155 pounds or 79 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.



SHARED SERVICES

# Information Technology

A DMZ (Demilitarized Zone) has been created on the network to provide access to data from the internet to customers and employees. An upgrade to the Click-2-Gov site has also been completed, which will allow multiple browsers to connect to the “view your bill” website. Options to increase customers’ digital interaction with ECUA are being evaluated for implementation in the very near future.

This year proved to be one of significant and positive change for our I.T. Department. To set the department’s path and guide decision making for the next five years, we worked with a consulting firm to create an Information Technology Master Plan. This Master Plan outlines the various technologies that require upgrading or replacing, as we segue into new technologies that are on the horizon for ECUA.

The I.T. staff focused on many projects and tasks, including a Computer Replacement Program to start replacing all the computers and laptops in use. This year, we replaced 103

machines that were put in service between seven and 12 years ago. This replacement program has also started the transition from Windows XP to Windows 7.

We began upgrading the network connections between all ECUA facilities in the 4th quarter of 2015, and will be finished by mid-2016. This upgrade quadrupled the bandwidth at two-thirds of the previous cost. Additionally, we expanded the wireless network to allow: vehicles to wirelessly upload data at the Ellyson and Warrington locations; employees to utilize mobile work orders; and overall improvement of connectivity within ECUA boundaries.

The I.T. GIS division added to the mapping system:

**20.2**  
miles of  
water mains

**9.29**  
miles of  
sewer mains

**138**  
manholes

**782**  
lateral lines

The software used for Finance, Billing, Customer Service, Human Resources, and Payroll, received a version upgrade to allow for the changes in the various reporting and tax responsibilities. This upgrade also allows for the implementation of a Windows-based client application, to interface with the AS400/iSeries financial systems, starting the path towards advancing these core business applications.



All time clocks have been replaced with new models that include fingerprint scanning. These models allow for more efficient and correct time-logging of hourly employees.

The wireless work order project has been completed for the Customer Service Collections group. This application eliminates paper and utilizes tablets to help complete their tasks.

The server infrastructure is receiving an upgrade to Hyper-Converged Virtualization. We are replacing the current stand-alone servers with Virtualization technology, allowing many servers to run on one physical machine. This will reduce costs for electricity and cooling, maintenance and replacements, while increasing I.T.'s ability to deliver services more effectively.

The I.T. GIS Division added an interactive map to the Public Advisory page of the ECUA website, informing ECUA customers of the geographic

extent of service events and disruptions. This service enhances the current notification system for road closures, water outages, boil water alerts, and sewer system overflows, with a "real-time" web-based mapping. This application includes the ability to pan, zoom, search by address, query, and print maps.

The I.T. GIS Division also restored, archived, and framed, six utility system maps that are over 100 years old, and 50 other maps and drawings that are over 60 years old. We digitally archived these maps by scanning the documents

at high resolutions, and we saved the information to three different file formats; pdf, tif and jpg, to increase compatibility with other systems.

We worked on all these projects while the staff continued their support of regular maintenance and customer service activities. In total, the I.T. Department completed over 3000 requests for service, while supporting the addition of 20,000 new customers in Santa Rosa County, by adding all service addresses and the setup for the quarterly billing.

13

lift stations

192

clean outs

202

fittings

and many more various components into the GIS databases, completing more than 5000 edits in total.



## SHARED SERVICES

# Communications and Government Affairs

The Government Affairs Division provides general administrative support to the Executive Director and the other ECUA staff with respect to organizational communications and coordination with various governmental and community organizations.

## Government Affairs

The ECUA took a seat on the board of the FloridaWest Economic Development Alliance, which is focused on advancing the economic health and vitality of the region. The partnership is dedicated to enabling public and private sector agencies to create the environment that supports sustainable business and a prepared workforce that will help attract new employers to our area.

This past year, we worked to secure the second consecutive annual grant from the Northwest Florida Water Management District through their Water Supply Development Community Assistance Initiative. This year's grant award of \$425,000 will help ECUA in the expansion of the reclaimed water system on Pensacola Beach. The existing reuse system there supports a single customer, the Santa Rosa Island Authority, with irrigation water along Via De Luna. The proposed expansion of the reclaimed

water system includes a new storage tank and pumping station, which will allow ECUA to provide reclaimed water to a wider customer base for irrigation purposes. This reuse program conserves valuable drinking water and reduces the surface water discharge from the wastewater treatment plant.

The RESTORE Act process remained a major time commitment again for the third consecutive year. This multi-tiered program was established following the Deepwater Horizon oil spill in 2010, and will involve award of grants through regional, state and local levels. The ECUA was announced as a recipient on a joint project with Escambia County, when we received word of the issuance of a \$5.96 million grant for a joint project to improve stormwater management and phase out septic tanks in the Beach Haven area in the Bayou Chico watershed.

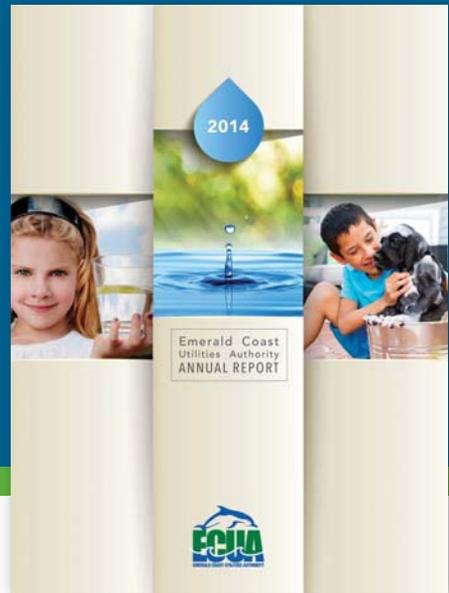
Finally, in support of the ECUA Utility

Operations group, we finalized the basic program details and issued the Request for Proposals (RFP) for the development of a property management plan for approximately 2,000 acres surrounding the ECUA's Central Water Reclamation Facility. This plan will guide the management of ECUA property, with a focus on ecosystem management while we tend to and harvest timber resources that existed at the time of ECUA's acquisition of the property.

## Public Outreach Programs

ECUA has made significant (and increasing) environmental impacts on the community. Our public outreach programs communicate the successes and share our immediate program priorities. For example: our Welcome Kit Campaign that we offer to new home buyers is designed to provide environment-friendly information aimed at eliminating and/or reducing sanitary sewer overflows; over 50

Our public information staff developed the design of these compostable yard waste bags (photo left) for distribution at community events. Our intent is to raise awareness and promote the use of these bags in lieu of black plastic yard waste bags, which do not decompose.



Working with advertising agencies, staff guides the creation of advertising for print and online publications, web applications, as well as the Authority's Annual Report, and the Annual Water Quality Report, which is distributed annually in June to every ECUA water customer.

Additionally, we developed a 'micro website' [LivegreenECUA.com](http://LivegreenECUA.com) that encompasses all of ECUA's environmental initiatives, with particular attention to the issues identified in our market research: water quality, FOG, and recycling.

Neighborhood Watch appearances provided ECUA program information to local groups; monthly appearances at Gallery Night in downtown Pensacola; public speaking appearances at local community service organizations; and recognition as an industry leader in the advancement of compressed natural gas (CNG) technology.

## Advance Communications Programs

In 2015, ECUA introduced the Everbridge Notification System, an important tool in the Authority's communications arsenal. The system enables ECUA to send immediate notifications and/or alerts to customers, individual departments, employees, or designated recipients. By utilizing this advanced technology, ECUA is able to keep everyone informed before, during, and after emergency events.

## ECUA in the Media

This year's efforts focused on continuing the work begun with last year's outreach effort to raise awareness and educate our customers with television ads regarding certain key issues: our commitment to reducing or eliminating Inflow and Infiltration (I & I); the Fats, Oils and Grease (FOG) and disposable wipes issues; recycling/sanitation program enhancements; and the unfounded but persistent water quality concerns related to a report of 2009.

We expanded the water quality section of our website to include areas on Taste, Testing, Treatment and Regulations. The section on Taste thoroughly addresses water filters and softeners, which is an area of interest to our customers.

## ECUA in Print and ONLINE

Our mission to disseminate information to our customers in a timely and targeted manner is an ongoing effort. The PIO staff produces a variety of printed materials: a monthly newsletter that accompanies our customers' bill in Escambia County; a quarterly newsletter to our Santa Rosa customers; refrigerator magnets for the Recycling and FOG programs; ads in the Escambia County School District calendar; and numerous informational flyers related to sanitation and recycling services, backflow prevention and FOG.

## Public Information Office (PIO)

Through the implementation of residential sanitation service to the north-end of Santa Rosa County, our public information staff targeted their effort to disseminating information to approximately 20,000 new customers over a few short months. Direct interviews, press releases and web-site management were central to providing up-to-the-minute information as to the progress of the new service's roll-out effort. Staff also developed television, radio and online advertising to augment the dissemination of information.



## UTILITY OPERATIONS

# Water Production

**Barcelona Tank Rehabilitation** – The contractor blasted and painted the interior and exterior of the Barcelona Elevated Storage Tank and added the ECUA logo to the tank exterior. The work was completed in June 2015, and the tank was placed back in to service.

**Broad Street Well** – The construction of a new water treatment facility, a wellhead canopy and associated site work for the Broad Street Well was completed and the well was placed back in to service in May 2015.

**Carriage Hills Water Facility Improvements** – This project entails the construction of a 2-million gallon ground storage tank, pump station, water treatment facility, wellhead canopy and associated site work. The bid was awarded to a contractor at the October 2015 ECUA Board meeting, and the contractor was given the Notice to Proceed in December 2015.

**Carriage Hills Water Facility Discharge Main Replacement** – Construction plans and specifications for the new discharge main were prepared by ECUA's engineering consultant. Bids were received and the bid was awarded in September, 2015. The contractor was given the Notice to Proceed in October 2015.



127

precautionary boil water notices were issued in 2015



57

best management practices were employed in 2015



416

FDEP potable water compliance samples were taken in 2015

### Central Well Field Aquifer

**Performance Tests** – This project began construction in September 2015, and involves the installation of two production-size test wells, eight monitoring wells, aquifer performance tests, collection and analysis of associated data, aquifer model modifications and the submittal of a consumptive use permit modification package to the Northwest Florida Water Management District. The proposed water wells on ECUA's CWRP property have the potential for establishing a reliable source for future drinking water demands on property owned by ECUA, thereby establishing control of surrounding land uses and the resulting protection of groundwater quality.

**Dunaway Well** – Construction plans and specifications for construction of a water treatment facility, a wellhead canopy and associated site work for the Dunaway Well were prepared and advertised for bid. The project was awarded in October 2015, and we gave the contractor the Notice to Proceed in December 2015.

**OLF 4A Well** – Four granular activated carbon (GAC) vessels were relocated to the OLF 4A Well from the Royce Street Well. Construction plans and specifications for the piping to connect the well to the filters were prepared and advertised for bid. The ECUA Board awarded the bid in October 2015, and we gave the contractor the Notice to Proceed in November 2015.



**11.68 BG**  
of water were pumped  
and treated in 2015

## Water Pumped and Treated in Gallons

**Daily Maximum** 45.46 Million

**Daily Minimum** 22.66 Million

**Daily Average** 32.00 Million

### Regulatory Activities

Staff submitted required data to the Northwest Florida Water Management District (NFWFMD) for the Consumptive Use Permit renewal, which was issued in October 2015. We also responded to revised requirements of Florida Department of Environmental Protection (FDEP) Cross Connection Control for Public Water Systems Rule, 62-555.360. This included informational flow charts, customer information sheets, and other information to facilitate the implementation of the revised rule.

#### Pensacola Beach Tank and Pump Station –

A 24-inch ductile iron water main was installed at the Pensacola Beach Tank and Pump Station site to allow for the bypass of the facility in order to perform maintenance.

**20-Year Water System Master Plan –** CDM-Smith submitted the final report for the Water System Master Plan update, evaluation, and capital improvement recommendations in October 2015.

**Tank Maintenance 2014 –** The work on six water storage tanks was completed in August 2015, including: repainting the exterior of the Woodchuck Tank and adding the ECUA logo; installation of a cathodic protection system at the East Tank; structural and other repairs to the 1.0- and 0.5-million gallon steel tanks on Pensacola Beach; and other miscellaneous repairs.

#### Facility Use Agreements

- United States Navy: negotiations to renew the General Purpose Lease for Bronson Well and discharge main.
- The City of Gulf Breeze: Settlement Agreement for water supply (ECUA supplies GB with water).
- Gulf Power Company: renewed the Staging Agreement, which allows for the staging of personnel and equipment at ECUA's Ellyson Industrial Park property during states of emergency.

#### Well Maintenance

Provided accident-free preventive maintenance and repairs on equipment at Water Production sites including: upgrading chlorine and fluoride monitoring equipment at well sites; testing all generators to assure availability in the case of emergency; repair and maintenance of fluoride and orthophosphate chemical feed systems.

Worked with ECUA's annual maintenance contractor Layne on the rehabilitation of the Sweeney, Broad and Davis Wells' screens and discharge columns.

Coordinated with contractors on numerous projects such as: preparing the Davis Well and Plant 6 for reconditioning; removal and replacement, and exterior cleaning of all wells' Granular Activated Carbon (GAC) vessels and the ground storage tank at Innerarity Point Pumping Station; cleared and secured the former well site on Bixby Circle and the Pensacola Beach Pumping Station, where a leaking valve was repaired without interruption of service. Staff worked with Instrument/Electrical staff to install Variable Frequency Drives (VFDs) at the Olive well. The VFDs allow the well motors to be started and stopped slowly to reduce water pressure surges.

We also replaced #2 pump, rebuilt pump motor #2, and replaced pump #4 check valve at the Southwest Pumping Station (SWPS).

#### SCADA/Well Operations

This year, the Supervisory Control and Data Acquisition (SCADA) division relocated into the System Support and Operations Building. We continued to review and improve organizational procedures for precautionary boil water notifications and best management practices, and worked with the Wastewater Infrastructure, Regional Services, and Lift Station divisions to improve sanitary sewer overflow (SSO) reporting.

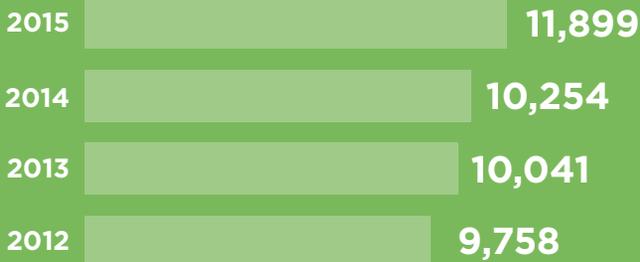
The SCADA Operations Center staff received 7,394 after-hours phone calls and issued 7,615 work orders; 625 spot orders to Sunshine 811, and 42 SSO reports to the Florida Department of Environmental Protection (FDEP) and Florida Department of Health (FDOH).

Our Licensed Water Operators continued to work on Continuing Education Unit (CEU) academic requirements for FDEP by attending regional Florida Section of American Water Works Association (FSAWWA) and Florida Rural Water Association (FRWA) conferences and training classes, and worked extensively with Lab personnel to improve ECUA sampling procedures for FDEP reports.

## Water

We continued Stage 2 of the DBPR (Disinfection Byproduct Rule) as required by the EPA (Environmental Protection Agency) with the quarterly collection of samples at two locations. Staff completed sampling of Sweeney and Broad drinking water wells as mandated by the Environmental Protection Agency UCMR3 (Unregulated Contaminant Monitoring Rule), and the List 2 (hormone) compounds were collected and analyzed on all of the operating wells in May, 2015.

## Backflow Prevention Installations



# Water Production, cont.

## Wastewater Sampling

Staff continued quarterly sampling of six monitoring wells at the Central Water Reclamation Facility, continued to provide our three water reclamation facilities with sampling and timely analytical results for DEP reporting and process control, and provided sampling at eight local industrial facilities to provide analytical data for the Pretreatment Program.

## Laboratory

Our Lab staff participated in four Proficiency Testing Evaluations throughout the year and maintained a Safety Program of routine eye wash and shower maintenance, as well as monthly to quarterly meetings with DVD's and safety topic discussions. We have also added a "Safety Corner" bulletin board, and continued providing assistance in the preparation of our Annual Water Quality Report.

Lab/Field operations personnel continued to work with water SCADA to collect Precautionary Boil Water Notice water samples for analysis, and with wastewater SCADA to collect water samples for SSOs. They also sampled and analyzed Nitrate/Nitrite on 30 drinking water wells, as mandated by the FDEP, and worked with the Engineering Department to obtain pressure information within the water distribution system. We began quarterly sampling and analysis of the Santa Rosa Sound surface water adjacent to the

Pensacola Beach Water Reclamation Facility.

Ongoing professional development and maintaining high proficiency standards are key to our staff. As such, two of our laboratory analysts participated in the FSEA (Florida Society of Environmental Analysts) Spring Conference Meeting, while the departmental manager attended the FSEA Fall Conference Meeting. One laboratory analyst attended the spring and fall FIPA (Florida Industrial Pretreatment Association) three-day Industrial Pretreatment C & B and FOG I & II Certification Training.

## Environmental Control Division (EC)

Commercial and residential backflow prevention installations increased by 1,645 in 2015 totaling 11,899; staff conducted surveys at 1,613 properties in 2015.

We sent out over 18,894 notifications to customers regarding testing, installation, or repair of backflow devices, 9,730 more notices than 2014. Staff tested

350 backflow prevention assemblies at ECUA facilities and entered 11,740 backflow prevention assembly test report results in TOKAY software. Two backflow prevention technicians earned re-certification and we hired an additional Backflow Prevention Trainee.

Staff established a temporary call center to field over 3,350 calls related to the implementation of changes to the residential Cross Connections Control Rule. Between February and July 2015, staff mailed 18,158 informational letters to customers impacted by the rule.

The EC division works with Customer Service to confirm that land use codes are correct and assign these codes as required, revising a total of 147 codes in 2015. Environmental Control also reviewed 64 new commercial developments per the ECUA's Engineering Department Manual to ensure the approved types of backflow prevention assemblies are correctly installed.

3,244,543

pounds of lime were used at the water production sites

82,936

pounds of chlorine were used at the water production sites

264,114

pounds of fluoride were used at the water production sites

10,998

gallons of orthophosphate were used at the water production sites



## UTILITY OPERATIONS

# Maintenance & Construction

14,497  
total work orders  
were completed in 2015

The Maintenance and Construction Department completed 14,497 work orders during the FY15, averaging over 1,200 work orders per month. Additionally, the Department successfully managed multiple Capital Improvement Projects.

## Plant Maintenance Division (PM)

A total of 2,435 Preventive Maintenance, Capital Improvement Projects, Standard Repair, and FEMA related work orders were completed this fiscal year. The following is a brief summary of some of these work orders:

We completed the canopy replacement over the old ultra-violet disinfection chamber at Pensacola Beach and a PM welding crew completed piping modifications at two water well sites to facilitate GAC filter maintenance.

We demolished clarifier #1 in Plant #1 at Pensacola Beach Water Reclamation Facility (PBWRF) and replaced it with a new stainless steel tank. This tank will provide many years of service to ECUA and will be sturdier and less prone to the effects of harsh environmental conditions at the plant site.

We pulled and reconditioned all effluent pumps at the Government Street Pump Station under warranty. The

channel grinder chamber was hydro-blasted and coated with a special epoxy to prevent deterioration of the concrete walls and floors from the corrosive gases present in the lift station.

Pump #3 at the Pipeline Road Regional Pump Station received a total overhaul, as did the motor, including installation of new coupling valves and a new seal.

At Moreno Street Pump Station, we re-furbished all of the pumps under warranty and returned them to service. Vibration monitors were also added.

PM crews set up machinery and equipment for the cleaning of the Biological Nutrient Removal Basin (BNR) #2 at the CWRF. Modifications were also made to the shaft and blades of the pre-anoxic mixers to help prevent failures with the rotating assembly.

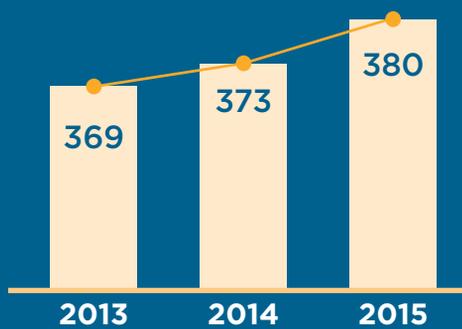
Komline-Sandersen paddle dryer #2 underwent a total rebuild. Several worn paddles were cut-off and replaced on the agitator shafts. New sections of

“Hardox” liner were installed in the vessel to control wearing of the shell. Hydro-testing was performed and new timing gears were installed, along with new shaft sleeves. Additionally, all steam valves associated with dryer #2 were refurbished. We conducted a thorough and precise alignment of the agitator shafts and the dryer was returned to service without incident.

We installed a “Tideflex” backflow preventive inline check valve into the gravity outflow side of the in-plant lift station overflow line at the CWRF. This valve will be beneficial if any future extreme wet weather flooding events occur, allowing the in-plant lift station to remain on-line while the reject tanks are used to hold the excessive flows.

We retro-fitted a MORBARK tub-style grinder with new parts and accessories, and conducted an electrical overhaul and thorough cleaning for use at the CWRF composting site.

## Number of Lift Stations Operated & Maintained



# Maintenance & Construction, cont.

## Plant Maintenance Division (PM), cont.

We completed the headworks odor control project at the CWRP. A 125 HP off-gas compressor, stainless steel piping, and installation of diffuser elements into BNR #3 and BNR #4 were completed. I/E installed a motor control center (MCC) section and integrated graphics for the CWRP blower. The purpose of the blower is to remove and deliver the headworks odor and H<sub>2</sub>S gases to the BNR basins and diffuse them under water.

PM crews completed repairs to several miles of roadway and several hundred feet of perimeter fencing located within CWRP property, damaged during the April 2014 rain event.

## Instrument/Electrical Division (I/E)

I/E staff upgraded the electrical systems at four lift stations, allowing for the installation of larger pumps needed to keep up with increased system flows and pressures in the collection system. We completed FEMA Mitigation Rehabilitation of seven lift stations, damaged in the 2014 flood. The control panels were completely replaced, raised above flood level and brought to current codes and standards.

I/E staff members installed a new Zenith 800A automatic transfer switch (ATS) and associated electrical components for the Warrington Stationary Generator, a new Cummins 500 kW unit, which replaced the previous unit destroyed by fire.

I/E staff installed a generator and ATS at W & Avery Water Well, allowing the well to run during power outages. This better prepares the water system feeding Baptist Hospital and the surrounding area for storms and natural disasters.

I/E staff completed the installation of new pressure control systems, including variable frequency drives, at two water wells sites, eliminating water hammer and reducing loads on the electrical systems during starting and stopping of the well.

I/E replaced Pensacola Beach and Perdido Key potable water supply line isolation valve control systems and raised them above the FEMA flood level. Stationary natural gas emergency generators and concrete communications poles were also installed. This will allow ECUA to control the water flow to these barrier islands during storms or natural disasters, or in the event of a major water main break.

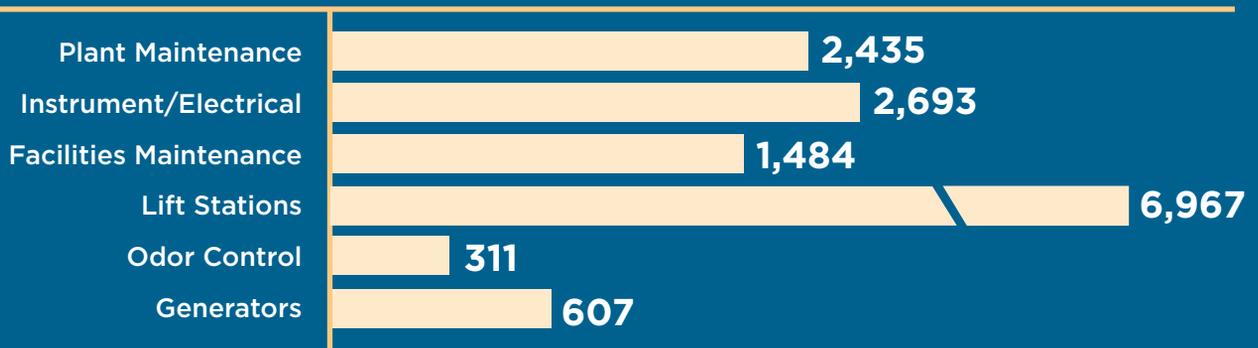
## Facilities Maintenance Division (FM)

FM staff worked with Caldwell Associates and ECUA Engineering Department to build the new Sanitation Support Building, and assisted Larry Hall Construction with the remodel of the System Support/Operations & Maintenance Building located at the Ellyson Campus.

Other projects included: the replacement of both APC Air Conditioning Units serving the computer servers in the IT Department; the set-up of two office trailers at Ellyson Campus for the use of Sanitation employees servicing Santa Rosa County, including the erection of an 18-foot by 36-foot Carolina Carport, to be used as a Sanitation garbage can cleaning area; and installed two energy-efficient HVAC units with new air handler at the Sanitation Administration Building.

Additional projects for FM were: installation of new upgrades to the drive-thru system at the Customer Service Building, which included a new vacuum system and an additional lane; managed the reconfiguration of six work stations and multiple file cabinets for the Human Resources Department; and worked with Gulf States Automation on the HVAC control system upgrade with automated logic at 9255 Sturdevant Street (EOSA), the CWRP, and 9300 Sturdevant Street (SOMB), which allows remote monitoring/changing of settings by Facilities Maintenance personnel. This system is password protected.

## Number of Work Orders Completed by Division



### Odor Control Division

This division's two-man crew completed 311 preventive maintenance and emergency work orders, and dealt with numerous customer odor complaints. They serviced and maintained all 42 odor control media scrubbers and blowers within the ECUA system. We serviced and replaced the media on all of the Calgon Sweet Vents on the CWRf transmission main, and maintained and dosed Bioxide where needed to minimize odor impacts.

### Lift Stations Division

Our Lift Station crews responded to 6,967 work orders, including: working with a contractor to clean the Hwy 97/Blue Angel Parkway force main from Cantonment to the Bayou Marcus WRF, and the Nature Trail Subdivision, which was plagued with clogged force mains. These projects entailed bypassing and tankering flow from numerous stations while the cleaning was accomplished.

Staff successfully managed the construction of the new CWRf Generator Maintenance and Odor Control Building, on schedule and within budget.

The ongoing Vacuum Truck program allowed our vacuum trucks to remove FOG and rags from all of our lift stations, focused on preventing costly major mechanical problems, clogged force mains, and sanitary sewer overflows. We hosted a Sanitary Overflow Inspection of the Government Street Pump Station with DEP and passed with flying colors!

Staff worked with the ECUA engineers, developer engineers and contractors to replace or build and place in service the following new homebuilder lift stations: LS 395 (Huntington Creek), LS 396 (Daniels Grove) and LS 397 (Woodland Meadows), LS 12 (Eastgate), LS 205 (Alvin's Island) and LS 34 (Westshore).

Our staff and crews rebuilt LS 41 (Longleaf), which provides service to four public schools, all without service interruption. Crews replaced a deteriorated brick wet well with a new fiberglass wet well, and upgraded the electrical service and control panels.

### Generators Division

The division completed 607 preventive maintenance and emergency work orders, and serviced/maintained 34 portable and 58 permanent generator units in the ECUA system. Staff also installed two new permanent-mount generators at ECUA's CNG Pumping Stations, three new generators, and rebuilt two used generators at lift stations sites. We replaced two deteriorated steel generator trailers with new aluminum trailers to house the emergency generator at the Pensacola Beach Water Reclamation Facility. These trailers will allow for the crews to safely evacuate and return the generators in the event of a hurricane or other natural disaster.

Finally, staff load-tested generators and verified the function of the Automatic Transfer Switches on all permanent-mount generators on a monthly basis, and managed all generator fuel tank inspections in compliance with FDEP requirements.

4

lift stations had their electrical system upgraded

92

generator units were serviced and maintained

42

odor control media scrubbers and blowers were maintained



UTILITY OPERATIONS

# Water Reclamation

The water reclamation department treated approximately 7.6 billion gallons of wastewater last fiscal year. Of this amount, approximately 6.4 billion gallons (or about 84 percent of total flows) were beneficially reused. Details on each plant are as follows:

**2,147 MG**

of sewage were treated by the Bayou Marcus WRF

**5,101 MG**

of sewage were treated by the Central WRF

**326 MG**

of sewage were treated by the Pensacola Beach WRF

## Bayou Marcus Water Reclamation Facility

Bayou Marcus treated approximately 2,147 MG of sewage and was under construction for the entire fiscal year with numerous shutdowns for power swaps and bypass connections. Despite these challenges, the Bayou Marcus Plant had NO PERMIT EXCURSIONS throughout the construction period.

Bayou Marcus endured a three week Northwest force main cleaning, receiving high flows and heavy debris coming into the plant. This caused some interesting operational challenges. Bayou Marcus had an old non-useable steel Clarifier removed

and a new functional concrete Clarifier constructed in its place.

Bayou Marcus had its first headworks constructed this past year with a new screen structure, control building and dual-train – 24 MGD perforated plate screens installed. Bayou Marcus had all four of the 17- year-old Influent Lift-Station pumps and motors replaced with four new 121 HP 8.0 MGD pumps.

After the new perforated plate screens were installed, removal of the old roto-screens began. Construction continues into the new fiscal year.

The Bayou Marcus plant received the National Association of Clean Water Agencies' (NACWA) Gold Peak Performance Award.

PARAMETER/CALCULATION	EFFICIENCY	LBS. REMOVED
Carbonaceous Biochemical	99.0%	3,830,089
Total Suspended Solids	99.7%	3,685,051
Total Nitrogen	95.3%	880,974
Total Phosphorous	97.1%	102,601

## Gallons of Wastewater Treated in Billions



Approximately  
**7,882,000 lbs**

of fertilizer were produced by the CWRP in the form of dried biosolids for beneficial reuse. Approximately 20,306,000 lbs of Class B biosolids were also produced for application on farms.

## Central Water Reclamation Facility

The CWRP treated 5,101 MG of sewage and most of the reclaimed water was reused by our industrial partners, International Paper and Gulf Power.

Additionally we received, treated and provided billing information for 4,150 loads of septage, grease trap waste and portable toilet waste. This represents more than 10,000,000 gallons of these combined waste loads and approximately

\$825,000 in revenue. We were successful in obtaining the automatic reading of the septage receiving weigh-in and weigh-out and associated reprogramming this year, which eliminates errors and speeds up the off-loading process. Staff coordinated on the construction of the composting facility to prepare for the start-up of the composting program.

The Central plant received the National Association of Clean Water Agencies' (NACWA) Silver Peak Performance Award.

PARAMETER/CALCULATION	EFFICIENCY	LBS. REMOVED
Carbonaceous Biochemical	99.26%	11,573,642
Total Suspended Solids	99.81%	12,649,911
Total Nitrogen	98.02%	1,856,481
Total Phosphorous	98.49%	225,231

## Pensacola Beach Water Reclamation Facility

The Pensacola Beach Facility treated more than 326 MG of sewage and approximately 40 MG were beneficially reused. We upgraded Pensacola Beach's chlorine residual meters to an amperometric system. The new pair of meters has provided staff with better long-term reliability, saving many man-hours each week.

We replaced the old methanol pumps at the Pensacola Beach Plant with new pumps. The older units were unreliable, causing issues with meeting permit requirements. Staff now has confidence that the pumps are achieving the proper dosage rates 24 hours per day, 7 days per week.

PARAMETER/CALCULATION	EFFICIENCY	LBS. REMOVED
Carbonaceous Biochemical	98.27%	525,447
Total Suspended Solids	99.65%	387,955
Total Nitrogen	95%	95,940
Total Phosphorous	94.57%	12,225



## UTILITY OPERATIONS

# Regional Services

FY 2015 was a year of significant transition within the department supervisory staff. Several regional Superintendents and senior Technicians retired after lengthy public service with ECUA, the County and City agencies.

### Administration

Despite the retirement of several key supervisors, the turnover was relatively seamless due to the preparations made far in advance of these employees' departures. Under the structure of a succession planning program, 18 individuals were recognized for their leadership potential. They received training, both in classrooms and on the job, to understand the administrative challenges associated with the work they once performed in the field.

The Regional Services Sewer Maintenance Division has experienced significant turnover within its employee base in recent years as many employees sought to obtain better compensation elsewhere. Throughout the department and ECUA, in general, the most effective approach used to address this issue has proven to be the implementation of a career progression

program. Regional Services and the Human Resources department designed and gained approval from the Executive Director to implement the program. Each employee has a new position description and list of training requirements, which will give them the opportunity to increase their salary and worth to the company.

### Valve Maintenance

Regional Services has continued to improve the Air Release and Water Valve maintenance programs that support the operation of ECUA's force mains, lift stations and distribution system. The division is poised to make dramatic progress during the next fiscal year.

The Air Release Valve (ARV) crew worked closely with the ECUA laboratory to eliminate perlite deposits, which were being introduced

into the trunk line that serves the CWRP. This substance is abrasive and caused grave damage to the upper float assemblies in the ARVs on that trunk line. A significant amount of time was devoted to the inspection, repair and replacement of the 77 ARVs in service.

In November 2014, the ARV crew coordinated a shutdown of the force mains along Blue Angel Parkway from the back gate of NAS to the Bayou Marcus Water Reclamation Facility. There were several ECUA and contract entities contributing to the project. We installed fifteen new ARVs following the removal of the existing nonfunctional valves, greatly improving the overall function of the force mains in the area. The project was extremely successful due to diligent planning and excellent preparation.

## Reduction of Sanitary Sewer Overflows

The Sewer Maintenance division has worked with the Engineering department to reduce Sanitary Sewer Overflows (SSOs) within the collection system through treating and removing grease from the areas in the system where it is concentrated. The division also eliminates tree roots from mains with a chemical designed to eliminate these roots and also with a mechanical cutting device.



250,955

feet of gravity sewers  
were inspected in 2015

The Florida Department of Environmental Protection and ECUA have put an emphasis on maintaining water quality at all locations within the distribution system.



1,224,583

feet of sewer lines were  
cleaned in 2015

## Wireless Work Orders

The development of the wireless work order program continued to move forward and Region East contributed two employees to the process. We utilized Panasonic Toughbook laptops with the goal of working and closing meter-related work orders. Staff provided some helpful feedback on the viability of the work order software, triggering the implementation of several significant changes. At the end of the fiscal year, the plan was to expand the training on this product to the other regions' meter trucks and the other work areas within the department.

## Water Quality

The Florida Department of Environmental Protection and ECUA have put an emphasis on maintaining water quality at all locations within the distribution system. One method to support this goal is to flush dead-end lines. The Regions were tasked to install flush hydrants on all dead-end lines that measure six inches or larger. Regions West and South achieved the goal during the last year. The focus in these areas will now be on installing flush hydrants on lines that are less than six inches.

Region East continues to work on their six-inch mains. There are significantly more customers and miles of water mains in this region in comparison to the others. All of the dead-end lines that

have flush hydrants or regular hydrants will be flushed twice annually by the Hydrant crew. The Hydrant Division purchased a valve insertion machine to use on ECUA mains that measure between four and 12 inches. The machine eliminates the need for valve insertions of this size to be performed by an outside contractor. Thus, the Hydrant Crew is able to respond more quickly to company needs at a lower cost. During the past fiscal year, we installed six valves on mains in the distribution system.

## Downtown Water System Grid Improvements

Region South assigned employees and contracted with Pensacola Concrete Construction to improve the downtown water system grid. The project entailed the inspection, exercising, and installation of water valves in densely populated commercial areas. Much of the work had to be completed after-hours when the loss of water service would not affect the operation of the businesses in the area. The crews completed work on the areas west of Palafox Street during FY 2015. We will complete the work on the downtown grid east of Palafox during 2016. The benefit of this work will be to have a system where there will be a minimum disruption of service when preventive maintenance and repairs occur.

# 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  
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 and  
Utility Operations



**John Daane, MBA**  
Director of  
Information Technology



**Patty Sheldon, CPA**  
**CGFO, CPFO, CPFIM**  
Director of Budgets and  
Cash Management



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



**Gabe Brown, BSOL**  
Director of  
Customer Services



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



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

# Exemplary Employees

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Employee  
of the Year

## Amy L. Williamson Senior Purchasing Agent

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This award was presented to Amy L. Williamson in recognition of her dedication and service to the Emerald Coast Utilities Authority. Amy's role and oversight of the formal bid process and requisitions involving over 520 purchase orders has had a direct impact on the efficiency and effectiveness of ECUA'S operating departments by obtaining the required equipment and services in the fastest and most economical manner possible.

Often presented with short timelines, Amy prides herself in not only being able to meet, but often beat, those timelines. She maintains a positive attitude and professional demeanor in her dealings with both internal customers and external vendors and suppliers. As the alternate at the small business development center meetings, Amy is a first contact and represents ECUA as a community partner, capably educating small business owners on how to do business with the ECUA.

Amy is extremely helpful to, and respected by, her coworkers and peers. She cheerfully assists and educates others through the purchasing process. Her problem solving skills and approachable demeanor make her a true asset to the ECUA. We are proud to honor Amy as our Employee of the Year for 2015.



Supervisor  
of the Year

## Mary L. Taylor Lift Station Maintenance Supervisor

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This award was presented to Mary L. Taylor in recognition of her dedication and service to the Emerald Coast Utilities Authority.

Mary's steadfast commitment to the ECUA, our employees, and customers, and her unwavering "can do" attitude steered her team forward throughout the ice storm and flood events of 2014. Under her leadership and despite multiple nights without sleep or being able to leave their posts, Mary's positive attitude during these historical weather events guided her team to successfully meet the challenge of performing emergency repairs to over 100 lift stations.

Through Mary's guidance and assistance, the lift station division's recovery efforts resulted in making the required FEMA submissions and helped the ECUA avoid a major financial impact. Mary is a role model to her co-workers and associate employees alike, as she is known throughout the ECUA for her hard work and strong work ethic. We are proud to honor Mary as our 2015 Supervisor of the Year.

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